



Jesuit Refugee Service Internal Norms and Guidelines





Jesuit Refugee Service

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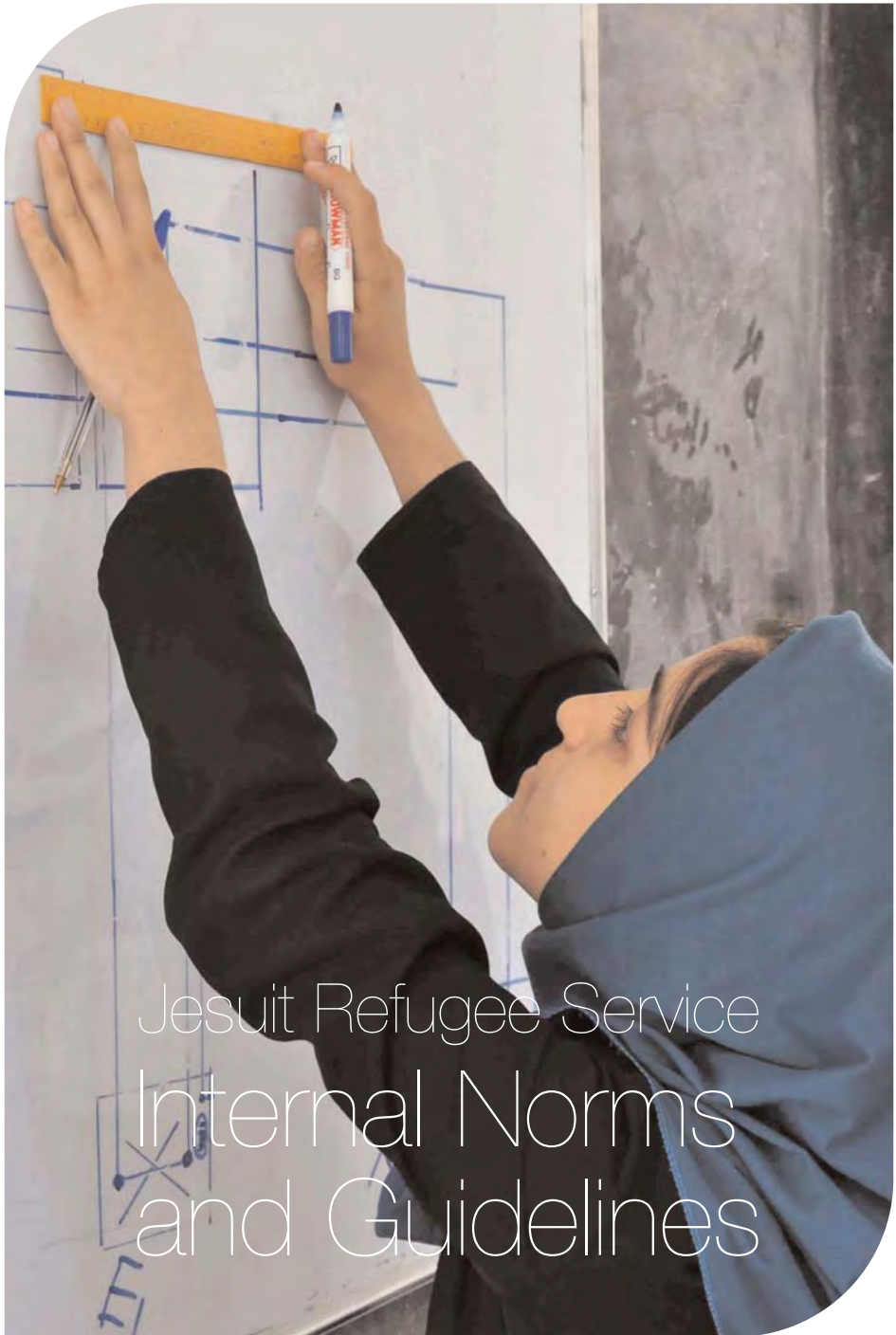
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The Jesuit Refugee Service (JRS) is an international Catholic organisation established in 1980 by the Society of Jesus (Jesuits). Working in 60 countries worldwide, its mission is to accompany, serve and advocate for the rights of refugees and other forcibly displaced persons.

Cover photos (clockwise from top left): Masisi, Congo; Kabul, Afghanistan; Galati, Romania; Soacha, Colombia.

Frontispiece: Herat, Afghanistan.

Photography: Peter Balleis SJ, Sergi Camara, Don Doll SJ, Angela Hellmuth.



Jesuit Refugee Service
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Foreword

Dear JRS team member

During the past thirty years, Jesuit Refugee Service has responded with loving service to the cry of the poor. We have shared the suffering of countless refugees and forcibly displaced people. We have confronted the shameful wound of human displacement that Pope John Paul II once called “the greatest tragedy of all the human tragedies of our time.” As a work of the Society of Jesus and the Church, we have grown significantly over the years and have learned much from living and working with refugees.

In our growth as an organisation we wisely relied on a set of foundational documents that have served as guideposts in the shifting sands of humanitarian work in which we often found ourselves. These documents included: *The Jesuit Refugee Service Charter* (2000), *Guidelines of the Jesuit Refugee Service* (2000), and *The Statutes of the Jesuit Refugee Service as a Foundation of Canonical Right* (2003). They continue to serve as lamps that guide our steps both in terms of the governance of JRS and the responsibilities of its leadership and team members.

This manual aims at providing JRS staff with a concise handbook on how JRS functions in terms of both its governance structures and the roles and responsibilities of its leadership and governance bodies. Much of this work is simply a streamlining of guidelines and policies already present in the documents mentioned above. Nevertheless, while this handbook builds on the central insights of the past, it also attempts to provide new and greater clarity with regard to both the governance structure of JRS and its time-honoured policies and procedures. It should be read in conjunction with other specific JRS policy manuals and statements.¹

This manual, *JRS Internal Norms and Guidelines*, provides an overview of four important topics of governance and accountability in JRS:

- Roles and responsibilities within JRS
- JRS and accountability within the Society of Jesus
- Responsibility of Advisory Councils and Boards of Governors
- Support and monitoring within JRS

¹ These auxiliary documents include: the *Strategic Framework of JRS International: 2012-2015*, *JRS Human Resources Policy Manual*, *JRS Human Resources Training Manual*, *JRS Code of Conduct*, *JRS PSEA Guidelines*, *JRS Security Guidelines*, *JRS Advocacy Handbook*, *JRS Finance Policy Manual*, *JRS Proposal and Report Guidelines*, and *JRS Communications Manual*.



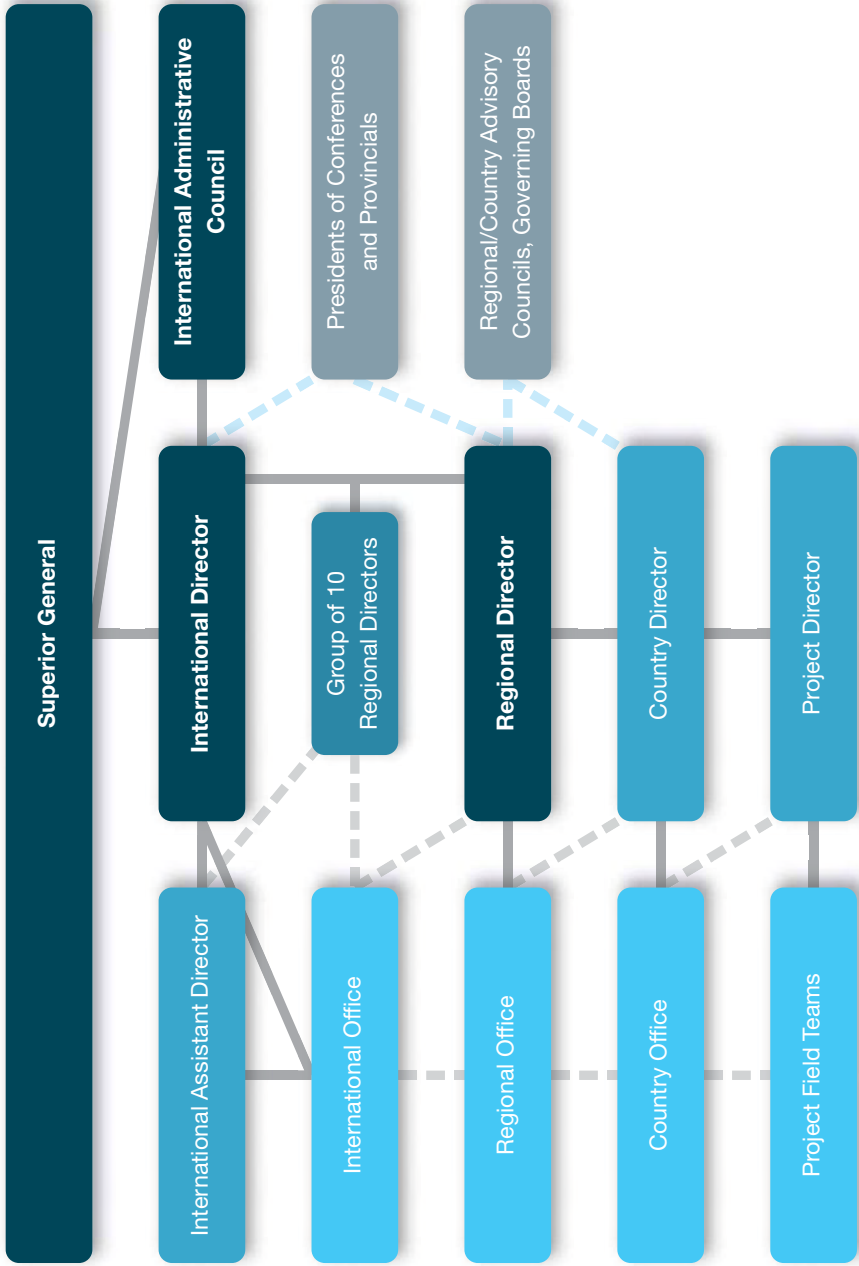
In the appendix of this document you will find a set of general job descriptions for key positions at the international and the regional levels of JRS. These job descriptions outline the key responsibilities of major leadership roles within JRS' structure.

As you consult this handbook, you may at first be surprised at the amount of material that is repeated in various sections throughout its pages. In the attempt to ensure that significant roles and structures are described as comprehensively and thoroughly as possible, we decided to repeat important information that certain positions and organisational structures

share. Our hope is that this handbook will provide an easy access to important insights and guidelines that continue to shape our mission of accompanying, serving and defending the rights of our displaced brothers and sisters.

Peter Balleis SJ
International Director
Rome, 2 February 2012

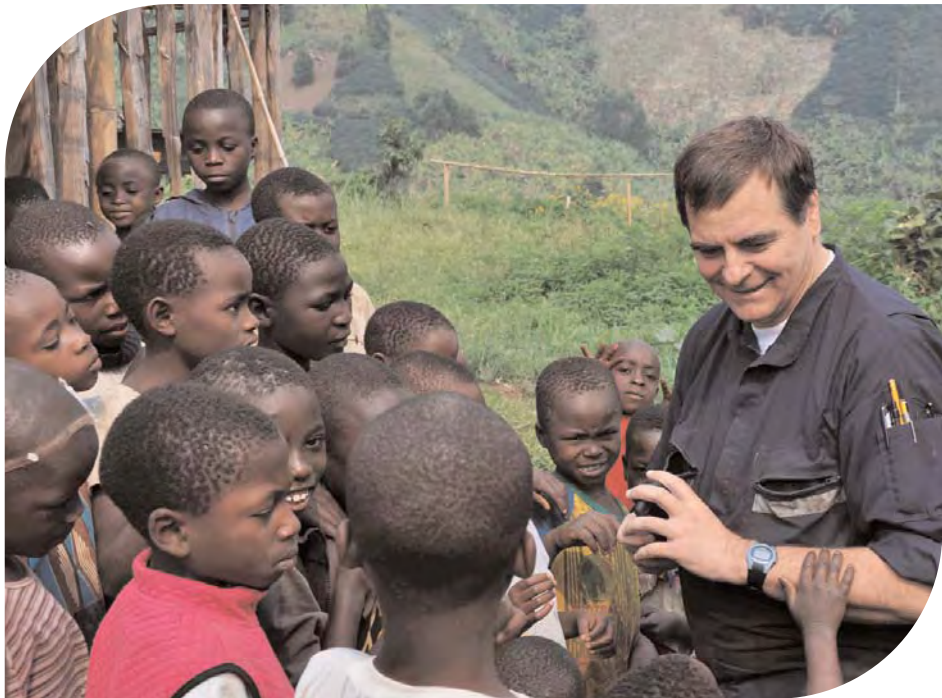
Organisational Chart



Roles and Responsibilities within Jesuit Refugee Service

“JRS is a work of the Society of Jesus, carrying out the Society’s mission of faith and justice through humble and respectful service in solidarity with refugees from diverse cultures, nationalities and religions.”

