



STRATEGIC PLAN

2008 – 2010

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INTRODUCTION

This Strategic Plan mirrors the joint analysis and response of fifteen offices belonging to the European region of Jesuit Refugee Service: JRS Belgium, Germany, France, Ireland, Italy, Malta, Morocco, Portugal, Romania, Slovenia, Sweden, Ukraine, United Kingdom, Western Balkans, and the JRS Europe Regional Office in Brussels.

The Strategic Plan addresses the question: Where can we be more effective in our service for refugees and the forcibly displaced when we join our forces for a common response? It builds on previous experiences of occasional common projects and coordinated policy and advocacy work around one or the other selected theme of common concern. This Strategic Plan takes the experience a step further: When asylum and migration policies are increasingly harmonised, an integrated response is more beneficial in the areas that concern a significant number of JRS offices in Europe. Detention, destitution, and the externalisation of border management and asylum were identified by representatives of all JRS offices in Europe as areas of common concern. An integrated response allows for information exchange on services that JRS offices provide in several countries. It enables coordinated responses to common policy and advocacy issues. And it provides opportunities for better adapted training and exchange of experience on the accompaniment of the most marginalised forced migrants.

This document is therefore neither a collection of plans for the JRS national offices with their projects and programmes in a particular country, as was the previous strategic plan 2005 – 2007; nor is it a plan only for the activities of the regional office. It attempts to identify those issues that are best addressed through a common strategy and leaves other issues for the strategic planning of each JRS office in Europe.

The common planning started with a first phase of review and analysis in March 2007 and was continued in working groups on each of the selected strategic issues. During a second planning phase in October 2007 the goals, objectives and expected outcomes were agreed. This Strategic Plan will be accompanied by two successive Action Plans for the periods January 2008 – June 2009, and July 2009 – December 2010 respectively.

The Strategic Plan for JRS Europe for the period 2008 – 2010 was officially endorsed by the JRS Europe Regional Director and all JRS country directors during a meeting in Samobor, Croatia, on 10 October 2007 (cf. signature page, p. 18).

MISSION STATEMENT

Millions of refugees and migrants flee persecution, armed conflict, poverty or natural disasters in their homeland where they can no longer find safety and security. Tens of thousands find their way to Europe each year seeking protection and assistance. Jesuit Refugee Service Europe shares the mission of JRS International, which is to accompany forcibly displaced persons, to serve them, and to advocate their cause. JRS takes its inspiration from the Gospel values of justice and steadfast love for those most marginalized. It is guided by the social teachings of the Catholic Church.

JRS Europe aims to provide effective assistance to forced migrants in Europe, to advocate respectful and fair treatment of all migrants affected by European policy, and to defend access to procedures that guarantee the realization of basic human rights in full accord with international treaties. It carries out this work in collaboration with JRS offices around the world, with other churches and faiths, and with civil organizations committed to the cause of refugees and forcibly displaced people. JRS Europe has particular solicitude for those whose needs are most urgent and for those who are simply forgotten.

THE CONTEXT OF OUR WORK

This plan is based on the notion that asylum and migration policies of the European Union and its member states currently develop in four directions: First, the Common European Asylum System takes further shape and form with common minimum standards. Secondly, a clear distinction is made between regular and irregular migration, with sometimes improved conditions for regular migrants and a strong policy for combating irregular migration. Thirdly, the improvement of integration policies for desired immigrants takes centre stage and attracts both the imagination of politicians and experts as well as considerable funding. Fourth, European policy makers try to attract the collaboration and consent of numerous countries outside the European Union, along the major migratory routes, to enforce the proposed policies also in countries and regions neighbouring the European Union and thus to safeguard EU territory from any unwelcome movements of persons.

Initial effects of such policies can already be assessed and used for further planning. The constant decrease in numbers of asylum seekers and refugees across the European Union countries shows that the classical category of political refugee, with access to full protection, has greatly diminished. A growing number of persons in need of protection can no longer enter the European Union to make their needs known; some decide not to ask for asylum, and others may be prevented from doing so by extremely strict procedural conditions. Potential refugees might find themselves as part of mixed migration flows or simply considered as irregular migrants. This, however, does not suspend the need for protection.

Migration policies inside the European Union increasingly concern two areas: integration and irregular migration. The fight against irregular migration has developed into a primary driving force for policy making with the establishment of the border agency FRONTEX, substantial technical aid to neighbouring countries for policing, prolonged periods of detention, and a strong emphasis on

an effective directive on returning persons residing illegally in an EU member state. At the same time there is a new attempt by the European Commission to act on immigration policies: The focus is set on the sharing of best practices on integration but not yet on harmonisation of immigration policies because of labour market concerns by member states. Not anticipating the effect of such policy sets, it is still safe to assume that large populations of migrants will stay in Europe, including forced migrants in mixed migration flows, with or without a legal status.

