

# STRATEGIC FRAMEWORK 2019-2022





# The Roots of ICMC's Mission and Mandate



A refugee family arrives to the Greek island of Lesbos after a journey in a small boat across the Aegean. ©Paul Jeffrey

Founded in 1951, the International Catholic Migration Commission 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*, 1952).

Ever since, ICMC has striven to stay faithful to its apostolic mission:

**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.**

To accomplish its mission, ICMC plays a manifold role which allows it to accompany and hear the pleas of refugees and migrants on a direct and daily basis.

- It networks with its member organizations (mainly, the Migration Commissions of Episcopal Conferences and similar structures), Catholic religious orders of priests, brothers and sisters as well as other Catholic organizations engaged in this field.
- It operates field programs including humanitarian assistance and protection for refugees and forced migrants.
- It deploys legal and other experts to work in close collaboration with the United Nations High Commissioner for Refugees (UNHCR) and national governments to assess refugee status and resettlement applications and to evaluate special needs, particularly of minors and other vulnerable persons.

- It processes applications of refugees for third-country resettlement when they cannot safely return to their home countries or have special needs that cannot be addressed in the country in which they first sought protection.
- It orients refugees prior to their departure and assists governments and civil society to develop integration programs for arriving refugees and migrants.
- Moreover, ICMC plays a strong role in coordinating international activities jointly undertaken by civil society organizations to advocate for more effective, well-planned, transparent and sustainable responses to large movements of refugees and migrants in all parts of the world.

Ancient religious traditions, as well as universally accepted humanitarian principles and human rights, provide believers and all people of good will with the foundation of modern-day efforts to provide protection, humanitarian assistance and integration – first into countries of asylum and then countries of permanent resettlement – for people whose lives and future are in danger because of their national, ethnic, religious, political or sociocultural background. Certainly, they provide the meaning and reason why organizations like ICMC serve refugees and other newcomers arriving on foreign shores and at other borders throughout the world.

The Catholic Church has always seen migration “through the eyes of faith,” as is stated very clearly in the Pastoral Instruction *Erga Migrantes Caritas Christi* (*The love of Christ towards Migrants*): “In migrants, the Church has always contemplated the image of Christ who said, ‘I was a stranger and you made me welcome’ (Mt 25:35). Their condition is, therefore, a challenge to the faith and love of believers, who are called on to heal the evils caused by migration and discover the plan God pursues through it even when caused by obvious injustices ... This vision leads us to approach migration in the light of those biblical events that mark the phases of humanity’s arduous journey towards the birth of a people without discrimination or frontiers, depository of God’s gift for all nations and open to man’s eternal vocation. Faith perceives in it the journey of the Patriarchs, sustained by the promise as they moved towards the future homeland, and that of the Hebrews, freed from slavery, as they crossed the Red Sea in the Exodus, who formed the People of the Covenant. Again, in a certain sense, faith finds in migration an exile, in which every goal reached in fact is relative. In migration faith discovers once more the universal message of the prophets, who denounce discrimination, oppression, deportation, dispersion and persecution as contrary to God’s plan. At the same time, they proclaim salvation for all, witnessing even in the chaotic events and contradictions of human history, that God continues to work out his plan of

salvation until all things are brought together in Christ (cf. Eph 1:10).”<sup>1</sup>

In July 2013, Pope Francis visited Lampedusa, an island off the coast of Southern Italy and barely 75 miles from Tunisia. Some 20,000 people died in the last two decades while trying to reach Europe across the Mediterranean from Africa and the Middle East. They included flows of migrants and refugees trying to escape abject poverty, cruel wars and ethnic violence; many of them lost their lives attempting the crossing to Lampedusa in boats that were not at all seaworthy.

During his visit to the island, Pope Francis refused the company of large numbers of governmental officials and of members of the church hierarchy. He went as a simple pastor, carrying a cross fashioned out of wreckage from the boats. He prayed for the dead and asked for forgiveness for the failure of the global human family to respond to the pain and sufferings of their most vulnerable sisters and brothers.

