



**misean cara**  
Mission Support from Ireland

moving forward together  
Annual Report 2007

**misean cara** gratefully acknowledges the contributions to the production of this report, including the submission of text and photos by members and staff.

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Front Cover Photograph: Elaine Ryan

Printed on recycled paper.

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section one:  
INTRODUCTION

Chairperson's Foreword

CEO's Introduction

Our New Brand

## MISSION STATEMENT

The mission of **misean cara** is to work for a radically different world order through poverty eradication, the sustainable use of resources and the promotion of just and peaceful relationships among peoples by supporting the development work of Irish missionary organisations and their partners.



## CHAIRPERSON'S FOREWORD



**Sr Noelle Corscadden**  
IMRS Chairperson

2008 promises to be another important year for **misean cara**. It is my prayer that - as true friends do - we may continue to find ways of bringing out all that is best in each other in the service of realising God's urgent hope for those striving for liberation from poverty.

2007 has been another very productive year for **misean cara**, as we continued to evolve as a unique, dynamic and forward-looking organisation.

**misean cara** is unique because we work hard at bringing together our members - 85 different missionary organisations, lay and religious. We support these organisations in a wide variety of ways, and work closely with them in their mission to create a world where people's fundamental human rights are respected. **misean cara** is shaped by the shared passion, commitment and determination of its missionary members to work for the creation of a radically different world order, a world where all people are given a chance to live life to the full. This is the common thread which unites us and the efforts of all the 800 missionaries supported by **misean cara** over the past year.

The reports and stories in this year's annual report about what members are doing in the field speak loudly of the dynamism and vitality of this organisation. Missionaries will never accept that human beings should be ground down by poverty. At times the scale of the challenges to be faced can be daunting. But what we see are missionaries - from Ireland and increasingly from developing countries - who continue

to walk faithfully side by side with people in the most difficult of circumstances. We see missionaries who give of their creativity and resourcefulness to find ways to build better futures for people.

Thankfully, despite much of what is often said about development, in the fight against poverty and all that diminishes the human community, what we have to report is that great things are happening. With help from **misean cara** people are being given a chance to learn; the possibility to have basic health care; hope in the fight against HIV/AIDS; and ways of creating wealth without destroying the planet. Increasingly our members are taking steps to see how these efforts can be linked up with the efforts of other partners - governments and civil society organisations - so that we can together be more effective.

**misean cara** continues to be an evolving and forward-looking organisation. From the setting up of **misean cara**, the Board have been very committed to ensuring that the organisation would provide the best possible service to its members. In this spirit, in 2007 the Board promoted the need for a process of regional consultations with members in the field. These took place at three-day meetings in South Africa, Brazil, Nigeria and Kenya. We were very conscious of

wanting to hear from people at the cutting edge of missionary development work what their challenges were, and how we could respond to these in the future.

When it was established, **misean cara** inherited funding mechanisms from Irish Aid and APSO. The Board has seen the need to actively develop funding mechanisms that would be more missionary - appropriate. Over the past year, with the assistance of Fitzpatrick Associates, we have carried out a very thorough review of our inherited schemes. During that process we have listened carefully to what members had to say about the strengths and weaknesses of the ways in which we support members.

From both of these review processes we have gained much knowledge and insight into the strengths and needs of our members. We feel the bond with our members has strengthened. The insights will be of real importance in shaping the development of the next Strategic Plan for **misean cara**, which will be a key task for the organisation in 2008.

The priority need for many members is clearly to access additional funding. **misean cara** continues to be grateful to Irish Aid for the significant funding - €16 million in 2007 - it provides to **misean cara**. We are also happy to report to Irish Aid and the wider



public that this money is being used wisely and to great effect. We look forward to continuing our partnership with Irish Aid, and hope on the basis of our new strategic plan to be able to sign a multi-annual funding agreement with them in 2008.

During 2007 we also carried out a thorough review of our brand, again involving a widespread consultation with members and other stakeholders. At the end of this process we are delighted to be able to announce that, as evidenced in this annual report, we have approved a new name for what was the Irish Missionary Resource Service: **misean cara** - mission support from Ireland. Chosen after careful reflection, we think this name captures all that is best about our organisation.

What drives us is the desire and commitment to be a true friend from Ireland, a solid and trustworthy friend resolute in doing all they can to respect, value and support the extraordinary contribution of missionaries in the creation of a more just world. We are also resolved to utilise the opportunity of the renaming of the company to deepen public awareness of the too often hidden work of missionaries, and to allow the wider Irish public new channels through which they can become part of the future of that work.