JRS Strategic Framework 2012-2015



Superior General of the Society of Jesus

- a.** The mission of Jesuit Refugee Service (JRS) is to accompany, serve and defend the rights of refugees and other forcibly displaced persons. As a Catholic organisation and a work of the Society of Jesus (Jesuits), JRS is inspired by the compassion and love of Jesus for the poor and excluded.² The Superior General of the Society of Jesus is the competent authority to whom the care for and oversight of JRS' operation is entrusted and who is required to see that it accomplishes its objectives. His explicit approval is required for any decision that will substantially change the nature of the Foundation.³
- b.** As a work of the Society of Jesus, JRS' mission is intimately connected with the mission of the Society of Jesus: to serve faith and promote the justice of God's Kingdom, in dialogue with cultures and religions.⁴ It has its headquarters in Rome, Italy, at the Curia of the Society of Jesus, Borgo Santo Spirito, 4.⁵
- c.** JRS was established in 1980 by Father Pedro Arrupe, the then Superior General of the Society of Jesus, and its mission was reaffirmed by both the 33rd and 34th General Congregations as a means by which the Society fulfils its mission.⁶ JRS' service to refugees and displaced people was also confirmed by Father General Peter-Hans Kolvenbach in his 1990 letter to the whole Society.⁷ Most recently, in a message to JRS on its 30th anniversary (14 November 2010), Father General Adolfo Nicolás expressed his gratitude for the fruitfulness of JRS' work: "JRS has touched thousands of lives, and has been the Lord's instrument in bringing the fuller life of the Gospel to those who have lost their homes and hope."⁸

²JRS Strategic Framework 2012-2015; the JRS Charter, 2000, no. 9; and Guidelines of the JRS, 2000, no. 2.

³The Statutes as a Foundation of Canonical Right [JRS Statutes], 2003, art. 4.

⁴The JRS Charter, nos. 1 and 11.

⁵JRS Statutes, no. 5.

⁶The JRS Charter, nos. 2, 3 and 5.

⁷Peter-Hans Kolvenbach SJ, "Review of the Jesuit Refugee Service: letter to the whole Society of Jesus," 14 February 1990.

⁸Adolfo Nicolás SJ, "Hospitality fosters reconciliation: Father General's message to JRS on its 30th Anniversary," 14 November 2010.

- d. As an apostolic work of the Society of Jesus, the Society exercises ultimate responsibility for JRS.⁹ Its Statutes stipulate that, endowed with its own juridical personality according to Canon Law, it is an autonomous pious foundation dependent on the Society's General Curia and established by the Superior General of the Society of Jesus.¹⁰
- e. JRS is governed by its Charter, by its Statutes, and by the decisions and guidelines adopted by its Administrative Council whose members are appointed by the Superior General.¹¹
- f. The Statutes state that "The JRS, as a public juridical personality in accordance with Canon Law, has full legal right to acquire, possess and administer property of all types, acquired in any legitimate way, including through donations, inheritance or bequests; to enter contracts or to undertake commitments at whatever form within the scope of the purposes of the Foundation; to appear before any judicial authority or before any public organisation in order to manage, defend or further its own interests and rights."¹²
- g. The Superior General appoints the International Director of Jesuit Refugee Service. The International Director, who must be a Jesuit, is accountable to the Superior General directly.¹³
- h. The Superior General appoints the members of the Administrative Council of JRS who serve for unspecified terms.¹⁴
- i. While the Administrative Council may propose modifications to the Statutes, such changes can take effect only with the explicit approval of the Superior General.¹⁵

⁹ *Guidelines of the JRS*, no. 16.

¹⁰ *JRS Statutes*, art. 1.

¹¹ *JRS Statutes*, art. 3; and *Guidelines of the JRS*, no. 23.

¹² *JRS Statutes*, art. 2.

¹³ *Guidelines of the JRS*, no. 22.

¹⁴ *Guidelines of the JRS*, no. 23; and *JRS Statutes*, art. 9 .

¹⁵ *JRS Statutes*, art. 19.

- j. In the JRS regions of Asia Pacific, Eastern Africa, Southern Africa, Grands Lacs, South Asia, West Africa and the Middle East, the Superior General, in consultation with the International Director, the Administrative Council, and the relevant Provincial(s) or Regional Superiors, appoints a Regional Director who is directly accountable to the International Director but also maintains close relationships with local Jesuit Provincial(s).¹⁶
- k. In the JRS regions of Europe, the United States, and Latin America and the Caribbean, the local Conference of Provincials is responsible for appointing the JRS Regional Director. This appointment must receive approval from both the International Director and the Administrative Council.¹⁷
- l. When specific emergencies require the work of JRS, the Superior General may instruct JRS to respond to such needs.
- m. The International Director will send the Superior General reports on emergency situations, the minutes of the Administrative Council, the JRS Annual Report, and an annual statement of the financial health of JRS.¹⁸
- n. As a pious, autonomous Foundation, JRS may be dissolved when it is no longer able to achieve its objectives, but only through a decision of the Superior General.¹⁹

¹⁶ *Guidelines of the JRS*, no. 26.

¹⁷ *Guidelines of the JRS*, no. 28; and *JRS Statutes*, art. 10, no. 6.

¹⁸ *JRS Statutes*, art. 13, no. 4.

¹⁹ *JRS Statutes*, art. 21, no. 1.

International Director

- a. The International Director is responsible for all activities that carry the Jesuit Refugee Service name and his specific responsibilities include promoting the Society's refugee ministry and providing the necessary leadership for the organisation. He determines the boundaries of existing JRS regions and must give approval before new Regional Offices are established. He also represents JRS in relation to other Church and international agencies.²⁰ Furthermore, the International Director is responsible for raising the funds to sustain the International Office.
- b. The International Director of Jesuit Refugee Service, who must be a Jesuit, is appointed by the Superior General of the Society. Although there is no set term of office for the International Director, he normally serves for not more than eight years.²¹
- c. The International Director reports directly to the Superior General in his management of the organisation, keeping him informed of the activities, plans and economic situation of JRS. As such, he must present to the Superior General an annual report of the activities of JRS, including a financial report.²²
- d. The performance of the International Director will be evaluated on a regular basis by the Administrative Council.
- e. The International Director serves as the Chairman of the Administrative Council.²³ This Council will meet in ordinary session at least once each year and more often when the Chairman (the International Director) judges it to be appropriate or when the majority of its members request it. Meetings will be called by the Chairman with adequate notice as well as a clear indication of the date, time and agenda topics.²⁴

²⁰ *Guidelines of the JRS*, no. 22, and *JRS Statutes*, arts.12- 13.

²¹ *Guidelines of the JRS*, no. 22.

²² *JRS Statutes*, art. 13, no. 4, and art. 14.

²³ *JRS Statutes*, art. 9.

²⁴ *JRS Statutes*, art. 11, nos. 1-2.

- f. The International Director will normally represent the Administrative Council of JRS at meetings with other bodies, especially before other Church bodies and other international organisations.²⁵
- g. The International Director must be consulted by Regional Directors, however appointed, as they establish priorities and programmes for their regions. Major projects require a written plan approved in advance by the International Director.²⁶
- h. The International Director will review the annual narratives and financial reports sent by the Regional Directors highlighting activities undertaken by JRS in their regions.²⁷
- i. Authority to raise funds in the name of JRS belongs to the International Director, who may delegate this authority. Regional Directors must request permission before undertaking any new fundraising.²⁸
- j. The International Director normally consults Regional Directors when setting policies applying to the whole of JRS.²⁹
- k. If and when a local NGO proposes to use the name of JRS, its constitution must first be approved by the International Director before the proposal is submitted to the civil authorities.³⁰
- l. The International Director heads the JRS International Office at the Curia of the Society. He appoints staff and consultants, assigning to each a clear role and function.³¹
- m. The International Director appoints the Assistant International Director with the approval of the Administrative Council.

²⁵ *JRS Statutes*, art. 12.

²⁶ *Guidelines of the JRS*, no. 30.

²⁷ *Guidelines of the JRS*, no. 30.

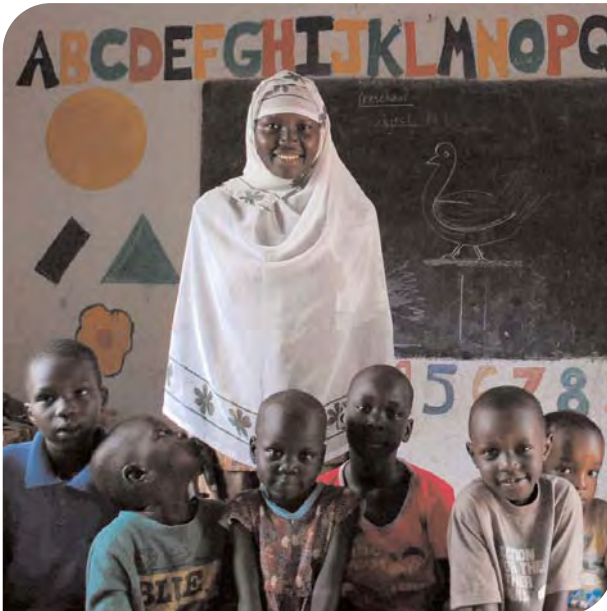
²⁸ *Guidelines of the JRS*, no. 30.

²⁹ *Guidelines of the JRS*, no. 31.

³⁰ *Guidelines of the JRS*, no. 34.

³¹ *Guidelines of the JRS*, no. 24.

- n. Regional Directors responsible to JRS International should propose a list of Regional Council members to the International Director for his approval and appointment.³² In regions that report directly to Conferences of Provincials, new Regional Council members should be approved by the Conference of Provincials.
- o. The International Director must be consulted by Regional Directors in their appointment of National or Country Directors to assist them in managing a region's major refugee projects.³³



Kakuma camp, Kenya.

³² *Guidelines of the JRS*, no. 36.

³³ *Guidelines of the JRS*, no. 37.

Administrative Council

- a.** The function of the Administrative Council is to support the Superior General and the International Director in their leadership and oversight of JRS. While its members advise the International Director as his consultants, the Council also serves as the administrative board of the Jesuit Refugee Service Foundation,³⁴ representing and serving as an extension of the Superior General. As such, the Administrative Council has both a consultative and a deliberative character.³⁵ While the *Statutes of JRS* make it clear that the Administrative Council has full responsibility for the direction and administration of JRS, they also highlight the executive role of the International Director in terms of promoting the Society of Jesus' ministry on behalf of refugees; having oversight for all JRS activities, including its finances; establishing new regions and deciding the geographical limits of existing regions; and representing JRS before Church bodies and other international organisations.³⁶
- b.** The competence of the Administrative Council of JRS is:³⁷
- i. To act in the name of JRS with respect to its activities on behalf of refugees;
 - ii. To supervise the administration of its patrimony, including JRS' investments;
 - iii. To help plan JRS' activities and to advise the International Director regarding projects and concrete activities; in particular, to approve new major programmes within both existing and new regional structures;
 - iv. To approve the annual budget of JRS International and the extraordinary expenses not foreseen in the budget. (The Administrative Council will receive quarterly financial reports from the Finance

³⁴*Guidelines of the JRS*, no. 23.

³⁵ Adolfo Nicolás SJ in a meeting with the JRS Regional Directors in Rome, 24 May 2011.

³⁶ *JRS Statutes*, arts. 8, 12, 13 and art. 16, no. 1.

³⁷ *JRS Statutes*, art. 10.

Coordinator of the JRS International Office. In addition, the International Director will inform the Administrative Council of significant financial problems in any of the regions.);

- v. To approve the annual report of the JRS International Office's activities and financial records;
 - vi. To submit to the Superior General nominees for the major posts in JRS (International Director and Regional Directors);
 - vii. To approve proposals for modifying the Statutes of JRS, the merger of the Foundation with another party, or the dissolution of the Foundation;
 - viii. To elaborate and to implement, with the approval of the Superior General, internal norms and guidelines for the operation of JRS;
 - ix. To consult and decide on major human resources, advocacy and communication issues and policies;
 - x. To consult on the development of staff policy and to approve new positions in the JRS International Office; and
 - xi. To review and approve the JRS International Strategic Plan.
- c.** Members of the Administrative Council will consist of the International Director of JRS, who will serve as its Chairman, and three or four Jesuits, appointed by the Superior General for indeterminate periods.³⁸ When necessary, after consultation with JRS Regional Directors and the JRS International Office staff, the Administrative Council will propose new candidates for membership on the Administrative Council to the Superior General for his appointment. The Superior General generally appoints new members for a three-year term that may be renewed as needed. In addition to the International Director, the members of the Council will include Jesuits such as:

³⁸ *JRS Statutes*, art.9.

- i. an Assistant to Fr General
 - ii. the Secretary for Social Apostolate and Ecology
 - iii. a former JRS staff member
 - iv. a Major Superior of a region where JRS is present
 - v. the Assistant International Director who serves as secretary with voice, but without legal responsibility or the right to vote.
- d.** An Extended Council will be developed that will consist of a maximum of ten (10) members whose total number includes the Jesuit membership of the Administrative Council. The additional members of the Extended Council will generally be lay persons or members of other religious communities, reflecting a balance of gender, age and nationality. After gathering recommendations from both the JRS Regional Directors and the JRS International staff, the Chairman will propose candidates to the Administrative Council. The Administrative Council, in turn, will appoint new members of the Extended Council. Members of the Extended Council may include individuals with:
- i. a background in leadership of an international organisation
 - ii. a background in JRS
 - iii. a background in finances, fundraising, etc.
 - iv. a background in public relations, communications or legal issues.
- e.** The Extended Council will advise the International Director and members of the Administrative Council on major strategic and policy issues of JRS. In decisions that require a vote, only members of the Administrative Council have a right to vote.
- f.** *The Statutes of JRS* require that the Administrative Council meets at least one time each year or more frequently at the request of the International Director or

its members.³⁹ In practice, the Administrative Council has normally met more frequently. The additional members of the Extended Council generally join the Administrative Council for at least two meetings annually in March (audit report and budget review) and in September.