European policies on migration will increasingly be directed towards processes that happen outside the European Union. The reactions to mixed migration flows, the externalisation of asylum, and the discourse on migration and development are the indicators. Policy sets include measures such as; development aid offered under the condition of compliance with EU migration policies, readmission agreements, Regional Protection Programmes for Tanzania and Ukraine that should also stop onward movement of migrants and refugees, and the focus on migration that should economically benefit the country of destination, the country of origin, and the migrant.

In this context return is no longer an element, the sad ending of an unsuccessful attempt to seek protection, but is increasingly conceived as a full process: Return includes arrival, reception, status determination where applicable, the actual returning of the person, and economic reintegration. Managing return increasingly means managing economic migration. All measures from the very first point of contact are reoriented towards making return possible at any desired stage and are often prone to disregard the protection needs of persons seeking a safe place.

While we are used to identifying and singling out refugees as a clear and distinct category of persons according to the criteria of the 1951 Geneva Convention, it

becomes evident that current ways of characterising and conceptualising migrants have reached their limits. The lines between the different categories such as refugees, internally displaced persons, environmental refugees, economic migrants, etc., become blurred and their living situations often become similar. After a migration journey of several months and years most persons of all categories of migrants share an experience of humiliating and degrading violence. They find themselves confronted with the same perspective; they cannot return to their country of origin, they cannot obtain protection and build a livelihood in

a country of transit, and they cannot move on to a country of resettlement. This is an essential characteristic of mixed migration flows. The new reality challenges our conception of basic protection: While the strict application of the 1951 Geneva Convention to refugees who find themselves in this new migratory arena remains a concern, similar protection for a larger group of persons who have no recourse to a guaranteed set of rights is not available. This reality has so far hardly been recognised by state actors and has not yet been met with an adequate response.

THE RESPONSE OF JRS IN EUROPE

The policies governing the situation inside the EU will be of major concern to JRS Europe also in the coming three years. The presence of JRS among the people affected by such policies is vital. JRS Europe will therefore focus its activities on the issues of detention, return, and destitution. Through accompanying and defending the rights of detainees, JRS is present when forced migrants are particularly vulnerable, i.e. at the entry and exit points of their migration journey to and from the EU. This presence will be necessary also in the future. The issue of return is reflected mainly in our work on administrative detention which remains an on-going concern. At the same time JRS will remain open to further dimensions of ensuring the protection of returnees in a context of coercion wherever possible. Destitution has a clear link to return policies when persons can no longer sustain themselves because the social provisions of asylum and return policies no longer guarantee the most minimal access to food, housing, health services, and education. Destitution, however, goes beyond this link because it touches on questions of social inclusion for those who are not, or no longer, linked to the asylum process and still feel they cannot return to a safe place elsewhere. JRS has started to accompany such persons in several European countries and will seek in the coming three years ways to make their situations visible as a Europe wide phenomenon that needs to be addressed at the political level.

If JRS Europe focuses only on accompanying migrants inside the European Union, it will increasingly become insignificant for major new developments that shape migration policies and affect directly a large number of forced migrants. This is a direct result of and closely linked to EU policies: protection needs to be sought outside the EU. It implies a new challenge for JRS in Europe: How can JRS be present where forced migrants will thus be obliged to seek protection? JRS Europe envisages a presence in some countries neighbouring the European Union such as Morocco, Turkey, and Ukraine according to its mission: to accompany those forcibly displaced persons who are most in need, to offer relevant service, and to learn from the forcibly displaced of the central points for advocacy work where significant protection gaps exist and thus relating the cause to policy makers who are responsible for such situations. In this way JRS Europe aims to address policy sets that externalise border management and access to asylum.

In order to progress in the above mentioned areas of work, JRS in Europe needs to adapt its own structures and capacities. As a JRS region, JRS in Europe has over the past three years reached a new stage of integration through common project development and common policy work, notwithstanding the diversity of country offices in size, activities, time of operation, and funding sources. To

enable the work in coordinated areas, as set out in this plan, the ownership of a shared mission as a JRS region needs to be strengthened and new spaces for discernment and decision-making have to be identified. These must correspond with the practical needs of shared responsibilities for project development and advocacy work. This will allow JRS in Europe to provide more effective accompaniment and to obtain a voice for the forcibly displaced that will be more widely heard. To respond to developments outside the European Union in countries where there is no significant JRS or Jesuit presence, JRS Europe will need a partly different model of operation: While normally the initiative and the responsibility will continue to lie with the social apostolate of the Jesuit province, the JRS Europe Regional Office needs to get more actively involved in setting up activities when they are needed outside the reach of Jesuit provinces. This implies a capacity building phase towards establishing a project development unit and an extended advocacy unit in the Regional Office. It also implies for JRS country offices in Europe that the common activities described below need to be integrated into the planning for national activities and resources.

