

# STRATEGIC FRAMEWORK AND WORK PLAN 2022 - 2026



# The Catholic Church and ICMC – Key Actors in Response to the Human Face of Migration

Founded in 1951, the International Catholic Migration Commission (ICMC) was mandated by Pius XII “to unite and organize existing Catholic associations and committees and to promote, reinforce and coordinate their projects and activities on behalf of migrants and refugees” (*Exsul Familia Nazerethena*, 1952).

Ever since that founding, ICMC faithfully has strived:

*To protect and serve uprooted people, including refugees, asylum seekers, internally displaced people, victims of human trafficking and migrants – regardless of faith, race, ethnicity or nationality.*



*Refugee children participate in recreational activities in the Child-Friendly Space at ICMC's Protection Center in Mafraq, Jordan. ©Stefano Schirato*

## How We Protect and Serve People on the Move: Restoring Dignity, Inspiring Change

### Our Guiding Principles

#### PROTECTING UPROOTED PEOPLE AND ADDRESSING THEIR NEEDS

**Humanitarian response:** ICMC carries out its activities in accordance with humanitarian principles and the highest professional standards and is guided by Catholic values and teaching. It is firmly committed to uphold the rights and dignity of people forced to leave their homes because of conflict, persecution or violence, the impact of disaster or climate change, the loss of livelihoods and as an escape from abject poverty.

#### STRENGTHENING GLOBAL SOLIDARITY

ICMC plays a leadership and advocacy role in implementing durable solutions for refugees through return to one's country of origin (when it is safe and voluntary), through integration into the country of asylum, and through third country resettlement or other multiple and complementary admission pathways. Partnering with global, regional, national and local actors, ICMC provides pre-departure education and support to foster the integration of migrants into their new and welcoming communities. Preventing and combating human trafficking and assisting its survivors also are of great concern to ICMC.



## BUILDING A COMMON HOME FOR ALL MEMBERS OF THE HUMAN FAMILY

ICMC works at the nexus of **migration and development**. It focuses on the human rights, abilities, dignity, talent, and drive of migrants and refugees. It acknowledges their contributions to discerning creative and effective solutions to migration-related challenges that others might consider insurmountable. It promotes integral human development and aims to ensure safe, regular and voluntary migration that brings economic, social and cultural benefits to both migrants and their host communities. ICMC prioritizes family unity and cohesion throughout the migration process.

## BROADENING ALLIANCES FOR CHANGE

ICMC builds strategic multi-stakeholder **partnerships and networks** at the global, regional, national and local levels to foster dialogue, build consensus, and formulate collaborative action on key migration and asylum issues. To this end, it actively engages ICMC National Episcopal Conference Member Organisations (members) and other faith-based groups, governments and international bodies, civil society organizations and beneficiary groups.

## SHARING THE VISION. RALLYING SUPPORT

ICMC fosters effective **communication** within the entire organization, with key stakeholders, and with all people of good will. Such communication is crucial to the organization's efforts to share its vision of a world where the dignity and rights of people on the move are upheld and to rally support for its global mission of protecting and serving the growing number of migrants and refugees.

## ALIGNING MEANS AND ENDS

ICMC works to **strengthen its infrastructure and outreach** by implementing best management, safeguarding, and financial practices, the highest quality accountability standards as well as professional fund-raising methods. In so doing, ICMC demonstrates its commitment to transparency and professionalism, and becomes ever better equipped to accomplish its mission and ensure that it continues to be a leading organization on the migration- and refugee-related humanitarian and development scene.

# Vision - How We Protect and Serve People on the Move: Restoring Dignity, Inspiring Change

## Our Strategic Directions

### DIRECTION 1

#### SERVING MORE PEOPLE ON THE MOVE:

ICMC strives to fulfil its role as a major Catholic-inspired agency working to serve migrants and refugees globally, both directly and through its members and partners.



### DIRECTION 2

#### ADVOCATING FOR RIGHTS AND DIGNITY:

ICMC aims to convene and mobilize "whole-of-society" actors, including migrants and refugees, to promote the adoption and implementation of rights-based policies and uphold the dignity of all migrants and refugees regardless of their status. ICMC also endeavors to serve as the collective voice of its members on issues of migration and refugees at global level.