In conclusion, I would like to thank the staff and Board members for their dedication and continuing hard work on behalf of **misean cara** members, especially Fr. Tommy Hayden SPS and Sr. Fidelma O'Neill FMSA whose term of office ended in 2007, and Sr. Ann Ryan SSC who resigned during the year. We were very happy to welcome on to the Board Sr. Bridgette Cormack FMSA, Fr. Seán McDonagh SSC, and Fr. John Coleman CSSp. The dedication and commitment of staff, Board members and committee members is a core strength of our organisation. This commitment and dedication will ensure that **misean cara** continues to evolve, with Gospel values and professional standards permeating and motivating all we do.

2008 promises to be another important year for **misean cara**. It is my prayer that - as true friends do - we may continue to find ways of bringing out all that is best in each other in the service of realising God's urgent hope for those striving for liberation from poverty.

**Sr Noelle Corscadden**  
IMRS Chairperson

## CEO'S INTRODUCTION



**Mike Greally**  
Chief Executive Officer

Changing a name is relatively easy. At our AGM we are happy to launch our new name. But what we wish to be judged by is the extent to which we continue to grow as a true friend to missionaries in their extraordinary work - past, present and future - to achieve human rights for all.

Over the past few years as **misean cara** has developed - many times people have asked, what is **misean cara**? Who are you? What do you really do? This is inevitable with any new organisation, and especially one like **misean cara** that brings together 85 individual organisations. At times it can be an unsettling question as people seek clarity.

During 2007 we took a number of initiatives to clarify our identity. We did this for ourselves, for our members, but also so that we could stand more confidently in the wider world to say: this is what we do, and this is why we do it.

Central to this process was meeting directly with missionaries in the field. During 2007 we arranged four regional workshops, which took place in Nigeria, Kenya, South Africa and Brazil. There we had a chance to meet with over 120 of today's missionaries. At these consultations we listened to and learned from representative missionaries from over 30 congregations and spent 12 days reflecting on where missionaries were coming from, and where they were headed. I was struck at each of these meetings by the key challenges that missionaries see to their work in the particular fields of health and education, and to the future of missionary development work more generally.

These include: the scale of the problems of poverty, the challenges to make real progress, and the need to find better ways of working with others in the fight for people's basic human rights.

From these workshops, it is clear that the face of the missionary contribution is changing. It is still shaped by the years of hard work, the wisdom and the dedication of Irish missionaries. But more and more Irish missionaries are being joined by members from what were considered the mission areas. These members, from Africa, Latin America and Asia are increasingly coming to the fore in shaping the next phase of the missionary contribution. There is great potential for new relations between people in Ireland and the dedicated missionaries with their own roots deep in many traditional mission countries.

In 2007, we also undertook a thorough and comprehensive review of the funding mechanisms **misean cara** has used up to now, many of which had been inherited from outside organisations at the time of our foundation. We want to find funding mechanisms which provide the best fit between the needs of our members and the needs for accountability. Again, we learned a number of key lessons from this.

The world is changing rapidly. The way in which funders are working is changing. To be able to meet the expectations of funders - and their own - missionaries are ready to embrace new challenges.

During the year, we carried out further work on our monitoring and evaluation policies. We need to discover ways that show that we are learning from all that is being done, and that we are using the money to make a real and lasting difference. There are challenges here to think about the work in a new way, especially to see how the various individual efforts of individuals and congregations are linked up. Through each of these consultations, it has become clearer to us what **misean cara** is and what we want to be. What lies at the origin of this organisation, what has united it and what it wants to be going forward is a friend to the development work of missionaries. In these simple words we wish to express both what we are, and what we want to be.

**misean cara** is already a friend to missionaries. It is this in a very concrete way. With the help of Irish Aid, in 2007 we provided financial support to over 800 missionaries and for over 100 projects. But like all friends, we are conscious that our support for missionaries can grow.



**misean cara** will strive to do what it can to be a better support to missionaries. **misean cara** currently provides substantial support to its members in terms of reviewing, planning and strengthening their work.

Much of this support is channelled through grants for organisational development and in-country training. **misean cara** believes that this work is at the core of what it does to support the work of missionaries.