The response of JRS in Europe results in the following five strategic goals for the period 2008 – 2010:

- Detention: To advocate against the widespread and frequent use of administrative detention within asylum and return policies and to ensure proper recognition of the dignity of each person in detention.
- Destitution: To address clear, identifiable needs of destitute forcibly displaced migrants in Europe, arising through policies and practices that exclude minimum access to social services.
- Externalisation of border management and asylum: To address clear and identifiable needs of forced migrants on the borders of the European Union arising as a result of the externalisation of asylum.
- Regional collaboration and decision-making: To enable JRS in Europe to effectively collaborate on common concerns within a shared understanding of the JRS mission in Europe.
- Development of JRS Europe Regional Office: To enable the JRS Europe Regional Office to adequately support the JRS network in Europe in realising our common goals.

JRS in Europe assumes with this plan that forced migration will undergo significant changes in the coming three years. Therefore JRS has to realise its mandate in a quickly evolving context. With the changes and challenges ahead there is a call to go back to the very roots of JRS: New solutions can be found by listening to those who suffer in and from the new circumstances. This will remain the source of creativity and relevance of JRS in Europe.

THE FIVE STRATEGIC GOALS

DETENTION

Strategic Goal: *To advocate against the widespread and frequent use of administrative detention within asylum and return policies and to ensure proper recognition of the dignity of each person in detention*

Strategic Objectives	Operative Objectives	Outcomes	Performance indicators
i) Advocacy with decision makers To inform and influence policy makers on the reality and the effects of administrative detention in order to avoid administrative detention wherever possible	i.i) Enlarge the existing advocacy base at EU level to contacts in the European Council and the Council of Europe and include new actors in our advocacy strategy	<ul style="list-style-type: none"> › Regular contacts with CPT are established › Possibilities for litigation against the detention of asylum seekers before ECHR are assessed › Contacts with government representatives in the European Council are established at national levels › Working group of MEPs on administrative detention is set up 	<ul style="list-style-type: none"> › 5 key persons dealing with detention at CPT identified and met by Dec 2008 › Paper with pro and cons for JRS engaging in litigation and a suggestion for a final decision submitted by Dec 2008 › Contacts with members of at least 4 national delegations to European Council established by Dec 2008 › Exploratory talks with 2 members of the LIBE Committee held by May 2008
	i.ii) Continue advocacy work on the EU Return Directive	<ul style="list-style-type: none"> › Members of the European Council have been approached and familiarised with JRS experience › Transposition of Returns Directive into national legislation is monitored 	<ul style="list-style-type: none"> › 4 advocacy meetings are held with national delegations to European Council before decision is taken › Legal analysis of results of transposition is available in at least 6 countries › Impact of transposition has been assessed in a policy paper in at least 6 countries
	i.iii) Study alternatives to administrative detention and promote such alternatives	<ul style="list-style-type: none"> › Have evidence of alternatives to detention that work in practice and according to ethical standards › Specific alternatives are promoted that respond to specific situations in Member States 	<ul style="list-style-type: none"> › Review of alternatives to detention is published by Oct 2008 › One public event plus several meetings with policy makers are held by 6 country offices by Dec 2008