In Lampedusa, the Holy Father expressed the challenge posed by the tragic situation of so many millions of refugees, migrants and internally displaced people today in the following terms: “The culture of comfort ... makes us think only of ourselves, makes us insensitive to the cries of other people, makes us live in soap bubbles which, however lovely, are insubstantial ... In this globalized world, we have fallen into globalized indifference. We have become used to the suffering of others: it doesn’t affect me; it doesn’t concern me; it’s none of my business!”<sup>2</sup>

During his pastoral visit, Pope Francis served as an active example of how to put the Gospel parable of the Good Samaritan into practice. This is what ICMC strives to do through its field programs and advocacy activities as well as its network of national member organizations.



An ICMC staff person in Jordan addresses community members during awareness-raising activities for World Mental Health Day.

<sup>1</sup> *Erga Migrantes Caritas Christi* (*The love of Christ towards Migrants*). Instruction by the Pontifical Council for the Pastoral Care of Migrants and Itinerant Peoples, #12-13, Vatican City, 2004.

<sup>2</sup> Pope Francis, *Homily at Lampedusa*, 8 July 2013.



# Present-Day Trends in Migration: A Challenge and Opportunity for the Human Family



Asylum-seekers rescued in the Mediterranean disembark from the “Salvamar Hamal” Spanish coast guard ship in Malaga, Spain. ©UNHCR/Markel Redondo

We are living in an era when these ancient and universal values are under serious threat. Some countries refuse entry to those who wish to present an asylum claim. Others intercept vulnerable persons at sea and send them to uninhabitable shores and distant islands. Others claim that all new arrivals are “economic” migrants, even though they have not examined the individual and family situations to determine whether or not the asylum-seekers have a credible fear of persecution or other life-threatening circumstances that may require granting them protection.

This is how, in a 2016 report, the former UN Secretary General of the United Nations, His Excellency Ban Ki-moon, described the plight of modern-day refugees and other migrants:

“... rickety boats piled high with people seeking safety; women, men and children drowning in their attempts to escape violence and poverty; fences going up at borders where people used to cross freely and thousands of girls and boys going missing, many falling prey to criminal groups ... Upon arrival, those who survive these perilous trips are often violated. Many asylum-seekers and migrants are detained and their reception is sometimes far from welcoming. Xenophobic and racist rhetoric seems not only to be on the rise, but [to be] also becoming more socially and politically accepted.”<sup>3</sup>

In September 2016, 193 heads of state and high representatives of government, meeting at the United Nations Headquarters in New York City, unanimously agreed to address urgent issues related to large movements of refugees and migrants.

In their *New York Declaration for Refugees and Migrants*,<sup>4</sup> they noted today’s unprecedented level of human mobility which, for the most part, occurs without incident. Nowadays, there are migrants in every country of the world and their number grows at a rate faster than the world’s population.

However, in his report to the Secretary-General of the United Nations, published in 2017, Sir Peter Sutherland, who served for 11 years as the Secretary General’s Special Representative for Migration (and as the President of ICMC), focuses on both the positive and the negative aspects of migration:

“Migration is generally good news, but its benefits can take time to materialize, while many of the associated costs arise upfront. And there are inevitably individuals – indeed sometimes large social groups – for whom it is harmful. Their concerns can and must be addressed, not brushed aside. But that requires an effort, not only from governments but from society as a whole. Rather than playing on fears or exaggerating problems, we need to identify those problems systematically and look for practical solutions.” He went on to cite the drivers of “...unregulated movement of large numbers of people driven from their homes by war and brutal oppression, but also by natural disasters, famine and economic collapse.”<sup>5</sup>

So too, the *New York Declaration* acknowledged, “There are roughly 65 million forcibly displaced persons, including over 21 million refugees, 3 million asylum-seekers and over 40 million internally displaced persons.”



Participant at a Resettlement Skills Day in Brussels, Belgium, part of ICMC Europe’s effort to promote resettlement and cooperation between NGOs and all levels of government.