- g.** Meetings will be called by the Chairman with adequate notice and a clear indication of the date, time and agenda topics. For its decisions to be valid, a majority of the Administrative Council's members need to be present.⁴⁰ Members may be present in person, by telephone, or by other electronic means. Decisions will normally be made by unanimous consensus. When this is not possible, however, an absolute majority of those present will be needed for a decision to be valid.⁴¹ When none of the above-mentioned means of attending the meeting is possible, a written or electronic proxy voting may be accepted to reach the majority needed in order to ensure the validity of the Council's decisions.
- h.** The Chairman can delegate the chairing of a segment or the entirety of a meeting, when advisable, to another member of the Administrative Council.
- i.** The secretary of the Administrative Council, the Assistant International Director, is responsible for overseeing the recording of minutes.
- j.** The Chairman of the Administrative Council, the International Director, informs the Superior General about the agenda before the meeting and afterwards reports to him in written form, highlighting major points for his review and approval, if necessary.
- k.** In the selection process and appointment of a Regional Director in regions where the Regional Director is

³⁹ *JRS Statutes*, art. 11, no. 1.

⁴⁰ *JRS Statutes*, art. 11.

⁴¹ *JRS Statutes*, art. 11.

appointed by a Conference of Major Superiors (currently JRS USA, JRS Europe and JRS Latin America and the Caribbean), the International Director must consult with the Administrative Council and ask for its feedback on the proposed candidates.

- l.** In the selection process and appointment of Regional Directors appointed by the Superior General, the Administrative Council will use the following set of procedures to prepare a *terna* for the appointment of a new Regional Director:
 - i. The search process will start one year prior to the scheduled replacement date of the current Regional Director;
 - ii. A short list of potential candidates will be prepared with four references solicited for each candidate;
 - iii. Based on the information gathered, the Administrative Council will present a ranked *terna* of candidates with their recommendations to the Superior General for his review and appointment.
- m.** The Administrative Council is consulted and decides by consensus on the selection and appointment of the Assistant International Director, who is then appointed by the International Director.
- n.** The members of the Council will receive the annual report of activities through the Pedro Arrupe System (PAS), which will also provide them access to all project proposals, reports and financial reports, including regional audit reports.

The Assistant International Director

- a.** The basic responsibilities of the Assistant International Director are:
- i. To assist the International Director in promoting the Society's refugee ministry by providing leadership to accomplish this objective;
 - ii. To work closely with the International Director in promoting, coordinating and overseeing the activities of JRS and those who use its name;
 - iii. To assist the International Director in decision-making by providing critical feedback on significant issues;
 - iv. To help the International Director prepare for meetings with the Regional Directors and the Administrative Council;
 - v. To serve as the secretary and a member of the Administrative Council with a right to speak, but without the right to vote;
 - vi. To represent JRS in the absence of the International Director, making decisions in emergency situations when the International Director is not accessible;
 - vii. To coordinate the International Office by:
 1. being present generally in the International Office while the International Director is travelling;
 2. following up on all matters relating to the Curia;
 3. performing annual job appraisals with members of the International Office staff whom he supervises;
 4. facilitating meetings of the International Office;
 5. organising and running meetings and courses at the International Office;
 6. facilitating the process of both annual and strategic planning of the JRS International Office.
- b.** The Assistant International Director is appointed by the International Director after consultation and approval by the Administrative Council.

- c. The term of office for the Assistant International Director is three years, renewable for a second term. Whenever possible, the end of his term should not coincide with the end of the term of the International Director.
- d. The Assistant International Director has supervisory responsibility for specific areas within JRS International, depending on his individual competency, which may include areas such as human resources, advocacy and communications.
- e. The Assistant International Director will travel internationally to JRS regions at the request of the Regional Directors and with the approval of the International Director.

Darfur, Sudan.



International Director and Regional Directors: Senior Management Team

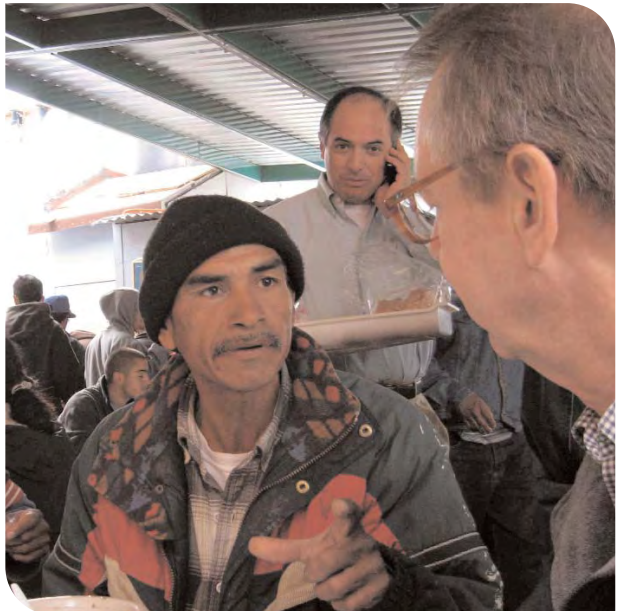
- a. The International Director, the Assistant International Director, and the Regional Directors form a senior management team which, in coordination with the Administrative Council, has a major responsibility for maintaining the unity and cohesion of JRS.
- b. The International Director meets formally with the Regional Directors at least once a year,⁴² although frequently this senior management team will meet a second time during the year. These meetings are important in assisting the International Director to implement the JRS mission and manage the international organisation of JRS.⁴³ In addition to exchanging experiences and learning from one another, they provide the opportunity for Regional Directors to discuss with the International Director issues of global significance that have an impact on JRS.
- c. At the Regional Directors' annual May meeting, normally held in Rome, the Regional Directors will meet with available members of the Administrative Council to discuss issues of common concern in JRS.
- d. In addition to normal operational business, Regional Directors' meetings will also provide Regional Directors with input that assists them in developing leadership and management skills. The Regional Directors are consulted by the International Director in establishing major policies applicable to the whole of JRS for submission to the Administrative Council for its approval. Regional Directors will be expected to implement such agreed upon policies.

⁴² *Guidelines of the JRS*, no. 29.

⁴³ *Guidelines of the JRS*, no. 29.

- e. Together with the Administrative Council, the International Director and the Assistant International Director, the Regional Directors will help develop regular strategic frameworks for JRS International, committing themselves to the implementation of these strategic priorities and goals in their regions.
- f. The Regional Directors are consulted in the process of searching for a new International Director and Assistant International Director.

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Regional Director

- a.** As a member of the senior management team of JRS, the Regional Director's operational responsibilities include oversight of:
- i. JRS activities in his/her region, including the setting up and closing down of projects;
 - ii. recruitment, orientation, placement, support and termination of workers;
 - iii. the preparation of funding proposals, as well as monitoring, evaluation and reporting on projects within the region;
 - iv. general public relations and maintenance of the profile of JRS in the region;
 - v. the development of good relations with the local Jesuit Province(s), and with Church and civil authorities;
 - vi. communications, research and public education concerning the needs of refugees in the region;⁴⁴
 - vii. raising funds to sustain the Regional Office.
- b.** The position of Regional Director may be filled by a Jesuit, a religious or a lay person. Regional Directors are appointed in one of two ways indicated below. The procedures for these appointments will be detailed in a written agreement with Jesuit Major Superiors for that region.⁴⁵
- i. The first mode of appointment is one initiated by JRS as an international organisation. Father General, in consultation with the Administrative Council, the International Director, and the relevant Provincial(s) or Regional Superiors, appoints a Regional Director. In this first mode a Regional Director is directly accountable to the International Director, while also maintaining close relationships with the local Jesuit Provincial(s).⁴⁶ Currently, the following JRS regions utilise this mode of appointment: Asia Pacific, Eastern

⁴⁴ *Guidelines of the JRS*, no. 27.

⁴⁵ *Guidelines of the JRS*, no. 25.

⁴⁶ *Guidelines of the JRS*, no. 26.

Africa, Southern Africa, Grands Lacs, South Asia, West Africa and the Middle East.

- ii. The second mode of appointment applies when a Conference of Major Superiors is responsible for a JRS regional programme. Here the initiative to appoint a Regional Director lies with the Conference, although the appointment must receive approval from the Administrative Council and the International Director.⁴⁷ Currently, the following JRS regions utilise this mode of appointment: Europe, the United States, and Latin America and the Caribbean.
- c.** As mentioned above, all JRS Regional Directors, however appointed, have the responsibility to raise funds to cover the costs of the Regional Office. Nonetheless, they should understand that:
- i. They must consult with the International Director when establishing priorities and programmes. Major new projects require a written plan approved in advance by the International Director.⁴⁸
 - ii. Authority to raise funds in the name of JRS belongs to the International Director, who may delegate this authority. Regional Directors must request permission before undertaking any new institutional fundraising effort.⁴⁹
 - iii. They should send the International Director six-month and annual narrative and financial reports covering all activities in their region undertaken in the name of JRS.⁵⁰
- d.** In recruiting Jesuits to work within the region, the Regional Director should consult and carefully follow the guidelines for Jesuit recruitment in Section B.2.g (page 39) of this manual.
- e.** When a religious is being recruited to JRS, a three-way agreement is normally concluded between JRS, the

⁴⁷ *Guidelines of the JRS*, no. 28.

⁴⁸ *Guidelines of the JRS*, no. 30.

⁴⁹ *Guidelines of the JRS*, no. 30.

⁵⁰ *Guidelines of the JRS*, no. 30.

individual religious and his or her Major Superior, concerning the length of time and conditions governing this assignment.⁵¹

- f. Regional Directors are encouraged to publish regular bulletins, recording and analysing the experiences of refugees and of the JRS workers who accompany them.⁵²
- g. Approval from the Regional Director or the International Director is needed for a project to employ the name “Jesuit Refugee Service”, “JRS”, or to use the JRS logo.⁵³
- h. Each Regional Director, however appointed, is to be supported and advised by a council.⁵⁴ Regional Directors responsible directly to JRS International should propose a list of council members to the International Director for approval and appointment. Regional Directors appointed by a Conference of Major Superiors should propose a list of council members to the President of the Conference for approval and appointment by the full Conference of Major Superiors. Although Regional Councils are advisory bodies for the Regional Director, they require a clear form of accountability on the part of the Regional Director.
- i. In countries where JRS has major refugee projects, Regional Directors may appoint Country Directors to assist them, after consulting the International Director.⁵⁵
- j. With the agreement of Regional Directors, Country Directors appoint Project Directors responsible for a local project and its staff.⁵⁶

⁵¹ *Guidelines of the JRS*, no. 42.

⁵² *Guidelines of the JRS*, no. 33.

⁵³ *Guidelines of the JRS*, no. 35.

⁵⁴ *Guidelines of the JRS*, no. 36.

⁵⁵ *Guidelines of the JRS*, no. 37.

⁵⁶ *Guidelines of the JRS*, no. 38.

Country Director

- a.** Country Directors direct and support the work of JRS in a country. Their responsibilities include:
- i. the development of project proposals for presentation to the Regional Director and Regional Council for approval;
 - ii. the implementation of JRS work at the country level;
 - iii. facilitation of reflection on current projects as well as their evaluation;
 - iv. the exploration of new needs of refugees at the country level, promoting research along these lines;⁵⁷
 - v. the determination of when and how the process of withdrawal, closure, or hand-over of a particular project can be best achieved;
 - vi. administration of JRS country finances and accounts in order to guarantee that projects receive the funds required for their operation and that there is a proper accounting of all expenses;
 - vii. care for the JRS team's relations with the local refugee population and with local authorities;⁵⁸
 - viii. the maintenance of good relations with local Jesuit communities and other religious communities, as well as relations with the national and local Church, civil authorities, local representatives of international organisations such as the United Nations High Commissioner for Refugees (UNHCR), and representatives of other non-governmental organisations (NGOs).⁵⁹
- b.** Country Directors report to Regional Directors, and may be Jesuit, religious or lay.⁶⁰
- c.** Before making contact with the central offices of international organisations, such as UNHCR, a Country Director should consult with the Regional Director and receive approval for this action.

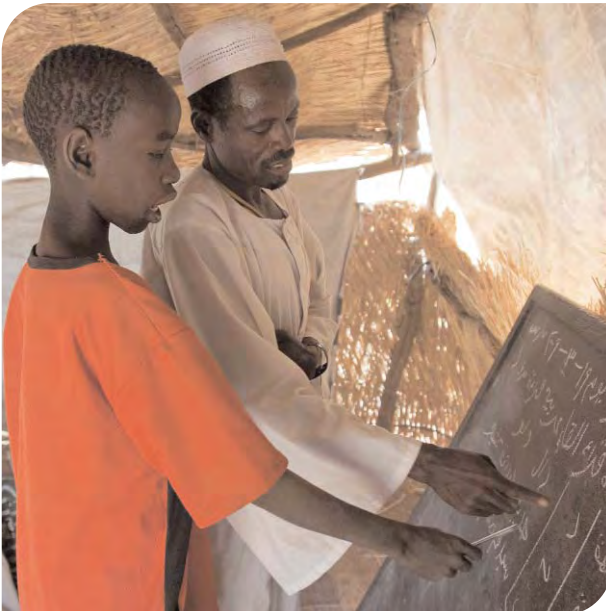
⁵⁷ *Guidelines of the JRS*, no. 37.

⁵⁸ *Guidelines of the JRS*, no. 38.

⁵⁹ *Guidelines of the JRS*, no. 37.

⁶⁰ *Guidelines of the JRS*, no. 37.

- d. Country Directors develop staff job descriptions and care for the working, living and safety conditions of JRS personnel.⁶¹
- e. With the agreement of Regional Directors, Country Directors may appoint Project Directors responsible for a local project and its staff.



Koukou, Chad.