	i.iv) Advocate policy makers on “no detention of asylum seekers”	<ul style="list-style-type: none"> › Governments are aware why asylum seekers should not be detained › Regular awareness raising initiatives are carried out in coalition with partner organisations 	› At least one specific awareness raising activity per year carried out by 8 JRS offices
	i.v) Advocate policy makers on “no detention of minors”	<ul style="list-style-type: none"> › Detention of minors is highlighted as a particular issue for awareness raising › Efficient mechanisms for preventing the detention of minors and ensuring their protection are identified 	<ul style="list-style-type: none"> › At least one specific awareness raising activity per year carried out by 8 JRS offices › Policy paper on damages done to children and on mechanisms for preventing the detention of minors was published by Jun 2009
	i.vi) Monitor further EU legislative developments and take advocacy actions where appropriate	› Legislative initiatives of EU bodies are followed where they touch upon the concerns of the forcibly displaced	› JRS Europe shares information about new developments in Progrès and during RCMS
ii) Monitoring of conditions of administrative detention in Europe To accompany and serve persons in detention and make available information on their living conditions for advocacy on their behalf through networking, reports, and analysis	ii.i) Ensure information exchange within JRS in Europe about detention	<ul style="list-style-type: none"> › Detention Visitors Support Group serves as a tool for information exchange › JRS Detention website is maintained and updated on detention conditions 	<ul style="list-style-type: none"> › Exchange of information has been included in DVSG meeting › JRS Detention website has a comprehensive section on detention conditions by Dec 2008 with regular updates at least every 3 months
	ii.ii) Conduct a research on detention conditions in new and old EU member states	<ul style="list-style-type: none"> › Quantitative and qualitative information is collected and published › Stories which express the points of view of detainees in EU countries are collected and published › Research report assembles the collected information (legal framework, stories, practices), offers criteria for assessing detention conditions, and makes recommendations (like EU ombudsman) › European conference on conditions in administrative detention centres is organised 	<ul style="list-style-type: none"> › Methodology and partnerships of “Ten New Member States Project” on detention conditions has been extended to at least 8 other member states by Dec 2008 › New research report is available by Dec 2009 › European conference is organised no later than May 2010
	ii.iii) Offer exposures to decision makers to the reality of detention through visits	› A variety of policy makers have visited detention centres and met with detainees	› Policy makers in 4 countries across Europe visited detainees and discussed their experiences with JRS
	ii.iv) Monitor transposition of EU Reception (and Return) Directive into national legislation	<ul style="list-style-type: none"> › Transposition of directive(s) into national legislation has been assessed legally › Consequences of new legislation for practice in detention centres have been analysed 	<ul style="list-style-type: none"> › Legal analysis of results of transposition is available in at least 6 countries › Impact of transposition has been assessed in a policy paper in at least 6 countries

iii) Information and awareness raising To provide reliable, comprehensive, and independent information on detention and keep the issue alive	iii.i) Regularly update the JRS Detention Website and relevant sections of JRS national websites with legal information, stories, and ethical criteria	› Material has been collected and put on respective websites	› Up-to-date material is available for advocacy actions › Number of hits was registered and assessed for each website
	iii.ii) Contribute to international campaigns where appropriate	› Contributions are made to the appeal: www.nominorsindetention.org › Contributions are made to the International Detention Coalition: www.idc.org › JRS Europe educational projects are used to provide information on detention	› Relevant JRS material has been made available to international campaigns at least once per year › JRS offices participated upon request in actions of international campaigns › JRS Arrupe Award and JRS Young Journalists Competition included special focus on detention
	iii.iii) Enhance existing networks with partner organisations	› Organisations beyond the area of migration and asylum join the issues in this strategic plan	› Each JRS office identified at least one new relevant partner organisations per year
iv) Develop a JRS Europe corporate identity concerning detention To ensure sufficient mutual understanding and coherence and to make use of synergies based on our different experience in different countries and situations	iv.i) Regularly exchange experiences and communicate policy development proposals and decisions regarding the involvement of JRS in detention work at national level with the aim of increasing mutual understanding and coherence in our field presence	› Detention Visitors Support Group serves as a tool for exchange of experience in visiting detainees and effectively links experiences to JRS policy and advocacy work › The JRS newsletter Progrès has a regular attachment on “Detention” › An intranet section has been added to the JRS Detention website	› Exchange of experience and policy conclusions have been included in DVSG › “Detention” attachment of Progrès receives an average of 5 contributions per issue › Intranet section performs a minimum of 100 visits per month
	iv.ii) Update and adapt the existing policy and advocacy positions of JRS Europe with the aim of developing common principles on administrative detention and an advocacy strategy	› Annual advocacy meeting on detention is included in RCMs to discuss issue, review strategy and actions at EU and national level, and propose possible decisions	› Common principles on administrative detention have been adopted by Mar 2008 › Advocacy strategy has been updated and agreed in respective Action Plan
	iv.iii) Ensure that JRS detention visitors are motivated, well trained, and receive sufficient care	› Detention Visitors Support Group meeting serves as a tool for personal exchange and training › Detention visitors have been offered additional occasion for training and/or spiritual support	› Training elements (e.g. on narratives, ethical issues) have been included in DVSG › Each detention visitor has had access to an additional 3 days per year of professional and/or spiritual formation