As large international movements of people have multiple and complex ramifications that affect all countries involved, they “call for global approaches and global solutions.” Recognizing that the challenge is “above all moral and humanitarian,” the *New York Declaration* states the need for:

- profound solidarity with, and support for, the millions of people who are forced to uproot themselves and their families from their homes;
- a shared responsibility to manage large movements of refugees and migrants in a humane, sensitive, compassionate and people-centered manner;
- long-term and sustainable solutions, as well as greater international cooperation to assist host countries and communities;
- concerted efforts to combat the abuses and exploitation suffered by vulnerable refugees and migrants;
- action to address the root causes of large movements of refugees and migrants through conflict prevention and resolution, greater coordination of humanitarian, development and peace-building work, the promotion of the rule of law at all levels and the protection of human rights.

According to the *New York Declaration*, a comprehensive refugee response framework requires “a multi-stakeholder approach including national and local authorities, international organizations, international financial institutions, regional organizations, regional coordination and partnership mechanisms, civil society partners, including faith-based organizations and academia, the private sector, media and the refugees themselves.”

To implement the commitments made at the UN Summit, the heads of state invited “the private sector and civil society, including refugee and migrant organizations, to participate in multi-stakeholder alliances,” and encouraged “joint responses involving all such actors”.

Faithful to its history and mandate, ICMC intends to respond to this challenge and opportunity through its work as guided by the current Strategic Framework.

<sup>3</sup> United Nations General Assembly, *In safety and dignity: addressing large movements of refugees and migrants: Report of the Secretary General, A/70/59*, 21 April 2016.

<sup>4</sup> United National General Assembly, *New York Declaration for Refugees and Migrants*.

<sup>5</sup> *Report of the Special Representative of the Secretary-General on Migration, United Nations General Assembly, A/71/728*.



# The Catholic Church and ICMC: Key Stakeholders in Response to the Human Face of Migration



Pope Francis poses for a selfie at the Castelnuovo di Porto refugees center near Rome. © Keystone/AP L'osservatore Romano

Key to Catholic Church Teaching and Tradition in response to migration of people is the mandate to put the people themselves at the center of our concern and action. Pope Francis forcefully reminded the Catholic faithful of this mandate in his message for the 100<sup>th</sup> World Day of Migrants and Refugees (2014):

“Migrants and refugees are not pawns on the chessboard of humanity. They are children, women and men who leave or who are forced to leave their homes for various reasons, who share a legitimate desire for knowing and having, but above all for being more ... As the Church accompanies migrants and refugees on their journey, she seeks to understand the causes of migration, but she also works to overcome its negative effects and to maximize its positive influence on the communities of origin, transit and destination.”<sup>6</sup>

In his message for the 104<sup>th</sup> World Day of Migrants and Refugees (2018)<sup>7</sup>, Pope Francis invited Catholic bishops, clergy and laypersons as well as all people of good will to open their hearts to the challenges, discrimination and rejection experienced by so many migrants and refugees in all parts of the world. The Pope requested us to respect their dignity and desire for a better life, to protect them and respond to their immediate needs, to welcome them in our communities and to facilitate their integration into the countries and regions that receive them.

The action-oriented framework proposed in this message of the Holy Father challenges Catholics and people of good will to “welcome, protect, promote and integrate” migrants and refugees knocking at the doors of national boundaries and local communities.<sup>8</sup>

According to Pope Francis, to **welcome** means “above all, offering broader options for migrants and refugees to enter destination countries safely and legally.” To **protect** “may be understood as a series of steps intended to defend the rights and dignity of migrants and refugees, independent of their legal status.”

On **promotion**, the Pope notes that “many migrants and refugees have abilities, such as their ability to work.” He encourages a determined effort to promote the social and professional inclusion of migrants and refugees through employment opportunities, language instruction and active citizenship. He insists that all – migrants, refugees and the communities that welcome them – must have the possibility to develop themselves as persons in the fullness of all the dimensions of humanity as is willed by God the Creator.

Pope Francis recognizes the opportunities for mutual cultural enrichment generated by the presence of migrants and refugees within host societies. Unlike assimilation, which causes migrants to suppress or forget their cultural identities, **integration** is a long-term process, a journey to form societies and cultures which constantly makes us reflect on the multiple gifts of God.

ICMC faces its next four-year mandate firmly rooted in Catholic teaching and deeply inspired by the prophetic leadership of Pope Francis. Grounded in these solid foundations, it will continue to represent Catholic activities and organizations in the international arena, facilitating and coordinating field operations and upholding the rights of migrants and refugees, including that to freedom of conscience and to spiritual and pastoral care.