⁶¹ *Guidelines of the JRS, no. 37.*

The Project Director and the Field Staff

- a.** With the agreement of Regional Directors, Country Directors appoint Project Directors responsible for a local project and its staff. The responsibilities of the Project Director include:
 - i. the implementation of the project according to the approved proposal;
 - ii. taking new initiatives and developing project proposals with the project team for presentation to and approval by the Country Director;
 - iii. facilitation of the team's reflection on and the evaluation of the project;
 - iv. the administration of the project's finances;
 - v. care for the JRS team's relations with the local refugee population and with local authorities.⁶²

- b.** A Project Director is directly accountable to the Country Director with whom he/she should maintain regular communication. Field staff members are directly accountable to the Project Director. In joint consultation with the Country Director, the Project Director makes decisions regarding the hiring and discharging of staff.

- c.** JRS establishes its own criteria and procedures for the selection and dismissal of its personnel, whether Jesuit, religious or lay.⁶³

- d.** All those engaged in the work of JRS should exercise co-responsibility and be engaged in discernment and participative decision-making where appropriate.⁶⁴

- e.** Whenever possible, JRS consults, trains and recruits refugees and other displaced people, encouraging them to participate in the planning, implementing and reviewing of projects.⁶⁵

⁶² *Guidelines of the JRS*, no. 38.

⁶³ *Guidelines of the JRS*, no. 40.

⁶⁴ *The JRS Charter*, no. 13.

⁶⁵ *Guidelines of the JRS*, no. 41.

- f. In every case of every JRS staff member, a clear and just agreement must be concluded concerning benefits and conditions, duration of service, lines of accountability and procedures for dispute resolution.⁶⁶



Mannar, Sri Lanka.

⁶⁶ *Guidelines of the JRS*, no. 43.

JRS and Accountability within the Society of Jesus

“JRS upholds the principle of subsidiarity, endeavouring to be openly accountable for its work and transparent in its decision-making.”

JRS Strategic Framework 2012-2015



Jesuit Conferences and Presidents of Conferences

- a.** The Jesuit General Congregation 35 recognised that Conferences of Major Superiors have become a significant initiative in the structure of governance within the Society of Jesus.⁶⁷ Conferences are structures of cooperation among Provinces and Regions regarding specific inter- and supra-provincial aspects of mission (common works, formation centres, networking, inter-provincial teams, geographical regions, etc.). While Conferences do not constitute a new level of government between the General and the Provincials, they offer an opportunity to enhance the governance of Provincials by enabling them to care for the mission of the Society beyond their own Provinces.⁶⁸
- b.** The President of a Jesuit Conference is the Major Superior of the common houses and works of the Conference, which the Superior General has designated as such.⁶⁹
- c.** As an international work of the Society of Jesus, JRS frequently depends on considerable supra-provincial cooperation. The integration of JRS within the work of Conferences is important both for JRS and for the Conferences of Major Superiors themselves. This developing structure of Jesuit governance places new demands on JRS:
- i. The Presidents of Conferences should be informed and consulted by the Regional or International Director regarding major developments in JRS.
 - ii. The President of a Conference can request that JRS intervene in a special situation that involves emergency assistance and significant forcible displacement.
 - iii. The President of the Conference should be invited to take part in regional meetings of JRS within his Conference's geographic area.

⁶⁷ General Congregation 35, Decree 5: Governance at the Service of Universal Mission, no. 17.

⁶⁸ General Congregation 35, Decree 5: Governance at the Service of Universal Mission, no. 18b.

⁶⁹ General Congregation 35, Decree 5: Governance at the Service of Universal Mission, no. 21.

- iv. The President of the Conference should be encouraged to promote interest in JRS as an international work of the Society of Jesus among the Provincials and the Jesuits of their Conferences.
- d. Appointment of a new Regional Director. It is important to highlight the important role that the President of the Conference plays in the search and selection of JRS Regional Directors. By whatever mode (see below) a new Regional Director is chosen, the President should play an active role in the search and appointment process of a new Regional Director, providing his recommendations and approval to the JRS Administrative Council.
- i. The first mode of appointment is one initiated by JRS as an international organisation. Father General, in consultation with the Administrative Council, the International Director, and the relevant Provincial(s) or Regional Superiors, appoints a Regional Director. In this first mode a Regional Director is directly accountable to the International Director, while also maintaining close relationships with the local Jesuit Provincial(s).⁷⁰ Currently, the following JRS regions utilise this mode of appointment: Asia Pacific, Eastern Africa, Southern Africa, Grands Lacs, South Asia, West Africa and the Middle East.
- ii. The second mode of appointment applies when a Conference of Major Superiors is responsible for a JRS regional programme. Here the initiative in appointing a Regional Director lies with the Conference and its President, although the appointment must receive approval from the Administrative Council, and the International Director.⁷¹ Currently, the following JRS regions utilise this mode of appointment: Europe, the United States, and Latin America and the Caribbean.

⁷⁰ *Guidelines of the JRS*, no. 26.

⁷¹ *Guidelines of the JRS*, no. 26.

- e. In other areas, where the needs are not so overwhelming, or when the Province or Conference has the resources to undertake programmes of service:
 - i. Provinces and Conferences may undertake a JRS project, assume responsibility for it and assign personnel to it.
 - ii. Programmes using the JRS name should only be undertaken or terminated after consultation between a Provincial or the President of the Conference, and the JRS International Director, formalised in a written agreement.⁷²
 - iii. In the USA, Europe and Latin America, where a Conference is responsible for JRS projects, the respective Jesuit Conferences are requested to provide reasonable financial support for JRS offices and teams.

Damak, Nepal.



⁷² Guidelines of the JRS, no. 20.

The Local Provincial

- a.** Cooperation and partnership have always been characteristic of JRS' ministry to refugees. JRS works in coordination with local Jesuit Provinces and with Jesuit institutions and personnel.⁷³
- b.** In areas of acute or pressing refugee need, or where the local Jesuit Province lacks sufficient resources or, because of other demands, cannot offer service to the refugees:
- i. The Jesuit Refugee Service, as an international agency, has the capacity to respond quickly, flexibly and with autonomy, as an approved body of the Society.⁷⁴
 - ii. The decision to undertake or to terminate such activities is made by the JRS International Director after dialogue with the Provincial(s) in the region.⁷⁵ A local Provincial can call on JRS to request assistance in responding to situations of major displacement.
 - iii. A written understanding or a partnership agreement will be arranged with the local Provincial(s), setting out priorities and the way JRS is to operate in that Province or Region.⁷⁶
 - iv. Such programmes and regions of JRS International report directly to the International Director and are supported by the JRS International Office.⁷⁷
 - v. The local Provincial should receive regular written reports on the work that JRS is doing in his Province.
 - vi. Once a refugee situation is judged not to require the intervention of JRS any longer, a programme may be closed. Alternatively, the programme may be transferred to the local Jesuit Province, if its capacity and willingness are evident. The project may be handed over to the local Church, or to an international or local agency.⁷⁸

⁷³ *Guidelines of the JRS*, no. 8.

⁷⁴ *Guidelines of the JRS*, no. 19.

⁷⁵ *Guidelines of the JRS*, no. 19.

⁷⁶ *Guidelines of the JRS*, no. 19.

⁷⁷ *Guidelines of the JRS*, no. 19.

⁷⁸ *Guidelines of the JRS*, no. 15.

- c. In other areas, where the needs are not so overwhelming, or where the Province or Conference has the resources to undertake programmes of service:
 - i. Provinces and Conferences may undertake a JRS project, assume responsibility for it and assign personnel to it.⁷⁹
 - ii. Programmes using the JRS name should only be undertaken or terminated after consultation between the Provincial, the Regional Director and the JRS International Director. This decision should be formalised in a written agreement.

- d. In countries where JRS has major refugee projects, Regional Directors may appoint Country Directors to assist them, after consulting the International Director. Country Directors report to Regional Directors, and may be Jesuit, religious or lay. They oversee the implementation of country projects. They are responsible for relations with the local Jesuit communities.⁸⁰
 - i. The Regional Director will consult the local Provincial and/or the President of the Conference regarding the appointment of a Country Director.
 - ii. Country Directors have the responsibility to establish a good relationship with the local Provincial, keeping him informed about developments in the work of JRS.

- e. A Jesuit representative of the local Provincial should be invited to be a member of the JRS Country Advisory Council in order to maintain close ties with the Society of Jesus in that area.

- f. The Jesuit General Congregation 34 appealed to all Provinces to support the Jesuit Refugee Service in every way possible, and JRS very much relies on that support.⁸¹

⁷⁹ *Guidelines of the JRS*, no. 20.

⁸⁰ *Guidelines of the JRS*, no. 17.

⁸¹ *Guidelines of the JRS*, no. 17.

g. Recruitment of Jesuits:

- i. No serious conversation with a Jesuit regarding work in JRS will be initiated by JRS without the individual Jesuit having received prior approval from his home Provincial.
- ii. The duration and modalities of assigning a Jesuit to JRS require the agreement of both the sending and receiving Provincials and the Regional Director.⁸²
- iii. The Regional Director should inform the Assistant International Director of all Jesuits who will begin to work in his/her Region.
- iv. The Regional Director and the Regional Human Resources Officer are responsible for conducting the application and interview process for Jesuits who apply to JRS from within a region.
- v. Jesuits applying to JRS from outside a region should be directed to contact the Assistant International Director who will attend to the interview and vetting process of the candidate. On completion of this initial process, the completed dossier of the Jesuit candidate will be forwarded to the appropriate Regional Directors and their Human Resources Officers who will be responsible for further interviewing and the final hiring decision.
- vi. As with all JRS workers, a well-defined job description, outlining the role and responsibilities of the specific position, will be made available to the candidate.
- vii. When a decision is made to hire a Jesuit, a contract should be entered into with the individual Jesuit, his home Provincial and the JRS region.
- viii. A copy of the signed contract should be sent to the individual Jesuit, the sending and receiving Provincials, the Assistant International Director, and the International Human Resources Coordinator at the JRS International Office.

⁸² *Guidelines of the JRS*, no. 45.

- ix. In the case of Jesuits from outside a region, JRS International will inform the receiving Provincial in writing, in good advance of the Jesuit's arrival, regarding the proposed assignment, thus facilitating the sending of the required missioning documents between the sending and the receiving Provincials.
 - x. Once a Jesuit is made available by his Provincial and is accepted by JRS, JRS is responsible for determining his specific assignment within a region.
 - xi. When a Jesuit is assigned to JRS, the receiving Provincial is responsible for his personal and spiritual care (*cura personalis*). If the assignment is for a short term, the Jesuit is regarded as 'residing' (*degens*). If the assignment is for two years or more, he should be considered 'applied' (*applicatus*).⁸³
- h.** Each Jesuit institution and individual Jesuit, together with their collaborators, is urged to take initiatives in support of refugees. If an agreement has not been reached with JRS, responsibility for the initiative lies wholly with the one who undertakes the project. The JRS name and logo should not be used unless written permission is first obtained from the International Director after consultation with the Regional Director. Nonetheless JRS, through its International and Regional Offices, is available to advise, encourage and, if necessary, coordinate such projects.⁸⁴

⁸³ *Guidelines of the JRS*, no. 47.

⁸⁴ *Guidelines of the JRS*, no. 21.

Responsibilities of Advisory Councils and Boards of Governors

“ We work in partnership with other religious congregations, humanitarian organisations and with refugees themselves, encouraging co-responsibility, discernment and participative decision-making. ”

JRS Strategic Framework 2012-2015



The Regional or Country Advisory Council⁸⁵

- a. Each Regional Director, whether appointed by JRS International or appointed regionally by a Provincial or Conference of Major Superiors, is to be supported and advised by a council. Regional Directors responsible directly to JRS International should propose a list of **council members** to the International Director for approval and appointment. JRS regions of the second mode are to have a comparable structure, with a committee or governing board or group of consultors who are approved and appointed by the Provincial or by the Conference of Major Superiors. Regional Advisory Councils should meet regularly.⁸⁶

- b. It is recommended that Advisory Council members be appointed for a limited three-year term of office with the understanding that this term is renewable.

- c. The Council is a committee of persons who advise the director after the model of a 'consult' in the Society of Jesus. (A council within Jesuit governance structures is a group of minimally three advisors who are appointed to assist a Jesuit superior or director of a major work.) The same arguments in support of the Administrative Council for the International Director apply to the Council for a Regional Director. Councils at the regional level help the Regional Directors to carry out his/her responsibilities and bring increased wisdom to planning and decision-making. The Council should have a broad composition and should meet at least twice a year. Minutes of Regional Council meetings should be sent to the International Director. Additional consultation with **Council members** between meetings is encouraged.

- d. Councils should review with the Regional Director the needs of refugees in the region and help to set regional

⁸⁵ The content of this section was reviewed and approved by the JRS Administrative Council in June 2009.

⁸⁶ *Guidelines of the JRS*, no. 36.

priorities. The Council should assist the Director in major decisions, including the opening and closing of major programmes; major appointments for positions such as Country and Project Directors; strategic planning and any other relevant issues. The Council reviews annual budgets, quarterly income and expense reports, and personnel issues. The Council also ensures that operations follow JRS policies. The Council will monitor and assist in relations with the local Jesuit province(s) and Conference, especially with the Provincial(s) and with the JRS International Office. Local JRS staff members can make representations to members of the Council.

- e. Members of the Council should be familiar with refugee needs and refugee services as well as with the spirit and work of JRS. Its composition should include a representative from the Jesuit Conference or Province(s), preferably a major superior or his delegate, a representative from relevant social apostolates or humanitarian works; and individuals with technical expertise in areas such as finance, law or communications. It is highly recommended that the Council's members be a diverse group of Jesuits and lay people that reflect the gender, nationality and age mix of JRS.
- f. These guidelines can also be applied to **councils** at the country level, with the approval of the Regional Director.