### DIRECTION 3

#### NETWORK BUILDING:

ICMC aims to expand its networking among Catholic Bishops' Conferences, other faith-based organisations, and the broad range of social institutions that share complimentary values, mission, and programming.





# Strategic Direction 1: Serving More People on the Move

## WHERE ARE WE GOING?

### Our Goals:

#### Goal 1

**Increase** partnership and capacity building among member organizations and other key partners to deliver more diverse and better services that support migrants and refugees.

#### Goal 2

**Continue and increase** ICMC's engagement in formulating and implementing durable solutions for migrants and refugees, including facilitation of third country resettlement, developing complementary pathways, integration in the country of first asylum and collaborating on the granting of education and work visas.

#### Goal 3

**Maintain** and expand expert and specialized direct programming in migration-related emergency situations, and one that considers the engagement of expert staff or consultants in accordance with available funding and identified need.

#### Goal 4

**Expand** deployment of legal, protection and other migration-related experts to International Organisations (IOs), governments, and other key stakeholder groups.

#### Goal 5

**Research** and focus more expertise on assessing and addressing the protection and humanitarian needs of migrants and refugees (including those displaced by climate change), including documenting good practices and capturing lessons learned at field level (including through partnership with its members and other key partners) and by developing effective advocacy for more just and fair policies.

*During an ICMC Influencer workshop in Malaysia, a member of a grassroots partner organization provides life skills training to members of her community. ©Viola Berlanda/ICMC*

## HOW DO WE GET THERE?

### Our Objectives:

#### Objective 1

Increase, **by at least 5% per year**, the programme volume in ICMC's field offices and other departments and programmes to extend critical services, to a greater number of migrants and refugees and to address a wider range of need among beneficiaries.

#### Objective 2

Expand direct programming in existing or newly impacted geographies through new project design and development.

#### Objective 3

Position ICMC by developing more specialized expertise in the technical fields of Child Protection, Mental Health and Psychosocial Support, and Migrant and Refugee Entrepreneurship and further leverage such expertise by targeting the specific funding required to expand programming in these and other relevant fields.

#### Objective 4

Integrate localisation efforts into ICMC's programming by seeking, where feasible, **at least 10% of new programme** funding in partnership with ICMC's members and/or other key faith-based or local partners.





## Strategic Direction 2: Advocating for Rights and Dignity

### WHERE ARE WE GOING?

#### Our Goals:

##### Goal 1

**Strengthen** the collective voice of key partners, including its members, on critical issues related to migrant and refugee movements on national, regional, and global levels.

##### Goal 2

**Become more strategic and effective** with its advocacy reaching a broader range of policy- and decision-makers in governments, multilateral organizations, specialized agencies, and the private sector.

##### Goal 3

**Play a leading role** in convening civil society, including faith-based organizations, in global and regional fora to develop and implement migration and refugee policies that promote dignity and respect the human rights of all people on the move.