The organization’s priorities and activities are driven by respect for human dignity, solidarity and compassion for the most vulnerable. They build on its experience in accompanying refugees and migrants throughout the world and in major migration developments since 1951. Through its programs and advocacy, ICMC responds to the international community’s determination to develop, implement and monitor equitable and just migration policies and governance and to build a world on the foundation of integration, human development and peace.

<sup>6</sup> Pope Francis, *Message for the 100<sup>th</sup> World Day of Migrants and Refugees (2014): “Migrants and Refugees: Towards a Better World.”*

<sup>7</sup> Pope Francis, *Message for the 104<sup>th</sup> World Day of Migrants and Refugees (2018): “Welcoming, protecting, promoting and integrating migrants and refugees.”*

<sup>8</sup> *Towards the Global Compacts on Migrants and on Refugees, Migrants and Refugees Section, Dicastery for Promoting Integral Human Development, September 2017.*



Participants at a side event on unaccompanied minors held at the UN Human Rights Council in Geneva co-organized by the Holy See, Caritas Internationalis and ICMC. ©ICMC/Chiara De Luca

At the 6-8 March 2018 Council Meeting in Rome, representatives of ICMC member organizations together with leadership and staff from ICMC’s secretariat, field, liaison and affiliate offices as well as key partners from the Catholic Church and multilateral bodies had the opportunity to reflect deeply on the challenges of modern-day migration. Not only did they listen to the cries of forced migrants around the world; they were also inspired by the work, deep faith and hope of so many ICMC member organizations that our modest efforts of accompanying refugees and migrants might continue to grow as we receive gifts, talents and grace from those we serve and who, in turn, enrich our local communities and the world at large.

Thus, the International Catholic Migration Commission commits itself to implement the following Strategic Framework between 2019 and 2022 and places its trust in God to bring to fulfillment the good work that has been initiated through us.



# Strategic Priority 1: Protecting Uprooted People and Addressing Their Needs



Humanitarian response is of core significance to ICMC's mandate to protect and serve uprooted people such as vulnerable migrants and refugees, including survivors of human trafficking and other forms of modern-day slavery. ICMC carries out its humanitarian response programs in accordance

with humanitarian principles and professional standards as well as Catholic social teaching. Its activities 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, lack of work and abject poverty.

## ► Goal 1

In a principled, professional and accountable manner, ICMC's humanitarian response addresses the needs of vulnerable people on the move, stranded or stuck in vulnerable situations.

### Objective 1

ICMC enhances its capacity to provide protection and humanitarian assistance to refugees, asylum-seekers and internally displaced people, especially in situations of protracted displacement.

### Objective 2

ICMC integrates cross-cutting themes in areas of core expertise such as child protection, best interest determination, family unity, sexual and gender-based violence and cash-based assistance.

### Objective 3

ICMC carries out its operations in an accountable and transparent manner, ensuring that all segments of affected populations have equitable access to programs and participate in decisions that impact their lives.

### Objective 4

ICMC responds to new needs of migrating populations, including those displaced by emergencies caused by conditions related to climate change and environmental degradation.

## ► Goal 2

ICMC's operations increasingly bridge the relief-to-development gap.

### Objective 1

ICMC's projects and advocacy place greater emphasis on livelihood interventions.

### Objective 2

ICMC aims to promote sustainable and resilient communities as well as support vulnerable host populations.

### Objective 3

ICMC works with UN and government agencies and civil society actors offering protection and durable solutions for people on the move, including refugees, migrants, and asylum-seekers, along migratory routes across the world.



## ► Goal 3

ICMC's programs build and expand processes that promote durable solutions and protection for vulnerable migrants regardless of their migration status or form of movement.

### Objective 1

ICMC works to promote the development of sustainable livelihoods "at home" so that men, women and children are not forced to migrate and families to separate for lack of prospects.

### Objective 2

ICMC supports processes that identify, protect and promote family reunification of vulnerable migrants, especially unaccompanied children and victims of torture, human trafficking, violence or trauma.