DESTITUTION

Strategic Goal: *To address clear, identifiable needs of destitute forcibly displaced migrants in Europe, arising through policies and practices that exclude minimum access to social services*

Strategic Objectives	Operative Objectives	Outcomes	Performance indicators
i) JRS Policy Position and Recommendations To clarify the JRS policy position on destitution and elaborate concrete policy recommendations for the various groups of destitute, forcibly displaced migrants in Europe	i.i) Develop a common position and policy recommendations pulled from the destitution report to lobby the EU and member states	<ul style="list-style-type: none"> › Have a common position/policy paper › Have clear and separate advocacy strategies for different groups of destitute forcibly displaced persons 	<ul style="list-style-type: none"> › Paper completed by Jul 2008 for discussion and decision in Oct 2008
ii) Advocacy on the National Level To sensitise governments, media and public opinion on the issue of destitution, using the information of the destitution report and the policy paper	ii.i) Event on destitution organised by JRS country offices to reach out to government, media, public	<ul style="list-style-type: none"> › Event is tool to raise awareness on destitution in member states and on EU level › Result of events are fed back into annual review of policy position on destitution 	<ul style="list-style-type: none"> › Event organised by end Jun 2009 on national levels › Annual review of policy position and necessary adaptations
	ii.ii) National offices to develop a source of readily available case studies on destitution	<ul style="list-style-type: none"> › National offices to have this tool and make it available on website 	<ul style="list-style-type: none"> › At least 3 case studies developed by Dec 2008 per country office
	ii.iii) Study good practices of integration for destitute asylum seekers and migrants	<ul style="list-style-type: none"> › Have evidence of good practices › Good practices are promoted in a way they respond to specific situations in Member States › National governments involved in discussion on integration plan 	<ul style="list-style-type: none"> › General model developed by Mar 2009 to be used by countries › National plans for integration of destitutes by end 2010
iii) Advocacy on the European Level To promote minimum standards for social inclusion	iii.i) Discuss with EU Commission and other EU bodies on human rights standards regardless the status of persons to develop a common position	<ul style="list-style-type: none"> › Results from analyses of good practices on national level used for European level › Analyse Reception directive with regard to opportunities for improvements › Principal allies identified among Member States governments and in EU Commission › Working relationship with European Parliament established 	<ul style="list-style-type: none"> › Policy paper on good practices and analysis compiled by Oct 2009 › At least 2 governments and 3 key EU Commission persons actively supporting proposal › Two major advocacy events in the European Parliament have taken place by end 2010
	iii.ii) Promote adherence to existing legislation such as European Convention for the Protection of Human Rights and Fundamental Freedoms through advocacy with the Council of Europe	<ul style="list-style-type: none"> › Regular contacts with relevant representatives to the Council of Europe 	<ul style="list-style-type: none"> › At least 5 key persons dealing with these issues identified and met by Dec 2009

iv) Direct Service Provision To monitor the situation of destitute forced migrants and to identify possible new needs with the view to improve assistance	iv.i) Regular exchange of information on legislation and administrative practices leading to destitution and on good practices in direct services to destitute migrants	<ul style="list-style-type: none"> › An understanding is reached by JRS in Europe as to the causes of destitution › Improved, up-to-date exchange of qualitative and quantitative information from JRS service provision › Best practices of other organisations identified 	<ul style="list-style-type: none"> › Meeting of key JRS office staff to draw up documents in Jun 2009 › Internal synthesis document incl. review of innovative practices written by Oct 2009
	iv.ii) Accompaniment as primary “service”	<ul style="list-style-type: none"> › Adequate skills and resources developed for accompanying destitute persons 	<ul style="list-style-type: none"> › Regular contact/programme in place with destitute persons in 6 national offices by Jun 2008 › Reflection paper on the accompaniment of destitute persons by Jun 2009
v) Networking To bring together numerous institutions, organisations, and associations with the aim of organising a European Destitution Conference by 2010	v.i) Organise European Conference on Destitution as a step towards developing minimum standards on destitution	<ul style="list-style-type: none"> › Conference takes place and is used to solicit support from NGO sector and governments › Conference establishes new network for the support of the destitute across media, academia, policy makers, and service providers › Conference provides significant public visibility to the forcibly displaced living in destitution 	<ul style="list-style-type: none"> › Conference takes place by end 2010 and is attended by 100 specialists from all areas › Conference forms new alliances to support destitute persons › 50% of participants are willing to continue cooperation › Conference receives coverage in 10 national media

EXTERNALISATION OF BORDER MANAGEMENT AND ASYLUM

Strategic Goal: *To address clear and identifiable needs of forced migrants on the borders of the European Union arising as a result of the externalisation of asylum*