### HOW DO WE GET THERE?

#### Our Objectives:

##### Objective 1

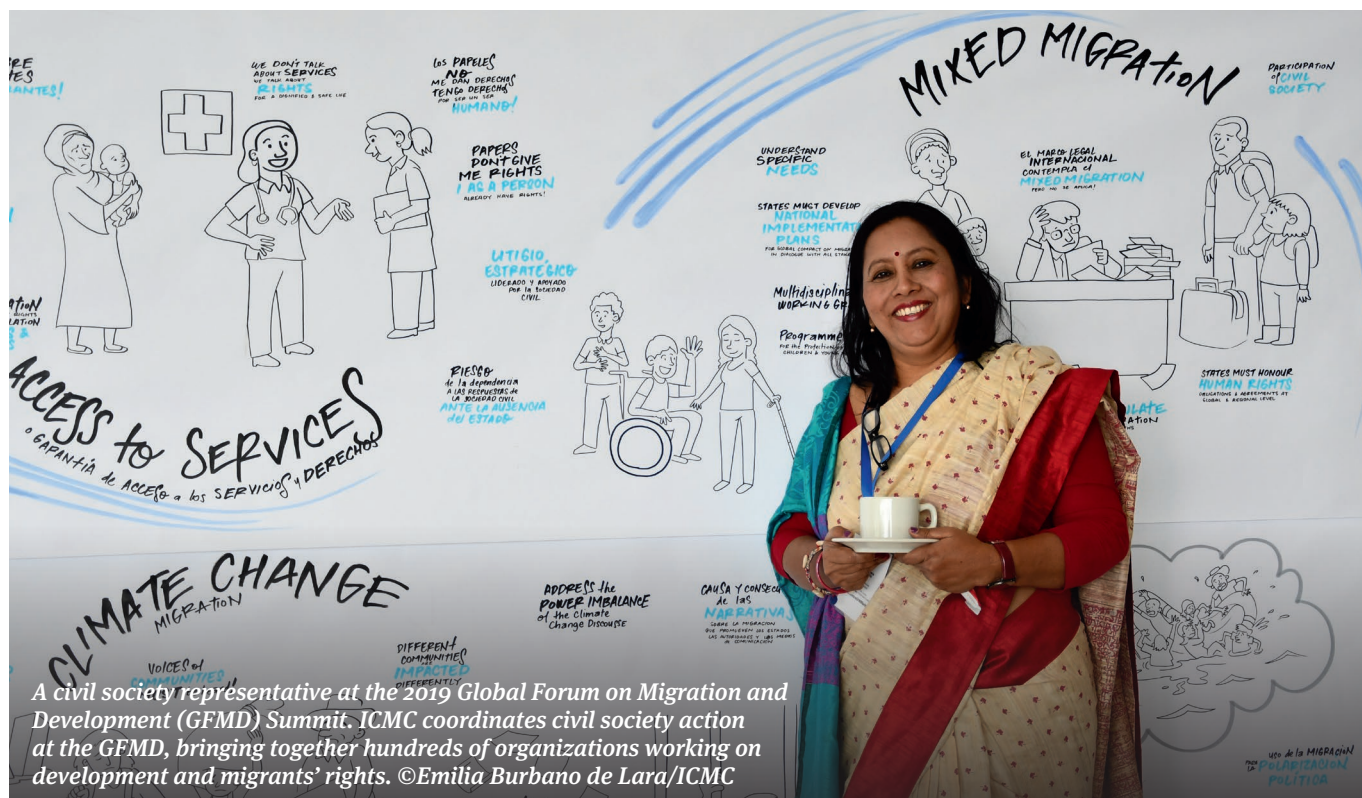
**Increase collaboration and synergy** between ICMC's Policy and other departments and programmes **through quarterly roundtable meetings** to promote the mutual exchange of expertise within the broad range of ICMC programmatic and policy efforts to increase the effectiveness of ICMC networking, programming and advocacy.

##### Objective 2

**Provide policy-oriented capacity-building** to at least **5 ICMC national member Bishops' Conferences/ other faith-based organisations, and key collaborating partners** and promote their more active participation in the civil society convening in which ICMC is engaged.

##### Objective 3

**In addition to its role in convening civil society groups, ICMC will make at least three interventions in UN or other Multilateral fora in its own name or in co-sponsorship with other faith-based and civil society partners.**







## Strategic Direction 3: Networking Building

### WHERE ARE WE GOING?

#### Our Goals:

##### Goal 1

**Maintain and expand** ICMC's outreach with members, other key partners and civil society to share expertise and lessons learned, as well as to provide platforms for mutual learning and knowledge exchange at national, regional, and global levels with the aim of providing more effective and more robust life enhancing responses to migrants and refugees.

##### Goal 2

**Expand** ICMC's support to members, other key partners and civil society, through creative and digital means by providing capacity building, guidance, expertise, and updated information on trends, research, and practical action to promote the highest quality of response to migrants and refugees that embrace the core principles of integral human development at local, national, regional, and global levels.