## Strategic Priority 2: Strengthening Global Solidarity



As a major Catholic agency with long experience and profound dedication in the field of refugee resettlement, ICMC plays a leadership role in advocating for and implementing durable solutions for refugees via multiple and complementary admission pathways. Partnering with global

and local actors, ICMC prepares refugees for a new life, ensuring pre-departure and welcome arrangements as well as support to foster their integration into their new communities. Preventing and combating human trafficking and assisting its survivors are of great concern to ICMC.

### ► Goal 1

ICMC expands the scope of its resettlement work while promoting and offering comprehensive solutions that include welcome, protection, promotion and integration.

#### Objective 1

By further developing its expertise and increasing its advocacy, ICMC continues to serve as a key resettlement processing partner to the US Refugee Admissions Program in Turkey and the Middle East.

#### Objective 2

ICMC strengthens its ability to act as UNHCR’s lead partner in the provision of resettlement, best interest determination and refugee status determination experts globally.

#### Objective 3

ICMC expands current collaborations and seeks new deployment partnerships with governments involved in refugee resettlement and humanitarian admission programs.

### ► Goal 2

ICMC works to develop alternative, legal refugee admission pathways that are complementary to resettlement programs and promotes integration.

#### Objective 1

ICMC promotes community- or employer-based sponsorship and other alternative models for refugee admission, building and expanding partnerships such as the *European Resettlement Network* and other such networks throughout the world.

#### Objective 2

ICMC promotes the integration of refugees through strategies that involve mobilizing local communities, churches and private citizens, building and expanding networks such as *SHARE Integration* and other such networks across the world.

#### Objective 3

ICMC promotes synergies between resettlement activities including community-based sponsorship and family reunification, building knowledge and networking among faith-based and civil society organizations.

#### Objective 4

ICMC implements initiatives to enhance resettlement and complementary admission pathways along the Central Mediterranean Route, in the Americas and in other regions.





# Strategic Priority 3: Building a Common Home for All Members of the Human Family



ICMC work on migration and development centers on the human rights, dignity, talent and drive of refugees, migrants and their family members and acknowledges their contributions to discerning creative and effective solutions to migration-related challenges that others might consider insurmountable. ICMC programs express a commitment to integral human development

and the conviction that safe, regular and voluntary migration brings about economic, social and cultural benefits for both migrants and host communities. ICMC prioritizes family unity and cohesion throughout the migration process. To accomplish its mission, ICMC serves as a leader of a growing global network of civil society organizations, community- and faith-based groups.

## ► Goal 1

ICMC makes a significant contribution to improving the global and regional governance of migration.

### Objective 1

ICMC works to set agendas in major international and regional gatherings of governments and civil society to define policies that provide safe, orderly and legal channels of migration and to monitor their implementation at global, regional and national levels.

### Objective 2

ICMC advocates for multi-stakeholder cooperation on, and monitoring of, the new Global Compacts on Safe, Orderly and Regular Migration and on Responsibility Sharing for Refugees.

### Objective 3

ICMC promotes civil society involvement in policy development, advocacy, implementation and monitoring of key migration-related targets of the Sustainable Development Goals so that no migrant is "left behind."

### Objective 4

ICMC strengthens its relationships and advocacy with governments, the International Organization for Migration and the UN Secretary-General's Special Representative for International Migration.

## ► Goal 2

When needed and appropriate, ICMC serves as a leader of global and regional civil society networks, strengthening their ability to effect change.

### Objective 1

ICMC bolsters and broadens the global Migration and Development (MADE) civil society network.

### Objective 2

ICMC facilitates and expands the engagement of the global civil society in the year-round work of the Global Forum on Migration and Development.

### Objective 3

ICMC's work in West Africa addresses root causes of migration, facilitates intra-regional mobility, protects the human rights of vulnerable migrants, thus strengthening the role of civil society in EU-Africa governmental migration processes.



## ► Goal 3

ICMC protects and promotes the empowerment of foreign workers, including domestic workers, to ensure decent working conditions and prevent irregular status and trafficking.

