

Strategic Framework 2025-2029



OUR VISION

A world where forcibly displaced people can obtain protection, opportunity, and participation in sustainable, just, and reconciled communities.

OUR MISSION

Inspired by the generous love and example of Jesus Christ, the Jesuit Refugee Service (JRS), as a global apostolate of the Society of Jesus, seeks to accompany, serve and advocate the cause of forcibly displaced people, that they may heal, learn, and determine their own future in community.

OUR WAY OF PROCEEDING

Journey with displaced people

Accompany forcibly displaced people to understand their aspirations, foster active participation in their communities, and support their hope.

Recognise shared humanity

Promote actions that are rooted in justice and compassion, and developed through the dialogue between diverse cultures, religions and spiritual traditions, as part of the human family living in an interconnected world.

Strengthen holistic and community approaches

Develop a whole-person and community-centred approach including psychosocial wellbeing, gender responsiveness, safeguarding, and environmental stewardship, to rebuild lives and preserve dignity.

OUR CONTEXT

We work to keep hope alive in a world that is becoming dangerously inhospitable to forcibly displaced people. In many places, armed conflicts, oppression, organised crime and gang violence combine with weak rule of law, corruption, and poverty to fuel extremely high numbers of displacement. Climate change multiplies the devastating impacts of these crises, hitting those who are already vulnerable the hardest. Multilateralism as a means of mutual recognition and compromise is threatened and humanitarian funding is declining in critical areas.

Forcibly displaced people fall through the cracks of our broken world. Their lives and human dignity are at risk, threatened during dangerous journeys to find refuge and in shrinking spaces for protection. The politics of fear increasingly fuels xenophobia and actively steers anti-immigrant sentiment.

The experience of accompaniment, service and advocacy that we share with the forcibly displaced, and which emerges from our programmes, compels us to enter the human and political spaces of tomorrow. Our analysis leads us to adopt four strategic directions that aim to promote “social processes of fraternity and justice for all” (Pope Francis). We promote **reconciliation** as a way of being that recognises the need to transform broken relationships and enables people, communities and organisations to build a new social bond. This bond supports communities that are strongly committed to human dignity and the common good in the public sphere. We remain committed to the importance of a flexible, effective and rights-based access to **protection and inclusion** for all forcibly displaced people as social and legal systems evolve. We also emphasise that education, access to livelihoods and psychosocial support, and advocacy are essential for forcibly displaced people and their communities, to rebuild **agency** and participation in our societies that must reach far beyond simple survival. The people and services of JRS remain its cornerstone. This approach requires **new relationships for mission** among our teams, as a global apostolate of the Society of Jesus and with trusted partners who act as catalysts for the recognition of our shared humanity.

OUR STRATEGIC DIRECTIONS FOR TRANSFORMATION

Reconciliation and justice

JRS contributes to just, inclusive, and peaceful communities by fostering right relationships among JRS teams, forcibly displaced people, and local communities.

Protection & inclusion

JRS promotes effective access to human rights, protection, and inclusion for all forcibly displaced people.

Agency

JRS supports communities to act to create the conditions that allow forcibly displaced people to pursue their project to live in dignity, to reclaim autonomy over their lives, and to fully actualise their potential possible.

One sustainable organisation

As a global apostolate of the Society of Jesus, JRS strengthens its capacity to act as a global organisation through subsidiarity, mechanisms of mutual accountability, and integrated governance.

OUR PROGRAMMATIC PRIORITIES WHAT WE DO

Economic inclusion & Livelihoods

Catalyse the economic inclusion of forcibly displaced people by investing in pathways to dignified work, adopting a market-systems approach, and expanding equitable access to digital tools, skills, and infrastructure.

Education

Within existing programmes, advance access to quality education of forcibly displaced people by upholding the right to recognition in national education systems, and prioritising teacher formation and alternative education pathways, especially for girls and other marginalised groups.

Mental health & psychosocial support

Improve the mental health and psychosocial wellbeing of forcibly displaced people by prioritising community-based and community led initiatives.

Reconciliation

Contribute to the transformation of relationships between individuals and groups who have been damaged by violence and conflict at communal, cultural, and structural levels, facilitating safe spaces to seek non-violence, justice, and peace.

Global Advocacy

Connect JRS local, regional, and global advocacy processes that challenge unjust legal frameworks, strive to change public opinion, help to generate sustainable and durable solutions, and empower forcibly displaced people to exercise their human rights.

Effects of climate change on displacement

Based on our accompaniment, strengthen the climate resilience of the people we serve, analyse the effects of climate change on forced displacement, and advocate for eco-social justice and protection mechanisms for people displaced by climate change.

OUR PROGRAMMATIC PRIORITIES HOW WE DO IT

Refugee participation and inclusion: JRS contributes to building a culture of welcome and solidarity with forcibly displaced people, working together with them to advocate for access to legal status, socioeconomic integration, self-reliance, and participation at all levels of society.

Environmental Sustainability: JRS addresses the impact of climate change on displacement by identifying best practices, fostering research to reduce our environmental footprint, adapting our programmes, and engaging in partnerships for action, to address the impact of climate change on displacement.

Integrated programming: JRS offers a holistic response that puts each person at the centre of the integrated delivery of JRS programmes. This response goes beyond meeting needs, to identifying and addressing obstacles that prevent forcibly displaced people from determining their future.

Community engagement: JRS embeds its services in communities to cultivate agency, accountability, empowerment, and sustainability. JRS encourages social cohesion between refugees and host communities by being aware of communal and cultural dynamics and being sensitive to causes of conflict and to the needs of those marginalised due to discrimination based on age, gender, disability, and other types of diversity.

Partnerships: JRS engages in new types of strategic partnerships for effective and comprehensive service delivery, learning, and advocacy as well as protection to enable social transformation towards justice and reconciliation. JRS prioritises collaboration with other Jesuit apostolic works in fulfilment of the shared mission of the Society of Jesus and other trusted partners.

Accountability to affected populations: JRS adheres to the Core Humanitarian Standards that promote full accountability to affected populations by building participatory relationships of trust and transparency and promoting their primary role throughout the project cycle.

ORGANISATIONAL PRIORITIES

Sustainability

In pursuit of sustainable growth, we consolidate the development of JRS by taking steps to improve resource mobilisation and harmonise processes that lead to a more efficient, structured and ecological use of resources, enhanced financial accountability and better risk management. This prioritises the definition and accessing of new fundraising markets. It entails defining and implementing global and local processes of resource mobilisation and distribution that allow for systematic planning and allocation based on mission-driven priorities.

JRS mission, people, and skills development

Invest in JRS's mission, people, and skill development. This entails the development of support mechanisms for staff and board or council members to embrace, live and share our mission, rooted in a culture of accompaniment, reconciliation, accountability and shared responsibility. This priority emphasises an increased focus on mission and identity, structured leadership development, improvements in the employee life cycle, capacity building, staff care and staff wellbeing initiatives, and investments in security.

Learning and technology

Build a culture of learning and digital identity for a more systematic approach to knowledge, data collection and management, to encourage evidence-based programming and improved horizontal communications within JRS. This entails reinforcing the capacity for data analysis and fully adopting global digital systems that support data-driven decision-making and planning as well as improved internal communications to build a global organisation through learning.

Organisational reform and governance

Become a more effective JRS for a local and global mission as an integral part of the mission of the Society of Jesus, increasing our local and global impact through governance and organisational reform. This entails updating and consolidating structures and processes of articulated governance, consolidating roles for local and global functions based on service orientation and participation, and strengthening a culture of accountability, resulting in an update of the 2012 Norms and Guidelines.