With all the changes happening in the international and Irish aid sector, **misean cara** is committed to strengthening the organisational foundations of the development work carried out by missionaries.

The next few years will be vital for our members. In 2008 we will be developing **misean cara's** next strategic plan. Together with our members, we will set out a road map that lays down foundations for how missionaries can continue to make a substantial contribution to development and how we can best be a support to them in their continuing struggle to end world poverty.

Changing a name is relatively easy. At our AGM we are happy to launch our new name. But what we wish to be judged by is the extent to which we continue to grow as a true friend to missionaries in their extraordinary work - past, present and future - to achieve human rights for all.



**Mike Greally**  
Chief Executive Officer



BASED ON CHRISTIAN AND GOSPEL PRINCIPLES **MISEAN CARA'S**  
CORE VALUES ARE COMMITMENT, SERVICE AND HOPE

### **Commitment**

to standing alongside the poor and oppressed,  
offering a sustained presence to people in their  
suffering and vulnerability

### **Service**

which assists the mission of the members in their efforts  
to enhance the dignity of persons and the good of  
marginalised societies, by listening and responding  
to their needs

### **Hope**

founded in the conviction that, through working in  
partnership built on the personal and collective  
contribution of the individual members and organisations,  
people will be empowered to eliminate poverty

## OUR NEW BRAND

The **misean cara** brand has been developed to reflect more vividly our role as an Irish missionary development organisation rooted in the commitment to further strengthen and promote the gospel inspired development work of missionary organisations



# misean cara

Mission Support from Ireland

### THE NAME

**Cara** (friend) represents our resolve to offer genuine, honest support to all the missionary members with a view to bringing out the best in each other.

**Misean** (mission) identifies our focus as being the work undertaken to realise the vision of a world where all people 'may have life, and have it to the full'.

**Mission Support from Ireland** recognises that our work is made possible through the long term generous support of the Irish people.

### THE LOGO

The individual on the boat evokes the centuries old Christian missionary commitment to cross the seas towards new lands with the desire of responding to people in their human suffering and vulnerability, and to do so with trust, hope and courage.

section two:

## Missionaries Making a Difference

Overview of the year

Map highlighting missionary presence as co-funded through **misean cara**

Overview of **misean cara** support provided

- Basic Education
- Primary Health Care
- Water and Sanitation
- Rural Development
- Urban Community Development
- Income Generation
- Human Rights
- The Environment

Emergency Support

Organisational Development Fund

In-Country Training

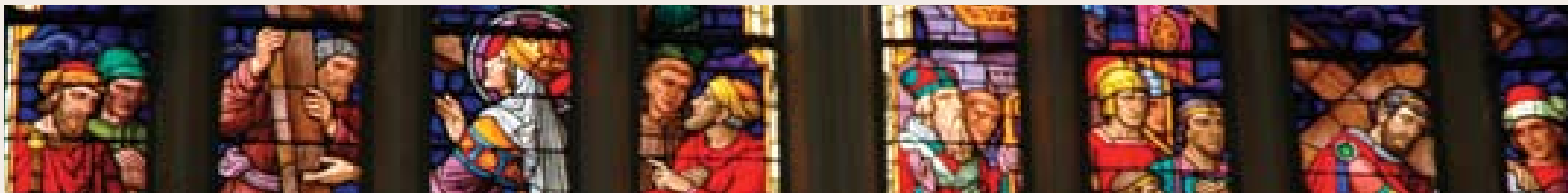
Missionary Development Awareness Scheme

Support for Returned Missionaries

Monitoring and Evaluation



## OVERVIEW OF THE YEAR



### TOWARDS A PROGRAMMATIC APPROACH

In 2007, seven members who have been engaging in the development of programmatic approaches, developed proposals to aim towards receiving integrated funding from **misean cara** in 2008. These proposals represented the first time that missionary members submitted a single annual application for funding to **misean cara**.

The members concerned are: the Franciscan Missionary Sisters for Africa, Medical Missionaries of Mary, Congregation of the Sisters of Mercy, Missionary Sisters of the Holy Rosary, Missionary Society of Saint Columban, Institute of the Blessed Virgin Mary and Congregation of the Holy Spirit.

They are the members who also underwent a process of organisational assessments in 2006, which informed a period of organisational strengthening in 2007 and the development of strategic plans. The work on organisational strengthening included workshops for the congregational members on issues related to planning, further capacity assessments, consultation and the initial stages of the development of strategic plans.