The Regional or Country Board of Governors

- a. In some countries, to accomplish its mission, JRS must register as a non-governmental organisation according to law. A local NGO that proposes to use the JRS name must first have its constitution approved by the International Director before submitting it to the civil authorities.⁸⁷
- b. In many countries local NGO law requires JRS, as an NGO, to have a Board of Governors. The statutes of JRS as a local NGO must be in line with the three foundational documents of JRS: The JRS Charter, Guidelines of JRS, and The Statutes of JRS as a Foundation of Canonical Right. (Both JRS Europe and JRS USA have already established their own set of approved statutes.)
- c. According to statutes required by a given country, JRS' Country or Regional Director is accountable legally to the Board of Governors.
- d. The responsibility and authority of the Board of Governors must be defined by its statutes in such a way that it does not violate the line of governance and accountability with respect to JRS International. The statutes must also allow that a Country or Regional Director has the right to refer a matter to a higher administrative level, namely to either the Regional or International Director.
- e. To assure legally that JRS is maintained as a work of the Society of Jesus, the President of a Conference or the local Provincial should appoint the members of the Board of Governors on the recommendation of the Regional Director or the existing Board of Governors.

⁸⁷ *Guidelines of the JRS*, no. 34

Where this is not possible, JRS should ensure that the members of the regional Jesuit Conference and/or the local Provincial are adequately represented on the Board of Governors.

- f. In JRS USA the Board of Governors proposes candidates for the position of Regional Director to be appointed by the US Jesuit Conference. In JRS Europe, its Advisory Group, whose members are appointed by the International Director, makes a recommendation to both the International Director and the Conference of Europe. The Board of Governors must approve and oversee a region's annual budget.



*Karenni refugee camp,
Thailand.*

Support and Monitoring within Jesuit Refugee Service

“Compassion impels us to work to alleviate the suffering of our fellow beings. JRS sees its service as a call to love, to treat others with equity and respect, as we ourselves wish to be treated.”

JRS Strategic Framework 2012-2015



The International Office

- a. The International Director heads the JRS International Office at the Curia of the Society. He appoints staff and consultants, assigning to each a clear role and function.⁸⁸
- b. The headquarters of JRS are located at Borgo Santo Spirito, 4, in Rome, Italy. The central office can be moved elsewhere with the agreement of the Administrative Council and with the approval of the Superior General. It is likewise allowed to establish branches and extensions wherever the Administrative Council judges it to be necessary.⁸⁹
- c. The International Office is coordinated by the Assistant International Director.
- d. The International Office is structured in several areas according to the mission of JRS:
 - i. Management and secretarial areas
 - ii. Human resources area
 - iii. Programmes and finance area
 - iv. Advocacy, communication, and academic research areas
- e. Each area has one or more coordinators whose role is defined by their job description:
 - i. to support and inform the International Director and the Assistant International Director in order to facilitate informed decision-making;
 - ii. to coordinate the assigned area at the international level;
 - iii. to train and support their counterparts in the regions in close collaboration with the Regional Directors;
 - iv. to monitor the work of their counterparts in the regions; and
 - v. to visit Regional Offices and projects.

⁸⁸ *Guidelines of the JRS*, no. 24.

⁸⁹ *JRS Statutes*, art.5.

- f. JRS regions, as much as possible, make common use of the following tools to maintain global organisational unity:
- i. Secretarial area: Pedro Arrupe System (PAS)
 - ii. Human resources area: Human Resources Policy Manual, Code of Conduct, PAS
 - iii. Programmes and finance area:
 1. Programs: the JRS templates for proposals, reporting, evaluation and PAS
 2. Finances: Frontend and Accpac, and PAS
 3. Fundraising: PAS donor contacts
 - iv. Advocacy and communications area:
 1. Advocacy handbook, *Advocacy in Jesuit Refugee Service*, JRS working papers
 2. Communication: 11 websites within one inclusive site
 3. Publications: Servir and Annual Report
 4. Academic research
 - v. The staff of the International Office is recruited according to the general procedures of JRS. Recruitment attempts to reflect, as much as possible, a balance of gender and nationality.
 - vi. The staff structure of the International Office, as well as new International Office staff positions and staff development policies, will be reviewed regularly and changes will be approved by the Administrative Council as needed.

The Regional Office

- a.** A Regional Director's major responsibility is to develop a Regional Office staff that is able to assist him/her in all his/her responsibilities. These responsibilities within the region include:
 - i. oversight of JRS activities in the region, including the setting up and closing down of projects;
 - ii. recruitment, orientation, placement, support and termination of workers;
 - iii. preparation of funding proposals, as well as monitoring, evaluation and reporting on projects within the region;
 - iv. general public relations and maintenance of the profile of JRS in the region;
 - v. development of good relations with the local Jesuit Province(s), and with Church and civil authorities;
 - vi. communications, research and public education concerning the needs of refugees in the region;⁹⁰
 - vii. raising funds to sustain the Regional Office.

- b.** Like the International Office, a Regional Office is structured in several areas according to the mission of JRS:
 - i. Management and secretarial area
 - ii. Human resources area
 - iii. Programmes and finance area
 - iv. Advocacy and communications

- c.** In general, each of the above areas should have one regional officer (and, where necessary, an assistant) whose roles are defined by their specific job descriptions:
 - i. to support and inform the Regional Director in order to facilitate informed decisions within an individual's area of expertise;
 - ii. to coordinate work in his/her area at the regional level;

⁹⁰ *Guidelines of the JRS*, no. 27.

- iii. to train and support their counterparts in the field;
 - iv. to assist Country and Project Directors in monitoring the work of their counterparts in the field;
 - v. to visit the Country Offices and projects;
 - vi. to communicate and work with their counterparts in the International Office; and
 - vii. To implement the use of the international tools of JRS (PAS, programme templates, Frontend/Accpac, website).
- d. The staff of the Regional Office is recruited by the Regional Director according to the general procedures of JRS. Recruitment attempts to reflect, as much as possible, a balance of gender and nationality.



Lisbon, Portugal.

The Country Office

- a.** A Country Director may be supported by staff according to the needs of JRS in that country in terms of human resources, programmes, finances, advocacy, and communications.
- b.** The staff of a Country Office support and monitor the JRS field teams.

International and Regional Job Descriptions

The following job descriptions are intended to provide guidance and must be adapted, where necessary, to meet the requirements of local custom and legislation.

International Director	54
Regional Director	57
Country Director	60
Project Director	63
International Advocacy Coordinator	66
International Representative in Geneva	69
International Human Resources Coordinator	72
International Programmes Coordinator	74
International Africa Finance Coordinator	77
International Communications Coordinator	80
Regional Advocacy Officer	83
Regional Human Resources Officer	86
Regional Programmes Officer	88
Regional Finance Officer	91
Regional Communications Officer	94

International Director

Role

The International Director is responsible for all activities that carry the Jesuit Refugee Service name. His responsibilities include promoting the Society of Jesus' refugee ministry and providing the necessary leadership for the organisation as a whole. The JRS Guidelines stipulate he is appointed by the Superior General and that he must be a Jesuit.

Responsibilities

Direction of the work of JRS at the international level

- To safeguard the vision, identity and unity of JRS as an international organisation.
- To determine the boundaries of existing JRS regions and, on consultation with the Administrative Council, to give approval to the establishment of new regions.
- To visit each JRS region on a regular basis, ensuring that the work of JRS is carried out in a manner consistent with the organisation's mission, vision and values.
- To approve the start-up of written plans for major new projects submitted by the Regional Directors.
- To approve strategic plans and priorities submitted by each Regional Director.
- To approve withdrawal from, closure or handover of JRS projects.
- To define general policies for JRS in consultation with the Regional Directors and the Administrative Council.
- To serve as the Chairman of the JRS Administrative Council, convening and submitting agenda items for its regular meetings.
- To serve as convener and Chairman of the regular group meetings of the JRS Regional Directors.
- To facilitate the search process for the hiring of new Regional Directors and, as Chairman of the Administrative Council, to submit recommended names for Regional Directors to the Superior General for his approval.
- To ensure that JRS regions implement and maintain the use of JRS International programme templates, finance reporting procedures and the personnel and project database (Pedro Arrupe System – PAS).

Finance and budgeting

- To administer the finances of JRS International and assist Regional Directors in ensuring that regional projects have sufficient funding for their implementation.
- To ensure that JRS International has adequate personnel and procedures to meet its fundraising objectives.
- To submit the annual budget for the JRS International Office to the Administrative Council for its approval.
- To submit an annual narrative report of JRS activities and an audited financial report of JRS International to the Superior General, highlighting in summary form the financial strengths and weaknesses of JRS.
- To review the annual narratives and financial reports submitted by each of the JRS regions.

Care for personnel

- To ensure the overall welfare of all JRS staff (refugee, national and international members) in terms of remuneration, health care, and security.
- To ensure that all JRS team members receive regular training regarding the JRS Code of Conduct and JRS Security Guidelines.
- During regular regional visits, to meet with major regional team members to discuss the strengths and weaknesses of JRS' work within the region.
- During these visits, to meet with representatives of the refugee or displaced populations to ascertain the efficacy of JRS projects in responding to their needs.
- To ensure that each Regional Office and its Country Offices has adequate administrative, programmatic, advocacy, communication and human resources personnel to meet its needs.
- To hire an Assistant Director with the approval of the Administrative Council.
- To hire International Office staff and provide them with the needed guidance and supervision to support and serve the JRS regions.
- To ensure that all JRS team members are invited to take part in regular and effective staff performance management sessions.

Communication

- To oversee the quality and efficacy of JRS International's publications and website.
- To convene general meetings with the JRS Regional Directors, the senior management team of JRS, at regular intervals (normally twice annually).
- To communicate regularly with the Country and Project Directors—with the latter

International Director

especially where there is no Country Director—on matters such as the situation in the countries, the conditions of the displaced, government policies, and other JRS-related issues.

- To meet regularly with local Provincials in areas where JRS has a presence and to provide an overview presentation of JRS' work at the workshops for new Provincials held at the Jesuit Curia in Rome.
- To meet with the Presidents of Jesuit Conferences to discuss issues pertaining to JRS in their regions.
- To report regularly to the Superior General on the achievements and challenges faced by JRS in each of the regions.
- To report to major JRS donors and international agencies who fund or work closely with JRS.

Representation of JRS

- To represent JRS International in relation to other Church and international agencies.

Advocacy

- To meet annually with UNHCR in Geneva to represent the needs of refugees in JRS regions and projects.
- To animate and support local church structures in addressing issues involving refugees and other forcibly displaced persons.

Qualifications

- Recognised tertiary qualifications, preferably in humanitarian-related fields.
- Previous experience as a JRS Regional or Country Director.
- Strong communication skills.
- Experience in managing budgets.
- Very good written and spoken language skills in English and in at least one other language.
- Demonstrated work experience in a multi-cultural work environment.

Regional Director

Role

The Regional Director is responsible for the leadership of JRS in a given region. This position encompasses responsibility for proposing and implementing overall regional strategies and embraces a wide variety of specific responsibilities from initiating needs assessments for new groups of displaced people to ensuring adequate and ongoing funding, staff recruitment, periodic project evaluations and final closure of projects. The Regional Director is a member of the JRS senior management team, whose members include the JRS Regional Directors and the International Director.

Responsibilities

Direction of the work of JRS at the regional level

- To safeguard the vision, identity and unity of JRS in the region.
- To assess new initiatives and to open new projects after consultation with the Country Directors and with other key members of the regional leadership. (These decisions require as well the approval of the JRS Regional Council and the International Director.)
- With the Country Director, to sign agreements with the local bishop, government and other funding agencies.
- To procure and sign funding agreements with donor organisations for all projects.
- To direct and support the implementation of all JRS works.
- To facilitate reflection and evaluation of projects and to determine how the process of withdrawal, closure or handover can best be achieved for each project.
- To define policies for JRS in consultation with the Country and Project Directors.
- To ensure that JRS country and project teams implement and maintain the use of JRS International programme templates, finance reporting procedures and the personnel and project database (Pedro Arrupe System – PAS).

Finance and budgeting

- To administer regional finances and guarantee that Country Offices and projects have the necessary funds in their accounts to be able to function effectively.

Regional Director

- To ensure that JRS finance procedures are followed by:
 - Overseeing the documentation and recording of all income and expense transactions for every project;
 - Ensuring regular reconciliation of accounts;
 - Producing and distributing to Project Directors monthly statements of income and expenditures;
 - Supporting the annual process of project level planning and budgeting;
 - Managing the annual regional financial audit, supported by Country and Project Directors.
- To provide other appropriate administrative and logistical services to projects.

Care for personnel

- To ensure the overall welfare of all JRS staff (refugee, national and international members), including security for all JRS team members.
- To recruit and hire JRS core team members after consultation with the Country Director who, in turn, consults with the Project Director.
- To sign contracts with JRS core team members or with their religious congregations and, when necessary, to terminate this contract after consultation with the Country Director who, in turn, consults with the Project Director.
- To ensure health insurance coverage for JRS core team members in the region.
- To ensure that all JRS staff procedures are followed in terms of both effective staff performance management and compliance with local labour laws (e.g., with respect to work visas).
- To visit the Country and Project Directors and teams in the field; to listen to them, and to give support to each JRS member. In case of problems, to call them to the attention of the Project or Country Director.
- To ensure that all team members abide by the relevant JRS Security Guidelines. When a significant security risk arises, the Regional Director, in consultation with the Country Director, has the authority and responsibility to evacuate teams promptly from the danger zone.
- To plan and facilitate an annual meeting of JRS personnel at the regional level.

Communication

- To provide regular communication and reporting to the JRS International Office on major issues in the region.
- To meet the JRS International Director and the other JRS Regional Directors as the senior management team of JRS, at meetings throughout the year (normally twice annually).