### Objective 1

ICMC promotes policies and programs that build labor- and skills-matching, skills recognition and portability, expand legal channels for rights-based labor migration and protect the rights of refugees and migrants in the workplace.

### Objective 2

ICMC facilitates the cooperation between partner institutions, both public and private, which work together to train, certify and place migrant domestic workers.

### Objective 3

ICMC facilitates the financial viability of such initiatives by exploring and proposing innovative funding mechanisms for their support.

## ► Goal 4

ICMC facilitates the voluntary repatriation and return of migrants and refugees and their descendants to their countries of origin when conditions are appropriate and safe and when ICMC's expertise in this field is requested.



# Strategic Priority 4: Broadening Alliances for Change



Participants at the Global Forum on Migration and Development Civil Society Days coordinated by ICMC rally at the foot of the Brandenburg Gate. ©ICMC/Manuel Frauendorf

ICMC builds strategic partnerships and networks to enable synergies and multiply the impact of its own projects and advocacy. To this end, it

engages with members and other faith-based groups, governments and international bodies, civil society organizations and other actors.

## ► Goal 1

Intensify advocacy relationships with governments, UN agencies and civil society actors.

### Objective 1

ICMC continues the current priority collaboration with the United Nations High Commissioner for Refugees and expands its collaboration with the International Organization for Migration including project partnerships as well as policy-building.

### Objective 2

ICMC develops working relationships and priorities for collaboration with the UN International Organization for Labor (ILO), the UN Human Rights Council/Office of the High Commissioner for Human Rights (OHCHR) and the World Bank.

### Objective 3

ICMC raises the profile of policy work and project collaboration with the European Commission.

### Objective 4

ICMC mobilizes civil society partners to advocate and partner directly with their governments at national levels to improve the quality and results of their participation in national, regional and global migration policy processes, especially in Africa, Asia and Latin America/Caribbean, Middle East/North Africa.

### Objective 5

ICMC expands its work with stakeholders such as the private sector, groups of migrants, refugees and diaspora communities.

## ► Goal 2

Extend the scope and reach of ICMC's humanitarian response by enlarging the network of its partners, locally and globally.

### Objective 1

ICMC increases its ability to address large-scale needs by collaborating with faith-based and other partners in delivering effective solutions on the ground, including through consortia and other multi-stakeholder approaches.

### Objective 2

ICMC creates synergies among relevant stakeholders, including Catholic-inspired, faith-based, local and regional actors to exchange knowledge, build mutual capacities, promote exchanges, share models and replicate best practices.

## ► Goal 3

Develop mechanisms to extend the collective reach of Catholic actors globally to save lives, protect the uprooted and build welcoming communities.

### Objective 1

ICMC develops flexible and sustainable models to partner with local Catholic actors as first responders to enhance and broaden ICMC's work across the world.

### Objective 2

ICMC promotes the exchange of experiences among ICMC national member organizations and increases its partnership with them.

### Objective 3

ICMC intensifies its collaboration with the Vatican's Secretariat of State, the Dicastery for the Promotion of Integral Human Development and its Section for Migrants and Refugees.



Conference at the European Parliament organized by the SHARE Network, a coalition led by ICMC to promote partnerships for refugee inclusion in local communities across Europe.



# Strategic Priority 5: Sharing the Vision, Rallying Support



Boy washes in clean water thanks to sanitation projects in the Cox's Bazar refugee camp, Bangladesh. ICMC has partnered with Caritas Bangladesh to provide sanitation infrastructure to residents of the camp. ©Paul Jeffrey

ICMC understands communications as a responsibility shared by the entire organization. Two-way communications between ICMC and its key stakeholders and publics is crucial to the

organization's success in terms of sharing its vision of a world where the dignity and rights of people on the move are upheld and of rallying support for its mission to protect and serve uprooted people.

## ► Goal 1

ICMC members and other Catholic organizations benefit from and contribute to ICMC's mission.

### Objective 1

Episcopal Conferences understand and support ICMC's mandate to form a network among their respective migration commissions and similar bodies to strengthen the Church's response to migrants and refugees and are familiar with ICMC's programs and advocacy initiatives.

### Objective 2

Catholic agencies working in the areas of refugees, migration and displacement consider ICMC as a valuable partner and are open to collaborate with it.