Strategic Objectives	Operative Objectives	Outcomes	Performance indicators
i) Direct Service Provision To accompany and serve forced migrants on the borders of the EU to improve their situation by offering friendship and support	i.i) Further needs assessments to be conducted in at least two other areas besides Morocco	<ul style="list-style-type: none"> › Needs assessments are conducted, giving further information which will assist in the identification of services and design of project 	<ul style="list-style-type: none"> › Needs assessments completed by Dec 2008
	i.ii) Identification of services to be provided in the project	<ul style="list-style-type: none"> › Services are identified for new projects › Project in Ukraine and W. Balkan includes externalisation of asylum dimension 	<ul style="list-style-type: none"> › Services are identified by Dec 2008
	i.iii) Project planning for projects in Morocco, W. Balkan, and Turkey	<ul style="list-style-type: none"> › Project planned, identifying all necessary resources 	<ul style="list-style-type: none"> › Planning completed by Mar 2008 (Morocco); Feb 2009 (W. Balkan and Turkey)

	i.iv) Project delivery including the identification and acquisition of necessary resources (human and financial)	<ul style="list-style-type: none"> › Seed money is allocated from JRS International Office › Resources are acquired and put in place › Project starts and is delivered › Information gathered is fed into advocacy 	<ul style="list-style-type: none"> › Project starts by Apr 2008 (Morocco); spring 2009 (W. Balkan and Turkey) › Funds and other resources are found › Quantitative and qualitative data are kept › Reporting is undertaken regularly
	i.v) Evaluation (including regular reviews)	<ul style="list-style-type: none"> › Reviews and evaluation undertaken › All appropriate financial oversight undertaken 	<ul style="list-style-type: none"> › Financial reports and regular other reports are made to funders and to European Office › An independent evaluation is undertaken at least at the end of the first project period
ii) Advocacy To inform and influence EU policy makers, institutions, Member States and also the UNHCR, on the impact of asylum policies for forced migrants on the EU borders	ii.i) Information gathering from needs assessment and service delivery	<ul style="list-style-type: none"> › Information necessary for advocacy is gathered › Established or joined local/national network of organisations with experience on the ground › Established international links with organisations in EU member states on specific issues (Spain, UK, EU) › Cooperation with international partners working on access to asylum is established 	<ul style="list-style-type: none"> › Information is gathered on an on-going basis and comprises quantitative and qualitative data › Regular exchange of information with significant number of local/national partner organisations › International partners for identified number of specific advocacy issues and opportunities
	ii.ii) Research into the broader context (legislative elements, numbers of forced migrants, etc.)	<ul style="list-style-type: none"> › Research focus discussed and designed by JRS network › Liaising with JRS International on broader context of research scope and possible link to other countries › Researchers identified and given remit 	<ul style="list-style-type: none"> › Research is completed by Dec 2009
	ii.iii) Advocacy	<ul style="list-style-type: none"> › Written report produced › Positions developed › Positions and recommendations communicated to relevant individuals and bodies › Advocacy plan established and necessary resources acquired › Main advocacy partners identified (regional level) 	<ul style="list-style-type: none"> › Common positions identified › Individuals and bodies to be communicated to are identified › 100 reports distributed › At least one response received from each relevant actor
	ii.iv) Evaluation of impact	<ul style="list-style-type: none"> › Impact of project monitored 	<ul style="list-style-type: none"> › Change in policy, legislation, media reporting › Change in the quality of life for forced migrants

REGIONAL COLLABORATION AND DECISION-MAKING

Strategic Goal: *To enable JRS in Europe to effectively collaborate on common concerns within a shared understanding of the JRS mission in Europe*