### HOW DO WE GET THERE?

#### Our Objectives:

##### Objective 1

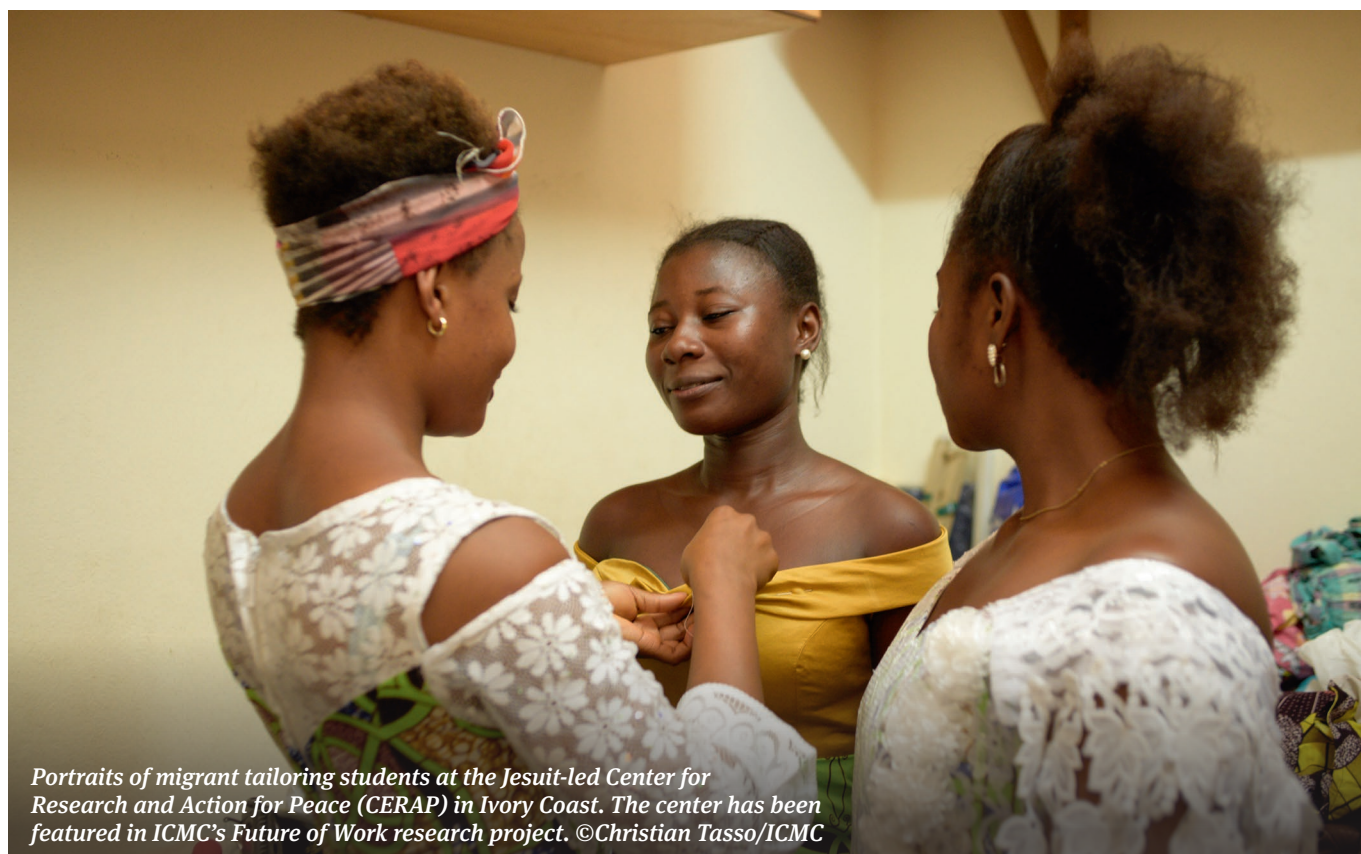
Remotely convene and host **at least three regional focus groups** intended to increase engagement with members and other faith-based and/or civil society partners and enhance the collaboration among members by sharing lessons learned, trends, and challenges in their respective responses to migrants and refugees.

##### Objective 2

Facilitate **at least two remote thematic workshops annually** on issues and activities of common interest and experience to facilitate information sharing by experts and to share the field experiences by members.