- To communicate regularly with the Country and Project Directors — with the latter especially where there is no Country Director — on matters such as the situation in the countries, the conditions of the displaced, government policies, and other JRS-related issues.
- To report on the status of the region to Fr General through the International Director, to the President of the regional Jesuit Conference, and to the local Provincial(s) or Regional Superior(s).
- To report on the region's projects to JRS donors through six-month and annual reports. In the case of significant donors, contact should include site-visits to these organisations.

Representation of JRS

- To establish and maintain contact with the local Jesuit Province(s), the regional Jesuit Conference, the diocesan Church, the government, key NGOs, and, in particular, UNHCR.
- To enter into negotiations with the Church, government and UNHCR, as required.

Advocacy

- In conjunction with the Regional Advocacy Officer, to inform key JRS advocacy offices (Rome, Geneva, Brussels and USA) about significant advocacy issues, sharing with them relevant information from field projects.
- Where helpful and necessary, to intervene with the government and UNHCR on behalf of refugees, supporting Country or Project Directors in their efforts to defend the rights of the displaced.
- To animate and support local church structures in addressing issues involving refugees and other forcibly displaced persons.

Qualifications

- Recognised tertiary qualifications, preferably in humanitarian-related fields.
- Previous experience in managing a team (preferably within an NGO).
- Strong computer skills.
- Experience in managing budgets.
- Demonstrated experience in preparing and writing formal reports.
- Languages: at least one European language plus very good written and spoken English.
- Demonstrated work experience in a multi-cultural work environment.
- Demonstrated experience in living in a community environment.

Country Director

Role

The Country Director is responsible for the direction of JRS works at the country level within a JRS region. This position encompasses responsibilities such as the exploration of new needs of refugees in the country, the development and implementation of project proposals, administration of JRS country finances, the evaluation of and withdrawal from projects, staff recruitment and care, and the maintenance of relations with the local Church, the Society of Jesus, government, and international organisations. The Country Director reports directly to the Regional Director.

Responsibilities

Direction of the work of JRS at the country level

- To safeguard the vision, identity and unity of JRS in a country.
- To take initiatives, and to develop project proposals for presentation to the Regional Director and the Regional Council for their approval.
- On consultation with the Regional Director and the Project Directors, to enter into negotiations and create agreements with the local Church, government or funding agencies on their behalf.
- Together with the Regional Director, to sign agreements with the local bishop, government or other funding agencies.
- To direct and support the implementation of JRS works on a country level.
- To facilitate reflection on and evaluation of projects and, when necessary, to determine how the process of withdrawal/closure/handover is effected in a particular project.
- In consultation with Project Directors, to coordinate and define country policies, e.g., specific country security guidelines, and a country approach to education and social services.
- To ensure that JRS project members receive training in the use of JRS International programme templates, financial reporting procedures and the project database of the Pedro Arrupe System (PAS).

Administration and finance

- To administer country finances and accounts, and to guarantee that projects are supplied with the necessary operating funds.
- To support the annual process of project level planning and budgeting.
- To manage the annual regional financial audit at the country level.
- To administer project accounts and guarantee a proper accounting of all project expenses. (This task can be carried out by a designated country accountant/administrator.)
- To render any other necessary administrative or logistical service to the projects and the region.

Care for personnel

- To procure work permits and visas for JRS internationally recruited staff.
- To make regular visits to Project Directors and teams in the field, to listen and give support to each JRS team member. In case of problems to draw these to the attention of the Project or Regional Director.
- To give special care to JRS staff, making sure they receive necessary breaks and holidays.
- To sign contracts with JRS collaborators at the country level and to terminate contracts, when necessary, in consultation with the Regional Director.
- In situations of crisis within the country, to decide on security measures for JRS staff in accordance with the JRS Security Guidelines, after consultation with the Regional and Project Directors.

Communication

- To maintain regular communication with and reporting to the Regional Director on major issues and developments in the country or in JRS.
- To meet with the region's Country and Project Directors and the Regional Director at regular intervals.
- To communicate on a frequent basis with Project Directors and to pass on to teams all relevant information regarding the situation in the country, that of refugees and displaced persons, government policies and other news relevant to JRS.
- To submit brief country reports to JRS Dispatches with relevant information on JRS projects or on the situation of refugees and displaced persons in the country.
- To submit six-month and annual reports to the Regional Director on the progress of projects within the country.
- To keep the local Jesuit communities informed about the work of the JRS in the country.

Country Director

Representation of JRS

- To establish and maintain contact with the local Jesuit Provincial(s), the diocesan Church, the government, key NGOs and, in particular, UNHCR.
- To enter into negotiations at the country level with the Church, government and UNHCR, as required.
- To represent JRS at national level meetings of NGOs, UNHCR or the government.

Advocacy

- In conjunction with the Regional Director and the Regional Advocacy Officer, to inform key JRS advocacy offices (Rome, Geneva, Brussels and USA) about significant advocacy needs, sharing with them relevant information from the field projects and passing on feedback from these sources to the Project Directors.
- Where helpful and necessary, to intervene with the government and UNHCR on behalf of refugees.
- To animate and support local church structures in addressing issues involving refugees and other forcibly displaced persons.

Qualifications

- Recognised tertiary qualifications, preferably in humanitarian-related fields.
- Previous experience in managing a team, preferably in JRS.
- Strong computer skills.
- Experience in managing budgets.
- Demonstrated experience in preparing and writing formal reports.
- Demonstrated work experience in a multi-cultural work environment.

Project Director

Role

The Project Director is responsible for the direction of a local JRS project and its staff. The responsibilities of this position include developing new initiatives and project proposals; implementation and evaluation of the approved proposal; administration of the project's finances; and care for the JRS team and its relations with the local refugee population and with local authorities. The Project Director reports directly to the Country Director.

Responsibilities

Direction of the work of JRS at the field level

- To safeguard the vision, identity and unity of JRS at the project level.
- To know and understand well JRS policies and to implement them at the project level.
- To take new initiatives, and to develop project proposals for submission to the Country Director for approval.
- To implement all aspects of the project according to the approved proposal.
- To analyse the needs of the refugees and to suggest new initiatives to the Country Director.
- To facilitate reflection on and evaluation of the project by the JRS team.
- To ensure that the project team implements and maintains the use of JRS International programme templates, finance reporting procedures and the project database of the Pedro Arrupe System (PAS).

Care for personnel

- To support team members in their work.
- To facilitate regular team meetings.
- To make sure that each team member has a signed contract and Code of Conduct.
- To ensure that the contract and the Code of Conduct are discussed with each team member so that they understand their role and responsibilities as a JRS team member.

Project Director

- To develop and implement an annual performance evaluation with each team member.
- Together with the Country Director to make decisions regarding the hiring and termination of staff.

Administration and finance

- With the JRS accountant's assistance, to administer the project's finances, guaranteeing a proper accounting of all project expenses.
- To work with the Country Director to develop and submit the annual budgets to JRS and UNHCR.
- To ensure that the project expenses always match the approved budget.
- To ensure that the monthly activity report reaches the Country Office in a timely fashion.

Procurement and logistics

- To ensure that materials and equipment needed for the project are obtained at the best possible prices.
- To monitor and regulate use of materials and equipment.
- To arrange that equipment is repaired when necessary.
- To oversee the warehouse.
- To supervise and support the Logistics Officer and the warehouse staff.

Communication

- To communicate regularly with the Country Director, reporting on all major issues and developments in the field and within the team.
- To meet with the Country Director on a regular basis.
- Together with the project team members, to write the six-month and annual project reports.

Representation of JRS

- To serve as the JRS liaison with the local Church, local government and UNHCR at the field level.
- To represent JRS at meetings of NGOs, UNHCR and the government, as requested by the Country Director.

Advocacy

- In conjunction with the Regional Director and the Regional Advocacy Officer, to inform key JRS advocacy offices (Rome, Geneva, Brussels and USA) about significant advocacy needs, sharing with them relevant information from the field projects.
- Where helpful and necessary, to intervene with the government and UNHCR on behalf of refugees.
- To animate and support local church structures in addressing issues involving refugees and other forcibly displaced persons.

Qualifications

- Tertiary education preferred.
- Previous experience in management at the project level.
- Strong computer and writing skills.
- Experience in managing budgets.
- Demonstrated work experience in a multi-cultural work environment.

International Advocacy Coordinator

Role

The International Advocacy Coordinator, based at the JRS International Office in Rome, stimulates and facilitates communication regarding advocacy both within and outside JRS, and coordinates the development and implementation of JRS' international advocacy agenda. The International Advocacy Coordinator is appointed by the International Director and forms part of the international team. The Coordinator reports to the International Assistant Director and works closely with both the JRS International team and with the Regional Advocacy Officers and other partner agencies.

Responsibilities

Coordination and development of JRS advocacy

- To give direction and to monitor the organisational development of JRS advocacy worldwide together with the Regional Officers, and to organise support for JRS' international advocacy agenda from JRS' advocacy network in Geneva, Washington, Rome and Brussels.
- To coordinate the international advocacy network and facilitate fluent communication of refugee protection concerns to UNHCR and other bodies in Geneva through the JRS Representative there, and to US bodies through the JRS Policy Director in Washington.
- To help the International Director in recruitment and other decision-making regarding the international advocacy network.
- To provide support and follow up to regions regarding their annual advocacy plans.
- To link in an effective way the regional advocacy plans with positions taken by the JRS international advocacy network.

Refugee policy and doctrine

- To coordinate and facilitate the drafting of policy positions on refugee-related matters.
- To inform and advise the International Director, the Assistant International Director and the International Office staff about analyses of policy issues and protection concerns affecting refugees and displaced people, with a special focus on crisis zones.

International Advocacy Coordinator

- To assist the International Director and the Assistant International Director in drafting materials for talks and articles.
- To edit materials for JRS publications on advocacy.

Coordination with JRS communications and research efforts

- To work together with the International Communications Coordinator and the Regional Advocacy Officers in JRS' use of wide-audience mass media in order to defend the rights of forcibly displaced people along the lines decided in the regional advocacy plans.
- To process support requests for research projects.
- To assist in establishing research agreements with universities and other centres in response to the needs formulated by the regions.

Direct advocacy

- To collaborate in direct advocacy in Rome with the Holy See, Pontifical Councils, the Rome NGO Forum, Caritas Internationalis, Embassies to the Holy See, the World Food Program and the Sant'Egidio community.

Advocacy training of JRS staff

- To organise, coordinate the content and agenda of the international advocacy meeting once every two years.
- To provide general orientation on advocacy to new Regional Directors and JRS workers in order to enhance their knowledge of advocacy and human rights issues, refugee law and UN Guiding Principles on Internal Displacement, and basic advocacy skills.

Networking and alliances

- To represent JRS in international campaigns and to coordinate JRS' participation in campaigns such as Child Soldiers International and the Landmines and Cluster Munitions Network.
- To discern together with the entire international advocacy network the need of other specific international advocacy initiatives (either targeted initiatives or structured programmes).
- To develop links with human rights organisations and to report human rights concerns raised by JRS field personnel to human rights agencies, namely Human Rights Watch and Amnesty International. To represent JRS in alliances such as the Forum of Catholic-Inspired NGOs.

International Advocacy Coordinator

International team

- To work closely with the international team in fulfilling its function of representing and coordinating the JRS mission internationally. To attend regular team meetings, planning meetings, collaborating in particular with the Communications Coordinator and the Programmes Coordinators.
- To represent the organisation, give talks and presentations and write articles when requested.

Qualifications

- University degree in law or humanitarian aid policy, with a solid background in humanitarian law, refugee law, and human rights law.
- Field experience with an in-depth understanding of the conditions of forcibly displaced persons.
- Experience in advocacy related to humanitarian or human rights issues preferably at governmental or intergovernmental level.
- Excellent interpersonal skills.
- Strong writing and reporting skills.
- Work experience in a multi-cultural environment.
- Languages: English and at least one additional European language.

International Representative in Geneva

Role

The International Representative in Geneva represents JRS with the following groups: a) United Nations agencies and other intergovernmental organisations, such as the International Organisation for Migration (IOM) and the International Committee of the Red Cross (ICRC) in Geneva, and, on occasion, in New York; b) NGOs and coalitions in Geneva; and c) diplomatic missions in Geneva. The International Representative in Geneva is appointed by the International Director and is a member of the International Office. The Coordinator reports to the International Assistant Director and works closely with the JRS International Advocacy Coordinator as well as with the Regional Directors and Regional Advocacy Officers.

Responsibilities

Liaison with UN offices and agencies in Geneva

- To convey views of JRS to UNHCR bureaus and divisions and keep the International Office and regions informed of UNHCR developments.
- To attend meetings of the governing bodies of UNHCR, IOM, the UN Economic and Social Council (ECOSOC), and appropriate informal consultative meetings as well as NGO consultations, and to report to the International Office and concerned regions on issues of significance to JRS.
- To participate in Global Protection Cluster meetings and in the Inter-Agency Standing Committee weekly meetings in Geneva, and to report on items of significance to JRS.
- To maintain JRS' ECOSOC status by writing quadrennial reports and keeping abreast of developments of interest to JRS.
- To respond to inquiries and requests from JRS regions concerning UN activities.

International Representative in Geneva

Liaison with non-governmental organisations in Geneva

- To provide input from JRS to the International Council of Voluntary Agencies (ICVA) for common NGO statements and positions to be presented to UNHCR and other international organisations.
- To attend and report to the International Office on meetings involving developments in humanitarian work.
- To attend relevant country specific briefings organised by ICVA and report to the JRS International Office and concerned regions.
- To liaise with the Internal Displacement Monitoring Centre (IDMC), Human Rights Watch and, to the extent possible, to arrange for JRS collaboration in their missions.
- To participate in relevant NGO-organised sub groups, e.g., right to education, and report on developments.
- To foster relations between JRS and other Catholic and faith-based NGOs in Geneva.