Strategic Objectives	Operative Objectives	Outcomes	Performance indicators
i) Collaboration and Decision-Making To develop sufficient mechanisms for collaboration among all offices in JRS Europe, including adapted procedures for decision making	i.i) Improved, focused information sharing between offices on activities in areas of common concern and on new developments	› To have a system developed for the RCM 2008 and AGM 2008	› New practice in place for country directors (RCM) from Mar 2008 › New methodology adopted for all staff (AGM) by Oct 2008
	i.ii) In view of the mission of JRS in Europe, clarification of decision making structure of JRS in Europe, including coherence of decisions and practice at the national level that affect other JRS offices in Europe	› Adapted mechanisms for decisions on common advocacy papers › Have an early warning system for potential conflicts resulting from differences in practice › Newly evolving role of RCMs has been defined, documented, and agreed	› Updated common policy position on detention is agreed by Jun 2008 › Updated common policy position on destitution is agreed by Oct 2008 › Common policy position on externalisation of asylum is agreed by Dec 2009 › Real time information is given to other national and regional JRS offices in case of conflicts › Reflection on evolving role of leadership in coordination takes place at least once per year
	i.iii) Collaborative preparation of and work on common projects	› To have a regular discussion on common projects among country directors	› Suggestions for new common projects are made during RCM in Mar 2009
	i.iv) Collaborative review of strategic plan and action plans	› To have a system for collaborative ownership of strategic planning and action planning	› New methodology for collective planning is tested and agreed by Dec 2009 › The Action Plan Jan 2008 - Jun 2009 is reviewed by all country directors and coordinators › All country directors and coordinators have contributed to the Action Plan Jul 2009 - Dec 2010 › All country directors and coordinators engage in the review of the Strategic Plan 2008-2010

ii) Support and ownership by CEP provincials To keep the members of the Conference of the European Provincials informed of new developments in the area of forced migration and to ensure their on-going ownership of the work of JRS in Europe	ii.i) Regular up-to-date information to the members of the CEP on developments in the area of forced migration	<ul style="list-style-type: none"> › Members of the CEP know about basic political developments concerning migration and about opportunities for apostolic responses › Members of the CEP know about needs for human and financial resources › Members of CEP know about the European dimension of JRS' work with forced migrants and the purpose of coordination 	<ul style="list-style-type: none"> › JRS Europe is invited to participate at the annual CEP meeting › National offices have a meeting on strategic issues with the responsible provincial at least once a year
	ii.ii) On-going support and up-to-date mandate from the CEP for the mission of JRS in a changing context in Europe	<ul style="list-style-type: none"> › Ownership of JRS as part of the social apostolate of the provinces is ensured › Support for structural changes in the mandate of JRS Europe is given by provincials, if necessary, to respond to new challenges 	<ul style="list-style-type: none"> › JRS has a recognised place in the planning of the CEP and the Jesuit provinces, incl. financial and human resources › Mandate for working in countries without significant Jesuit presence is secured where necessary › Support structure is adequate for projects depending directly on the Regional Office
iii) Identity and leadership in JRS in Europe To ensure continued professional leadership in a growing organisation and all staff being rooted in the identity of JRS	iii.i) Offer and design on-going formation and training for staff, interns, and volunteers of JRS in Europe	<ul style="list-style-type: none"> › Existing training opportunities within Jesuit provinces in Europe are identified › Funding for participation in such trainings is secured › Questions touching on the mandate and the identity of JRS in Europe are regularly addressed 	<ul style="list-style-type: none"> › A compilation of existing training opportunities is provided in Mar 2008 › A compilation of relevant trainings used by JRS staff is discussed within the evaluation of this Action Plan
	iii.ii) Ensure succession planning for key leadership roles such as regional directors and country directors	<ul style="list-style-type: none"> › In consultation with responsible provincials, succession for key staff is planned, including the assessment of qualifications › Advance planning processes are in place to ensure sufficient preparation periods 	<ul style="list-style-type: none"> › Role descriptions and person specifications are written; discussions with provincials about succession plan took place in due time › Interview processes took place where new staff was selected

DEVELOPMENT OF JRS EUROPE REGIONAL OFFICE

Strategic Goal: *To enable the JRS Europe Regional Office to adequately support the JRS network in Europe in realising our common goals*

