

# STRATEGIC FRAMEWORK 2026-2030

## OUR VISION AND MISSION

### Our Vision

A world where forcibly displaced people in Europe can obtain **protection, opportunity, and participation** in sustainable, just, and reconciled communities that embody welcome, dignity, and solidarity.

### Our Mission

Inspired by the generous love and example of Jesus Christ, JRS Europe, as a regional expression of the global apostolate of the Society of Jesus, **seeks to accompany, serve and advocate** for the cause of forcibly displaced people across Europe, that they may heal, learn, and determine their own future in community.

Rooted in the Ignatian tradition and Catholic Social Teaching, we serve as bridge-builders between **communities, institutions, and stakeholders**, fostering spaces of encounter and transformation that recognize the shared humanity of all people.

## OUR ETHICAL CONSIDERATIONS AND VALUES

### Our Core Values

**Compassion, humility, hope, human dignity, solidarity, trust, hospitality, inclusion, justice, and participation** guide all our actions.

### Our Ethical Foundation

Rooted in Catholic Social Teaching and the Ignatian tradition, particularly the vision of Pedro Arrupe, we embrace **accompaniment** as our fundamental way of proceeding. We cultivate spaces of encounter and transformation through personal relationships, shared humanity, and the joy that arises from solidarity and mutual recognition.

### Our Operational Ethics

We maintain **transparent and rigorous systems**, promote participatory decision-making, and ensure that our advocacy and service remain **independent** from donor pressures or political expediency while staying grounded in discernment and local knowledge.

## SITUATION ANALYSIS

Since mid-2024, global forced displacement has increased to **122.6 million people**. In Europe, **arrivals dropped by 40%**, with top asylum seekers from Syria, Afghanistan, Venezuela, Turkey, and Colombia. This decline is presented as a **success of border restrictions**, but it overlooks underlying human rights violations. Migration patterns shifted, with less movement through the Central Mediterranean and Western Balkans and more through the Eastern Mediterranean. Ongoing conflicts in Ukraine, Syria, and the Sahel are **major drivers of displacement**. Legal migration has grown, but it also raises concerns about exploitation. Key stakeholders include **governments, NGOs, host communities, and migrants**. JRS's strengths are its **Ignatian values, field presence, reception services and expertise in education**, while challenges include unstable funding and limited mental health support. Opportunities like digital tools exist, but rising nationalism and restrictive policies threaten migrant rights.

Europe's **increasing diversity** represents a profound opportunity for **social and economic enrichment** that transforms communities through **new skills, perspectives, and cultural vitality**. JRS Europe's commitment to **hospitality and social inclusion** recognizes that successful integration at the local level, supported by policies respecting human dignity and promoting equal opportunities, transforms diversity from merely a demographic reality into a strategic asset that strengthens social cohesion and drives sustainable development across the continent.

## OUR STRATEGIC DIRECTIONS FOR TRANSFORMATION

### Protection & Inclusion

JRS Europe promotes effective access to **human rights, protection, and inclusion** for all forcibly displaced people, advocating for flexible, rights-based approaches that enable full participation in European societies.

### Agency

JRS Europe supports communities in creating the conditions that enable forcibly displaced people to **pursue their dreams of living with dignity, reclaim autonomy** over their lives, and fully actualize their potential as active contributors to their communities.

### Reconciliation and Justice

JRS Europe contributes to just, **inclusive, and peaceful communities** by fostering right relationships among JRS teams, forcibly displaced people, and host communities, addressing the root causes of division and exclusion.

## OUR PROGRAMMATIC PRIORITIES

### Protection

Advocate for **safer and legal pathways** for asylum seekers to reach Europe, addressing increasingly restrictive policies and border externalization. Our protection work encompasses direct **legal assistance, advocacy for policy change, and the documentation of violations of international law.**

### Detention

Visit people in **detention and pilot alternatives** to detention, responding to expected increases in detention under the EU Migration Pact. Share our expertise across European networks with civil society and duty-bearer authorities, promoting with hope a more inclusive and caring Europe.

### Inclusion and Integration

Ensure individuals and groups at risk of exclusion gain opportunities for **full participation** in European societies through hospitality, community-building and integration support. Promote economic inclusion and livelihoods, allowing people to contribute their talents and skills to their new communities while achieving independence and self-determination.

### Advocacy and Awareness

Challenge narratives of fear and exclusion that fuel xenophobia and restrictive policies across Europe. Counter disinformation through enhanced **communication strategies, community-driven campaigns, and reconciliation initiatives.** Encourage young people to engage in solidarity with refugees through formal and non-formal education.

## OUR ORGANIZATIONAL PRIORITIES

### Sustainability

Improve **resource mobilization** and harmonize processes for efficient, structured, and ecological resource use with enhanced accountability and risk management.

### Capacity Building

Focus on **staff development, leadership structures, succession planning, and fundraising training** to strengthen organizational effectiveness.

### Community Engagement

Embed services in communities to **cultivate agency, accountability, empowerment, and sustainability** while encouraging social cohesion.

### Evaluation and Accountability

Introduce **regular and systematic** mechanisms of monitoring, evaluation and accountability, including robust feedback systems and transparent decision-making processes.

### Identity and Values

Promote organizational culture that reflects **Jesuit identity and values**, grounded in accompaniment, reconciliation, and shared responsibility.

### Partnerships

Engage in **strategic partnerships** with Jesuit apostolic works, refugee-led organizations, and trusted partners for effective service delivery, learning, and advocacy.