Diplomatic missions

- To present JRS views and suggestions to relevant diplomatic missions in Geneva.
- To maintain and foster working ties with the Mission of the Holy See to the UN Offices in Geneva.
- To relay relevant views and information from missions to the JRS International Office and concerned regions.
- To collaborate with the JRS USA Policy Director on interventions with the US Department of State and other federal bodies.

Training

- Where needed and appropriate, the International Representative in Geneva provides training in the field to JRS staff on issues of international humanitarian law and developments in humanitarian practice.

Qualifications

- University degree in law or humanitarian aid policy, with a solid background in humanitarian law, refugee law, and human rights law.
- Field experience with an in-depth understanding of the conditions of forcibly displaced persons.
- Experience in advocacy related to humanitarian or human rights issues preferably at governmental or intergovernmental level.
- Excellent interpersonal skills.
- Strong writing and reporting skills.
- Work experience in a multi-cultural environment.
- Languages: English and at least one additional European language.

International Human Resources Coordinator

Role

The International Human Resources Coordinator, who reports to the Assistant International Director, is responsible for coordinating human resources activities in both the 10 regions and the International Office, thereby promoting the welfare of JRS staff worldwide. The responsibilities of this position include the development, implementation, and evaluation of effective human resource policies throughout JRS. The Human Resources Coordinator, based in the International Office in Rome, promotes policies and practices that ensure the effectiveness of JRS personnel in responding to the needs of refugees.

Responsibilities

- To ensure the implementation of JRS human resource policies in keeping with the mission, vision and values of JRS.
- To promote the welfare of JRS personnel internationally by accompanying and working with the Regional Human Resources Officers to maintain and develop good practices.
- To contribute to staff development by facilitating the building of solid teams and strong teamwork in JRS regions.
- To assist Regional and Country Directors in their professional review of the work of staff through the use of six-month appraisals.
- To design, implement and reinforce the JRS policies on Prohibition from Sexual Exploitation and Abuse (PSEA).
- To assist Regional and Country Directors in reviewing policies on remuneration, security, health insurance and other welfare provisions for staff.
- To help Regional and Country Directors to implement and monitor the provisions of the JRS Code of Conduct and to deal with breaches of the aforementioned code.
- To support Regional and Country Directors to ensure that recruitment, orientation, management and staff debriefing practices meet the highest standards.

International Human Resources Coordinator

- To help Regional and Country Directors, as well as regional Human Resources Officers, deal with staff grievances or disputes.
- To assist JRS regions develop procedures for the administration of personnel data.
- To liaise with international personnel agencies who send staff to work in JRS, e.g. Délégation Catholique pour la Coopération (DCC), Volunteer Missionary Movement (VMM) and Alboan.
- To develop training materials on important human resources issues.
- Where appropriate, to facilitate the provision of workshops on these issues.

Qualifications

- Tertiary level qualifications in personnel management or a related field.
- Proven record in human resources management.
- Excellent interpersonal skills, particularly empathic listening abilities and an understanding of JRS' pastoral approach to service.
- Working experience in the humanitarian world, especially in difficult circumstances.
- Demonstrated ability to work effectively in stressful circumstances.
- Good communications and computer skills, including the ability to make presentations and write reports.
- Demonstrated ability to work in a multi-cultural environment.
- Ability to work well in multi-cultural teams and to facilitate and train teams.
- Willingness to travel regularly to regions in need of human resources-related assistance.
- Fluency in English and French; Spanish is desirable.

International Programmes Coordinator

Role

The International Programmes Coordinator works with and reports directly to the International Director. As a member of the International Office team, the International Programmes Coordinator is based at the International Office in Rome, but travels to JRS projects throughout the regions. The International Programmes Coordinator works closely with Programmes Officers in the regions as well with JRS partner agencies.

Responsibilities

Coordination of programmes of JRS at the international level

- In coordination with Regional Directors, to improve the quality of JRS projects through the development and standardisation of guidelines, tools, practices and procedures related to programmes.
- To follow up and monitor the implementation of current JRS guidelines on project management.
- To ensure that programmes are implemented in the field in keeping with the JRS mission and vision, following strategic decisions made at the international level.
- To keep track of projects undertaken in the name of JRS and to review project proposals and reports, giving priority to regions that lack an adequate local JRS structure.
- To develop appropriate material resources for in-service training.
- To set methodologies, timetables and resources for project evaluations in coordination with the Programmes Officers in the regions.
- To train Programmes Officers in the regions, as well as Country and Project Directors, in all the phases of project management and evaluation.
- To analyse the needs of the refugees and to suggest new initiatives, in consultation with the Programmes Officers in the regions.
- To ensure that JRS applies the conditions and standards documented in the JRS Exit Strategies Guidelines.

International Programmes Coordinator

- To develop and formulate project proposals for activities in line with JRS' international coordination policies related to programming.

Support and communication

- To participate and act as a resource person in regional meetings on request.
- To contribute to the preparation of and follow-up on issues related to programmes that arise in Regional Directors' meetings.
- To communicate regularly with the Programmes Officers in the regions, informing them of all major issues and developments in programming.

Relations with partner and donor agencies

- To maintain close working relations with JRS' partner agencies, especially members of the networks of Caritas and CIDSE (an international alliance of Catholic development agencies working together for global justice), as well as with other international emergency and development organisations and funding agencies.
- To participate in meetings with donors for the development of "joint programming strategies".
- To facilitate relations between JRS Regional Directors and partner agencies.
- To develop and manage partnership agreements and block grants; with respect to the renewal of block grant agreements, to review the procedures and mechanisms for improving the capacity of JRS in planning and implementation.
- To set up procedures to decide on fund allocations for the block grant funds.
- To successfully investigate and achieve new partnerships and donors.

Work within the International Office

- To work closely with the International Office team in fulfilling its function of shared leadership for all programming efforts in the regions.
- To attend regular team meetings, planning meetings and workshops, and to collaborate with the other coordinators.
- To represent the organisation, give talks, presentations and write articles when requested.

Budgeting

- To monitor regularly project funding for the regions in conjunction with the International Finance Coordinators.
- To assist Regional Directors in ensuring that regional projects have sufficient funding for their implementation.

International Programmes Coordinator

- To submit the annual budget for the JRS International Office related to programmes to the International Director for his approval.

Qualifications

- Tertiary education required.
- Previous experience in management at the project level.
- Strong computer and writing skills.
- Experience in managing projects.
- Demonstrated work experience in a multi-cultural environment.
- Languages: English and at least one additional European language.

International Africa Finance Coordinator

Role

With an in-depth knowledge of JRS on the African continent, the International Africa Finance Coordinator reports to the International Director, assisting him in proposing and implementing overall JRS strategies in Africa. This position embraces a range of responsibilities from initiating needs assessments to ensuring adequate and ongoing funding, periodic project evaluations and final closure of projects.

Responsibilities

Coordination of the finance-related work of JRS Africa regions at the international level

- To provide support in planning and analysing the financial situation of the JRS regions in Africa in order to ensure, in collaboration with the Regional Directors, Finance Officers and Programmes Officers, the continued success of regional projects.
- To contribute to and assist the Regional Directors and the Regional Offices in identifying and signing new agreements with local bishops, governments and funding agencies.
- To support the Finance Officers of the JRS regions in Africa in project evaluation.
- In consultation with the Regional Directors and the Regional Offices in Africa, to define JRS financial policies to be applied throughout Africa, and to ensure they are adhered to.
- To train and support the Finance Officers of the JRS regions in Africa to ensure the implementation of JRS International financial templates, financial reporting policies and financial tools (Accpac, Frontend, and the budgetary template). This includes updating and developing new versions of financial tools.

Finance and budgeting

- To support the Regional Directors and the Finance Officers of the JRS regions in Africa in the financial management of their regions.

International Africa Finance Coordinator

- To assist in the preparation and monitoring of regional project budgets, in collaboration with the Finance Officers of the JRS regions in Africa.
- To work with the Finance Officers of the JRS regions in Africa to guarantee that sufficient funds have been allotted to maintain the regions' projects.
- To evaluate procurement policies/procedures, making recommendations for changes to the Regional Directors.
- To assure that monthly regional financial statements from the JRS International Office are distributed to the Regional Offices with comments.
- To support and supervise the Finance Officers of the JRS regions in Africa in producing and sending monthly income and expenditure reports to Country Offices and projects.
- To support and oversee Finance Officers of the JRS regions in Africa in producing mid-year and annual financial statements and reports for the JRS International Office.
- To support the Finance Officers of the JRS regions in Africa in preparing their annual regional financial audits in keeping with JRS International financial policies.

Care for personnel

- To assist and counsel the Regional Directors of Africa and the International Human Resources Coordinator in recruiting and hiring JRS staff (national and international) for financial departments.
- To ensure that all Finance Officers of the JRS regions in Africa receive adequate training in JRS financial policies and tools; are able to work in accordance with JRS administrative rules; and can train their assistants and regional staff involved in financial and administrative departments.

Communication

- To provide regular reports to the JRS International Director about funding and financial matters in the Africa regions.
- To visit at least once per year every Regional Office in Africa.
- To support the Finance Officers of the JRS regions in Africa in reporting on the regions' projects to JRS donors through six-month and annual reports.

Representation of JRS

- To assist the International Director in entering into negotiations with the Church, governments and UNHCR, as required.

Qualifications

- Undergraduate degree in a finance-related field.
- At least four years practical working experience with donor-funded programmes, with international NGOs similar to JRS.
- At least three years field experience in a multi-cultural environment.
- Experience in managing people and teams.
- Strong analytical, strategic thinking and planning skills.
- Strong monitoring and evaluation skills.
- Proficiency in Microsoft Office, particularly Excel and Access.
- Knowledge of Accpac system or other financial systems.
- Ability to work with specialised accounting software (an added advantage).
- Excellent oral and written English; good knowledge of oral and written French.

International Communications Coordinator

Role

The International Communications Coordinator is responsible for leading the development and implementation of the JRS communications strategy. The role of coordinator is to promote activism among the JRS target audience, give a voice to refugees, support JRS advocacy and promote awareness of key migration-related issues. Reporting directly to the Assistant International Director, the International Communications Coordinator works closely with the International Advocacy, Fundraising and Publications Coordinators, as well as the Regional Communications Officers.

Responsibilities

Direction of the work

- Develops and reviews the communications strategy, including the media strategy, of JRS.
- Communicates the mission, vision, values and activities of JRS to specific target groups as well as to a wider audience.
- Facilitates and encourages communication within JRS.
- Establishes guidelines on the production of quality content in cooperation with Regional Offices.
- Overall responsibility for the JRS website, including editorial responsibility and taking a leading role in its development.
- In close cooperation with the Communications Officers in the regions, oversees the production and dissemination of e-publications, as well as other information materials.
- Identifies non-JRS publications and websites for publication of JRS-related content.

Finance and budgeting

- Works closely with the International Fundraising Coordinator to identify and produce materials for specific donor groups.

International Communications Coordinator

Care for personnel

- Provides, or procures, training for Regional Officers and other key staff on communications, media and photography skills.
- Provides support in external communications to Communications Officers in the regions, to ensure the implementation of communications plans.

Communication

- Develops and maintains regular contact with the JRS Regional Offices, with communications staff, Country Directors and where appropriate with field personnel and with Project Directors.
- Edits and supervises the writing, production, translation and dissemination of material on countries where JRS is at work.
- Maintains the photo database, produces photos of JRS activities for publications, donors, partners and the media.
- Maintains and updates the JRS electronic distribution list on a regular basis.
- Provides limited IT support to Communications Officers in the regions, related to the maintenance and management of jrs.net e-mails on the JRS server.

Representation of JRS

- In cooperation with the International Advocacy Coordinator and Advocacy and Communications Officers in the regions, the International Communications Coordinator prepares press releases/statements and responds to media requests for information.
- Facilitates interviews and other cooperation between the media and JRS personnel.
- In consultation with Regional Offices, the International Communications Coordinator develops and implements a JRS media strategy.

Advocacy

- Updates the International Advocacy Coordinator on relevant information related to forced migration.
- Helps to identify key public advocacy issues and produces relevant materials.

International Communications Coordinator

Qualifications

- Tertiary education in communications, international relations or other relevant discipline.
- Minimum of four years working experience in managing multilingual websites and social media tools, preferably with a human rights or development organisation.
- Minimum of four years working experience in editing and writing material.
- Experience of working with media/journalists and developing media plans as well as comprehensive communications plans.
- Demonstrated ability to build staff capacity and to work in a multi-cultural environment.
- Excellent written and verbal communication skills in English and a good working knowledge of French or Spanish.
- Four years of working experience in the use of Photoshop software, HTML and Web content management systems, as well as good understanding of photography and photo management software.
- Demonstrated ability to work and deliver under pressure and tight deadlines.
- Ability to produce short videos, as well as design printed materials with Adobe InDesign an advantage.

Regional Advocacy Officer

Role

The JRS Regional Advocacy Officer develops advocacy work in the region, ensuring that advocacy flows from JRS' service to the people. The Regional Advocacy Officer, who reports directly to the Regional Director, works as part of the regional team, collaborating closely with Country Directors and Project Directors. A member of the JRS international advocacy network, the Regional Advocacy Officer works closely with JRS Advocacy Officers around the world as well as with the JRS Geneva Representative, the Oxford Pedro Arrupe Fellow, the Policy Director in Washington and the International Advocacy Coordinator.