Strategic Objectives	Operative Objectives	Outcomes	Performance indicators
i) Advocacy To establish sufficient advocacy capacity in the JRS Europe Regional Office for an extended range of issues	i.i) Extension of advocacy capacity through new policy and advocacy post	› Have a senior and a junior policy and advocacy officer in place	› Senior Policy and Advocacy Officer in place by Feb 2008, funding secured for 2 years › Junior Policy and Advocacy Officer in place by Jan 2008, funding secured for 3 years › Induction and training period finished by Jun 2008
	i.ii) Creation of advocacy team in the Regional Office, including the communications person	› Advocacy team is established with advocacy officers, media assistant, and volunteer(s) › Advocacy team has regular strategy meetings with Regional Director and Assistant Regional Director (“Policy Planning Day”)	› Each member of the advocacy team has an updated job description by Jun 2008 › Advocacy team has a written briefing about its role and the expected outcome by Mar 2008 › Advocacy team elaborated strategies on each policy area
	i.iii) Capacity to advocate pro-actively on common issues identified for the JRS Europe region	› Advocacy work is extended from one to 4 policy areas: detention, destitution, externalisation of asylum, migration and development › Regular and focused communication with national offices is established › Adequate ways of working pro-actively have been identified	› Advocacy plans exist for each area by Apr 2008 › Advocacy plans are implemented and formally reviewed every 6 months
	i.iv) JRS Europe regional office to take a leadership role on common advocacy issues	› JRS Europe has identified the needs for coordination together with the national offices › JRS Europe alerts the JRS network on new threats and opportunities › JRS Europe ensures a coordinated practice and leads the process towards common positions on advocacy issues	› Common policy positions are in place for each common issue (timeframe cf. “Regional Collaboration” i.iv) › JRS Europe ensures continued discussion and adaptation at each RCM › JRS Europe ensures annual reflection on evolving policy context
	i.v) Capacity (limited) to include advocacy concerns of other JRS regions that concern EU policies	› JRS Europe has established relations with selected other JRS regions and knows about their advocacy concerns › Openings for advocacy work regarding EU policies have been identified and made known to other JRS regions › An annual work plan for a selected issue has been established and agreed (at present: migration and development)	› Advocacy Officers participated at JRS International Advocacy Meeting › Annual work plan is implemented and evaluated

	i.vi)	Evaluation of staff resources and efficient placement of interns	<ul style="list-style-type: none"> › Areas of work and tasks are identified that can be covered by volunteers and/or interns › Internships and volunteer placements are offered for legal and policy work 	› Interns and volunteers are recruited in time for a well-defined purpose
ii) Project Development To ensure adequate support by the JRS Europe Regional Office for projects under its direct responsibility and needs in project management at the national level	ii.i)	Creation of project development team in the Regional Office	<ul style="list-style-type: none"> › Project development team is established with project development officer, project assistant, and assistant regional director › Project development team has regular strategy meetings with Regional Director (“Project Planning Day”) 	<ul style="list-style-type: none"> › Project Development team has a written briefing about its role and the expected outcome by Mar 2008 › Project Assistant is recruited and funding secured for 2 years by Mar 2008
	ii.ii)	Direct design and implementation of JRS projects in countries where appropriate	<ul style="list-style-type: none"> › Needs assessments have been carried out where necessary › Project planning for Morocco, Turkey, and W. Balkan is supported through visits, reflection, and technical knowledge › Key partners for each project have been identified › Key project staff has been recruited and trained › Annual reviews of projects are carried out 	<ul style="list-style-type: none"> › Needs assessments indicate clear conclusion for future project › Project proposals are submitted › Project staff is in place › Annual project evaluation is submitted
	ii.iii)	Responsibility for funding directly implemented projects	<ul style="list-style-type: none"> › Seed funding for explorative phase has been secured where necessary › Funding partners have been identified for each of the new projects › Financial reporting procedures are in place 	<ul style="list-style-type: none"> › Seed funding has been provided by internal partners › Multi-annual project funding has been approved by funding agencies › Financial reports are submitted in time
	iv.iv)	Use of project development team to support all country offices in their project planning and implementation where needed	› Project development team is available to all country offices that request support for strategic planning and project planning	› Project development team has delivered specific support actions
	ii.v)	Evaluation of staff resources and efficient placement of interns	<ul style="list-style-type: none"> › Areas of work and tasks are identified that can be covered by volunteers and/or interns › Internships and volunteer placements are offered for project work 	› Interns and volunteers are recruited in time for a well-defined purpose
	ii.vi)	Fostering of reliable links with Jesuit partner organisations for project development	› Long-term partnerships with organisations such as ALBOAN and Entreculturas are established for the development of new projects in Morocco and Turkey (funding and policy work)	<ul style="list-style-type: none"> › Organisations such as ALBOAN and Entreculturas respond positively to funding needs of selected projects during an initial period of 2 years › Organisations such as ALBOAN and Entreculturas use available information for their policy work in Spain

SIGNATURES

This Strategic Plan for JRS in Europe is a direct expression of our values and of our mission to accompany, serve, and advocate for the rights of the forcibly displaced in Europe and where they are directly affected by European migration policies. We commit our offices to engaging in the goals that we set out for JRS in Europe in this plan. It is our hope that we can contribute in this way as a European-wide network to greater respect for and better recognition of the dignity of those who are in need of protection by our states and societies, regardless of their immigration status.

Samobor/Croatia, 10 October 2007



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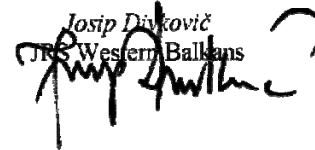
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