### Objective 3

The Holy See values ICMC's work while relevant Vatican bodies regard their relationships with it as mutually enriching.

## ► Goal 2

**Key stakeholders are familiar with ICMC's mission, value its contribution and support its policies and advocacy positions.**

### Objective 1

Refugees, migrants and other uprooted people are the central focus and priority of all ICMC efforts and feel that they are treated in a respectful and dignified manner.

### Objective 2

Governments and intergovernmental organizations engage with ICMC as a domain expert and civil society leader, listening to and acting on its program and policy perspectives.

### Objective 3

Civil society organizations and local actors view ICMC as a trustworthy multi-stakeholder convener and seek its leadership and participation in global advocacy initiatives and local projects.

### Objective 4

Catholic and other news media are aware of and value ICMC's expertise, regularly soliciting its input for their coverage and stories.



A Pakistani man sends a message of hope to refugees and internally displaced people through ICMC's Hands of Mercy campaign.

### Objective 5

Concerned citizens view ICMC as an authoritative source of information and opinion on migration and refugee issues and engage with it as a credible, worth-supporting actor.

### Objective 6

Institutional and individual donors receive timely information that satisfies their reporting requirements and deepens their engagement as ICMC partners and supporters.

## ► Goal 3

**ICMC fosters a culture of staff ownership, participation and engagement and promotes professional communications standards vis-à-vis all publics.**

### Objective 1

Staff and leadership are actively engaged in an open conversation through mechanisms that allow for mutual sharing of information across all levels of the organization.

### Objective 2

Staff and leadership view communications as a shared responsibility, thus benefiting from training opportunities and supporting the implementation of policies, guidelines and tools.

### Objective 3

ICMC's strategic communications are professionally run, ensuring the development of high-quality products and campaigns according to industry standards and brand guidelines.



# Strategic Priority 6: Aligning Means and Ends



ICMC staff teaching children in Malaysia.

ICMC works to strengthen its institutional instruments by implementing best management and financial practices, quality and accountability standards as well as professional fund-raising methods. In so doing, ICMC enacts its

commitment to transparency and professionalism, becomes better equipped to accomplish its mission as well as to ensure that it continues to be a leading organization on the humanitarian and development scene.

## ► Goal 1

ICMC works to uphold high organizational standards of quality and accountability.

### Objective 1

ICMC strengthens the implementation of principles of good governance and management excellence across the entire organization.

### Objective 2

ICMC departments and field offices receive sufficient support in their activities, including careful monitoring and guidance to comply with accountability standards.

### Objective 3

ICMC enhances its capacity in conducting research, data collection and analysis including use of digital technologies to strengthen the quality of programming and reporting.

## ► Goal 2

**Adequate levels of human resources are professionally managed and taken care of while staff development is encouraged.**

### Objective 1

Staffing levels are commensurate to strategic goals and work plans across the organization.

### Objective 2

ICMC fulfills its duty of care and provides professional human resources support to staff.

### Objective 3

ICMC recognizes the need for adequate staff development and provides appropriate resources to address such needs.



ICMC staff in Pakistan.

## ► Goal 3

ICMC develops new, growing and sustainable sources of income beyond traditional donors, ensuring long-term stability in the fulfillment of its mission.

### Objective 1

ICMC diversifies its funding base, seeking new institutional donors and cultivating the share of private sector funding (corporate and foundations) as well as that from Catholic foundations.

### Objective 2

ICMC successfully implements multiple fund-raising methods targeted at individual donors including direct mail, online giving (email campaigns, social media), visits and events, with a flexible menu of donation choices including planned giving.

### Objective 3

ICMC explores the potential mutual benefits of strengthening networking and cost-sharing among Catholic and other faith-based organizations and of encouraging non-financial contributions of volunteers.

### Objective 4

ICMC increases its financial reserves to be able to cover unforeseen needs and demands and to pilot new models of activities.





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, Pakistan and Turkey. ICMC staff work in 40 countries.

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*Cover - main photo: Two refugee brothers in Lebanon waiting to be resettled with their families through the work of the ICMC Resettlement Support Center in Turkey and the Middle East.*