Responsibilities

Development of advocacy strategies and elaboration of regional advocacy plan

- To enhance advocacy efforts within the region by integrating the advocacy component in all aspects of the project cycle, including the project proposal, reports and evaluations.
- To assist every Country Office in the region to elaborate annual national advocacy plans based on the projects and to develop a regional advocacy plan based on these.
- To provide support in developing appropriate advocacy strategies through visits to the field, meetings and regular e-mail and telephone communications with Country Offices in the region.
- To regularly communicate and report to the JRS international advocacy network, ensuring a flow of information from the field to the rest of the network while using the JRS positions in Geneva, Washington, Rome and Brussels to advance the region's advocacy priorities.
- To monitor and evaluate the implementation of JRS advocacy plans.

Refugee policy and doctrine

- To assist the Regional Director and the Country Offices in the region by providing analyses of policy issues and protection concerns that affect refugees and displaced people.

Regional Advocacy Officer

- To coordinate policy development in the region, providing advice and technical assistance to ensure consistency and coherency in public positions taken.
- To assist in the documentation and consolidation of JRS experience and lessons learnt in the region.

Communication, relations with the media and research related to JRS advocacy needs

- To draft letters, press releases, briefings, statements, articles, reports, summaries and other advocacy-related documents on issues of concern to the region with respect to local, regional and international advocacy actions.
- To support Country Offices in the production of such advocacy documents in their respective countries.
- To advise on the appropriateness of the release of sensitive information from the field.
- To develop relationships with journalists and use the media where appropriate to promote JRS' policy aims.
- To propose or support advocacy-oriented research that will advance the rights of refugees and displaced people.

Direct advocacy

- To engage, where appropriate, in direct advocacy activities with governments, embassies, the UN, NGOs, and international NGOs (INGOs), for the protection of refugees' and displaced people's rights and assistance of people with protection concerns.
- To represent JRS at various workshops, briefings and other meetings.

Advocacy training of JRS staff

- To provide training to JRS staff and volunteers to enhance their knowledge of advocacy and human rights, refugee and migration law and the UN Guiding Principles on Internal Displacement, basic advocacy skills, and information-collection for advocacy.

Networking and alliances

- To encourage collaborative advocacy by working with regional NGO coalitions and to promote advocacy work in national coalitions by the JRS offices in the region.
- To maintain links, liaise and exchange information as appropriate with UN organisations, embassies, wider church networks and other NGOs/INGOS.
- To ensure that important information is passed on to appropriate partner agencies.

Qualifications

- University degree in law or humanitarian aid policy, with a solid background in humanitarian law, refugee law, and human rights law.
- Field experience with an in-depth understanding of the conditions of forcibly displaced persons.
- Experience in advocacy related to humanitarian or human rights issues.
- Excellent interpersonal skills.
- Strong writing and reporting skills.
- Work experience in a multi-cultural environment.
- Languages: English and at least one additional European language.

Regional Human Resources Officer

Role

The Regional Human Resources Officer, who reports to the Regional Director, is responsible for implementing human resources activities and policies of JRS in the region of assignment while promoting the welfare of JRS staff in the region. This position participates in the development, implementation and evaluation of effective human resources policies of JRS. The Regional Human Resources Officer is based in the Regional Office and promotes policies and practices which ensure that JRS personnel may effectively respond to the needs of refugees.

Responsibilities

To assist the Regional Director and, where necessary, Country Directors in all human resources matters particularly the following:

- Development and implementation of a coherent human resources policy and procedures for the region consistent with JRS International policy, guidelines and current international humanitarian sector standards.
- To implement and reinforce JRS policies on the Prohibition from Sexual Exploitation and Abuse (PSEA).
- Review of all security, health insurance, grievance, disciplinary and other policies and procedures for staff in each Country Office, ensuring that they are in place or developing them as necessary, consistent with regional and international policies.
- Training relevant staff in each country in the human resources policies and procedures mentioned above and preparing other training material as required.
- Ensuring that appropriate and adequate performance appraisal and professional development plans are in place and implemented.
- Reviewing and, if necessary, amending performance appraisal procedures for use by senior staff members.
- Where required and on the instruction of the Regional Director, and in line with

Regional Human Resources Officer

applicable law, carrying out investigations as a result of staff grievances at the regional level and dealing with appeals from country level disciplinary and grievance procedures.

- Assisting Country Directors in ensuring compliance with local labour laws and practices.
- Responding to requests from the International Office for information and statistics in human resource matters.
- Facilitating the sourcing, recruitment, orientation and monitoring of new international volunteers, as well as leading the exit review process for departing international volunteers, the Regional Human Resources Officer will ensure that relevant feedback is conveyed to the Regional Director.
- Supporting the Regional Director in the recruitment of Jesuit personnel.

Qualifications

- Tertiary-level qualifications in personnel management or a related field.
- Proven record in human resources management.
- Excellent interpersonal skills, particularly empathic listening abilities and an understanding of the JRS pastoral approach to service.
- Working experience in the humanitarian world.
- Demonstrated ability to work effectively in stressful circumstances.
- Good communications and computer skills, including ability to make presentations and write reports.
- Demonstrated ability to work in a multi-cultural environment.
- Ability to work well in multi-cultural teams, facilitating and training teams.
- Willingness to travel regularly to all the countries and projects in the region in response to human resource-related needs.

Regional Programmes Officer

Role

The Regional Programmes Officer is responsible for coordinating and supporting all aspects of programming within a JRS region. As a member of the regional team, the Regional Programmes Officer is based in the Regional Office, but regularly visits the projects throughout the region. The Regional Programmes Officer works closely with Country and Project Directors within the region as well with JRS partner agencies. The Regional Programmes Officer works with and reports directly to the Regional Director.

Responsibilities

Coordination of programmes work of JRS at the regional level

- With the Regional and Country Directors, planning for and evaluation of JRS projects within the region.
- To produce project proposals and adequate monitoring and project reports according to JRS standards (project proposals/reports) and donor-related requirements (funding proposal/reports).
- To keep track of projects undertaken in the region; and to review project proposals and reports.
- To maintain an up-to-date “projects” database on the Pedro Arrupe System (PAS).
- To train and update Project Directors in project writing, management and evaluation according to JRS standards and guidelines.
- To set methodologies, timetables and resources for project evaluations, with Country Directors and Project Directors.
- In consultation with the International Programmes Coordinator, to analyse the needs of the refugees and to suggest new initiatives to the Regional Director and Country Director.
- To contribute to the preparation of plans, proposals, and budgets for project extensions.
- To ensure that JRS applies the conditions and standards documented in the JRS Exit Strategies Guidelines.

Support and Communication

- With the Regional Director, to prepare and follow up on meetings of the Country Directors.
- When requested, to participate and act as a resource person in country meetings.
- To communicate regularly with the International Programmes Coordinator, informing him/her on all major issues and developments in programming within the region.

Relations with partner and donor agencies

- To maintain close working relations with JRS' partner agencies, as well as with other international development organisations and funding agencies.
- To participate in meetings with donors regarding the development of "joint programming strategies".
- To facilitate relations between the JRS Regional Director and partner agencies.
- To explore and help create possibilities for new partnerships/ donors.

Work with the regional team

- To work closely with other members of the Regional Office to fulfil its function of shared leadership through the coordination of all programming efforts in the region.
- To attend regular team meetings, planning meetings and workshops; in particular, to collaborate with the region's Finance Officer, Communications Officer, Advocacy Officer, and Human Resources Officer.
- To represent the organisation by giving talks and presentations, and by writing articles, when requested.

Budgeting

- To monitor regularly project funding in conjunction with the Regional Finance Officer.
- To assist the Regional Director in ensuring that regional projects have sufficient funding for their implementation.
- To submit, in conjunction with the Regional Finance Officer, the annual budget for the region's projects to the Regional Director for approval.

Regional Programmes Officer

Qualifications

- Tertiary education required.
- Previous experience in management at the project level.
- Strong computer and writing skills.
- Experience in managing projects.
- Demonstrated work experience in a multi-cultural work environment.
- Languages (as required in the region).

Regional Finance Officer

Role

The position of Regional Finance Officer assists the Regional Director in proposing and implementing overall regional financial strategies. It embraces a wide variety of specific responsibilities from initiating needs assessments to ensuring adequate and ongoing funding, periodic project evaluations and final closure of projects. The Regional Finance Officer reports directly to the Regional Director.

Responsibilities

Direction of the work of JRS at the regional level

- To plan and to analyse the financial situation of the region to ensure the continuation of the projects in collaboration with other key members of the regional leadership.
- To contribute and assist the Regional Director in identifying and signing new agreements with local bishops, governments and other funding agencies.
- To assist the Regional Director in directing and supporting the implementation of all JRS works.
- To participate in the evaluation of projects.
- To define regional financial policies in consultation with the Regional Director and the International Office.
- To ensure that JRS country and project teams implement and maintain the use of JRS International finance templates, reporting policies and tools (Front End).

Finance and budgeting

- To take responsibility for financial management of the region in collaboration and consultation with the Regional Director.
- To assist in the preparation and monitoring of a project budget for the region, in collaboration with the Regional Programmes Officer.
- To administer regional finances and guarantee that Country Offices and projects have the necessary funds in their accounts to be able to function.
- To oversee the documentation and recording of all income and expense transactions

Regional Finance Officer

for every project, and to verify and correctly maintain procedures, such as payments and other day-to-day financial transactions.

- To ensure the correct updating of the JRS financial system (Accpac) and train the assistant in using it.
- To verify the monthly payroll for the staff in coordination with the accountant and in line with regional human resources policy.
- To ensure that cash, cash equivalents and financial records are safeguarded and properly utilised in the Regional Office.
- To ensure regular reconciliation of accounts of the Regional Office.
- To produce and distribute to the Project Directors monthly statements of income and expenditures with comments and advice.
- To produce and send monthly, mid-year and annual financial statement/reports to the International Office Finance Coordinator.
- To ensure the annual regional financial audit follows JRS International financial policies.
- To evaluate procurement policies/procedures, making recommendations for changes.

Care for personnel

- To assist and counsel the Regional Director and the Regional Human Resources Officer in recruiting and hiring JRS staff (national and international) for the finance/administration department.
- To ensure that team members of the financial area receive adequate training in JRS financial policies and tools.

Communication

- To report regularly to the JRS International Office on major finance-related issues in the region; this includes providing monthly income and expenditure reports.
- To collaborate with other Regional Finance Officers and with the JRS Finance Coordinator in the International Office to develop and update financial tools, guidelines and policies.
- To communicate regularly with the Country and Project Directors (with the latter especially where there is no Country Director) on funds received, cash flow and related issues.
- To report on the region's projects to JRS donors through six-month and annual reports.

Representation of JRS

- To assist the Regional Director in entering into negotiations with the Church, government and UNHCR, as required.

Qualifications

- Undergraduate degree in a finance-related field.
- At least two years of practical work experience with donor-funded programmes in a similar setting.
- Strong analytical, strategic thinking and planning skills.
- Strong monitoring and evaluation skills/experience.
- Proficiency in Microsoft Office, particularly Excel and Access
- Ability to work with specialised accounting software (an added advantage).
- Excellent oral and written English.

Regional Communications Officer

Role

The Regional Communications Officer is responsible for the development and implementation of the JRS regional communications strategy. The role of the Regional Communications Officer is to promote activism among the JRS target audience, give a voice to refugees, support JRS advocacy and promote awareness of key migration-related issues. Reporting directly to the JRS Regional Director, the Regional Communications Officer works closely with the International Communications Coordinator, as well as with the Regional Advocacy Officer.

Responsibilities

Direction of the work

- Develops and reviews the regional communications strategy, including the media strategy, of JRS.
- Communicates the mission, vision, values and activities of JRS throughout the region to specific target groups as well as to a wider audience.
- Facilitates and encourages communication within the regional JRS.
- Implements JRS International guidelines on the production of quality content.
- Overall responsibility for the JRS regional website and supporting the International Office in its website development work.
- Oversees the production and dissemination of e-publications and other information materials.
- Coordinates contributions from the region to JRS International publications and identifies non-JRS publications and websites for publication of JRS-related content.

Finance and budgeting

- Works closely with those responsible for fundraising to identify and produce materials for specifically defined donor groups.

Care for personnel

- Provides, or procures, training for field and other key staff in the region on communications, media and photography skills.

Communication

- Maintains regular contact with the JRS International Office, Country Directors and, where appropriate, with field personnel and Project Directors;
- Edits and supervises production and dissemination of regional publications.
- Maintains database of photos in the region and produces high quality photographic images of JRS activities for publications, donors, partners and the media.
- Maintains and regularly updates the JRS regional distribution list; creates and manages database of online donors and supporters.
- Provides limited support to staff in the region related to the management of jrs.net e-mails on the JRS server.

Representation of JRS

- Prepares press releases/statements and responds to media requests for information.
- Facilitates interviews and other cooperation between the media and JRS personnel in the region.
- Implements the regional media strategy.

Advocacy

- Updates Regional Advocacy Officer and the International Communications Coordinator on relevant information related to forced migration.
- Working closely with the International Communications Coordinator and the Regional Advocacy Officer, identifies key public advocacy issues and produces relevant materials.

Qualifications

- Tertiary education in communications, international relations or related discipline.
- Minimum of two years working experience in managing websites and social media tools, preferably with a human rights or development organisation.
- Minimum of two years of working experience in editing and writing material.

Regional Communications Officer

- Experience of working with media/journalists and developing and implementing media plans.
- Ability to build the capacity of staff and work in a multi-cultural environment.
- Excellent written and verbal communication skills in the language of the region, and a good working knowledge of English, French or Spanish.
- Two years of working experience in the use of Photoshop software, HTML and web content management systems, as well as good understanding of photography and photo management software.
- Demonstrated ability to work and deliver under pressure and tight deadlines.
- Ability to produce short videos, as well as design printed materials with Adobe InDesign (an advantage).



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