##### Objective 3

Publish effective, accessible, and usable research outputs **from each of the working group and workshop sessions** to promote learning among the wider ICMC membership to leverage organisational knowledge and experience acquired by ICMC members.



*Portraits of migrant tailoring students at the Jesuit-led Center for Research and Action for Peace (CERAP) in Ivory Coast. The center has been featured in ICMC's Future of Work research project. ©Christian Tasso/ICMC*

# Foundational Pillar: Sustainability and Accountability

## FINANCE:



**Prioritise** the sound stewardship of resources,

financial management and accountability, as well as donor compliance, as the organisation grows.



**Monitor** and share budgeting, programme

management and project development at headquarters and in field and affiliate offices.



**Support** field and affiliate offices through internal

controls and internal auditing as well as by monitoring ICMC collaborating partner organisations for compliance with donor and local legal requirements.



**Implement** the strategic planning and

reporting process for all ICMC programming, with a particular focus on gauging and improving financial and operational sustainability.

## HUMAN RESOURCES:



**Maintain and improve** ICMC's HR system processes

and procedures, as well as ICMC's framework for HR management, including exchange of best practices and policies among headquarters, field and affiliate offices.



**Create** a coherent ICMC framework for HR management.

This framework should enrich all ICMC entities, Local ICMC HR activities should ensure full compliance with local labour laws and policies.



**Design** "fit-for-purpose" HR policies to

accommodate current realities in the workplace adapted to organisational and beneficiary needs, including distributed work and remote work policies.

## FUNDING:



**Diversify** the funding base by seeking at least

one new institutional and/or corporate donor per year to ensure a better balance in the portfolio in terms of indirect cost recovery.



**Increase** ICMC's existing portfolio of direct programming

by 5% per year and develop new programmes, in cooperation with members and other key partners, by the same amount.



**Network** with potential major gift donors to increase

unrestricted funding from fundraising by 10% annually.



**Employ** social media and digital communications

to supplement direct mail fundraising and explore new approaches to private giving to increase individual gifts by at least 5% per year.



The mission of the International Catholic Migration Commission is to protect and serve uprooted people, including refugees, asylum-seekers, internally displaced people, victims of human trafficking, and migrants – regardless of faith, race, ethnicity or nationality.

Founded in 1951 by Pope Pius XII, ICMC was granted public juridical personality within the Catholic Church by Pope Benedict XVI in 2008. ICMC convenes a network of national Conferences of Catholic Bishops and other Catholic-inspired institutions worldwide. It collaborates closely with the Vatican's Secretariat of State and the Migrants and Refugees Section of the Vatican's Dicastery for Promoting Integral Human Development.

ICMC's operational programs provide assistance and protection to uprooted individuals, families and communities whether they are displaced in their home countries, have sought asylum abroad, are in the process of resettlement to a third country or are voluntarily returning to their countries of origin. ICMC pays particular attention to the most vulnerable migrants, including unaccompanied migrant children, survivors of human trafficking and ageing or sick and disabled migrants and refugees. ICMC advocates for international policies that uphold the dignity and rights of refugee and migrant families and are consistent with Catholic Church teaching.

Headquartered in Geneva, Switzerland, ICMC has affiliated offices in Brussels, Washington, D.C. and Boston and operational offices in Greece, Jordan, Lebanon, Malaysia and Turkey. ICMC staff work in over 30 countries.

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#### Cover images:

*Migrants walk along the road in Djibouti. They hope to make the perilous journey across the sea to find jobs in wealthier countries of the Arabic peninsula. ©Christian Tasso/ICMC*

*During a pre-departure medical visit coordinated by ICMC's Resettlement Support Center in Turkey, a doctor examines a refugee boy selected for resettlement to the United States. ©Guido Dingemas/ICMC*

*An ICMC representative advocates for migrants' rights during a Global Forum on Migration and Development meeting. ©Ryan Ratzlaff/ICMC*

*A participant at ICMC's Asia-Oceania Working Group Meeting meets a young resident of a migrant neighborhood during a field trip in Bangkok, Thailand. ©Corinne Brodeur/ICMC*