During the early part of 2007, the representatives of the seven pre-programme members worked together in the formulation of the following definition of a missionary programme:

**“A Missionary PROGRAMME will have a range of strategies working towards defined outcomes. A programme will include a collection of inter-related projects and activities. It may be a mixture of development, relief, advocacy, networking, capacity building and holistic development, components and commitments emanating from the Gospel values of solidarity, trust and compassion. Pro-poor, it will be sufficiently flexible to accommodate changes that may occur due to the participatory and reflective nature of the process.”**

The characteristics of a missionary programme include the following:

- Be faith-based and inclusive of people of other religions and cultures
- Based on the charism of the individual missionary organisation
- Have shared ownership
- Be people-centred
- Context-driven
- Have a long-term geographical commitment
- Multi-dimensional and holistic
- Have a prophetic voice
- Involve capacity building for succession
- Demonstrate accountability
- Demonstrate resourcefulness and flexibility

While the definition is quite broad, it covers what the members felt should be included in the definition of a programme.

#### missionaries making a difference

**SR. FELICIA MATOLA FMSA, Franciscan Missionary Sisters for Africa, gives us an insight into her experience of the programmatic approach and use of capacity building support to progress this in 2007.**

A Programme for all the Franciscan Missionary Sisters for Africa (FMSA)... What a task! What a challenge! Articulating our ministries in "development" terms without betraying FMSA's beliefs, values and charism was difficult. How could our programme incorporate our Mission? Could we connect our disparate ministries, agree on crosscutting issues, and name that "central goal" that defines our missionary work inspired by our Franciscan spirituality and values? Making a programme that included everything - that was the challenge!

**misean cara** eased this task by offering us excellent training sessions as well as an outstanding evaluator and facilitator. A very thorough evaluation of our work in Africa helped deepen our convictions about our ministries. Each sister's ministry and that of co-workers was important. Sessions were needed to draw out the essence of our goal and ministries. Some of this was straightforward; other parts not so easy. For instance, we knew that deep, lasting change means addressing the root causes of problems. This had to be part of our goal.

Finding a "catch-all" for ministries which address pastoral needs, be they spiritual guidance, counselling or simply friendship, was not easy.



We finally used Psycho-Social Support to describe this ministry. Another challenge was how to include the spiritual in our cross-cutting issues. The high impact of FMSA work can be attributed to addressing intangibles - the Spiritual, Ethics, Morals, Character. The faith element adds strength to our various ministries. We decided on Holistic Development as a definite cross-cutting issue as it permeates all FMSA ministries. This involves physical, emotional, social, intellectual, and – yes – spiritual development. Slowly but surely, our Programme and its strategic plan became a reality.

**FMSA's Central Goal:** To address the root causes of poverty, suffering and injustice where we work.

**Our Ministry:** Health, Education, Social Development, Psycho-Social Support and Human Rights.

**Our Cross Cutting Issues:** Environment, HIV/AIDS, Gender, and Holistic Development.

Our FMSA Programme articulates our goal, ministries and common cross-cutting issues in ways we can truly identify with.

#### missionaries making a difference

**SR. KATHLEEN MCLENNAN IBVM, Institute of the Blessed Virgin (Loreto) - Our Experience of moving towards a Programmatic Approach to Development work.**

The process of moving towards the Programmatic Approach has been difficult; it has first of all taken a lot of time and effort on the part of our Sisters. It had to be managed well and phased in. The training, planning and preparation for the shift to a Programmatic approach to our work have become probably even more important or critical (and, maybe time will show, most beneficial) to us than what will be the eventual hoped-for outcome - the Programme itself!

#### Planning for the Transition – Our Key Activities

Given our geographical spread and how the nature and scope of our work differs greatly from country to country, we saw that the work towards transition would have to occur at different times in different places. It was unrealistic to expect all our target countries to move at the same pace.

Training has been 'country/continent' targeted and with time we came to realise that we would not be able to have all our target areas included in our 2008 Programme Plan. We first identified Clusters: 1) Sub-Saharan Africa 2) Asia + Indian Ocean taking in India, Nepal, Mauritius and the Seychelles and finally 3) South America.

We began our training for and transition to a Programmatic Approach in Africa. In Africa we have a

critical mass of activity and personnel. Training at this stage was carried out 'in-country' and local professional and recognised trainers were resourced in each of the countries. The basic tasks undertaken in 2007-2008 were:

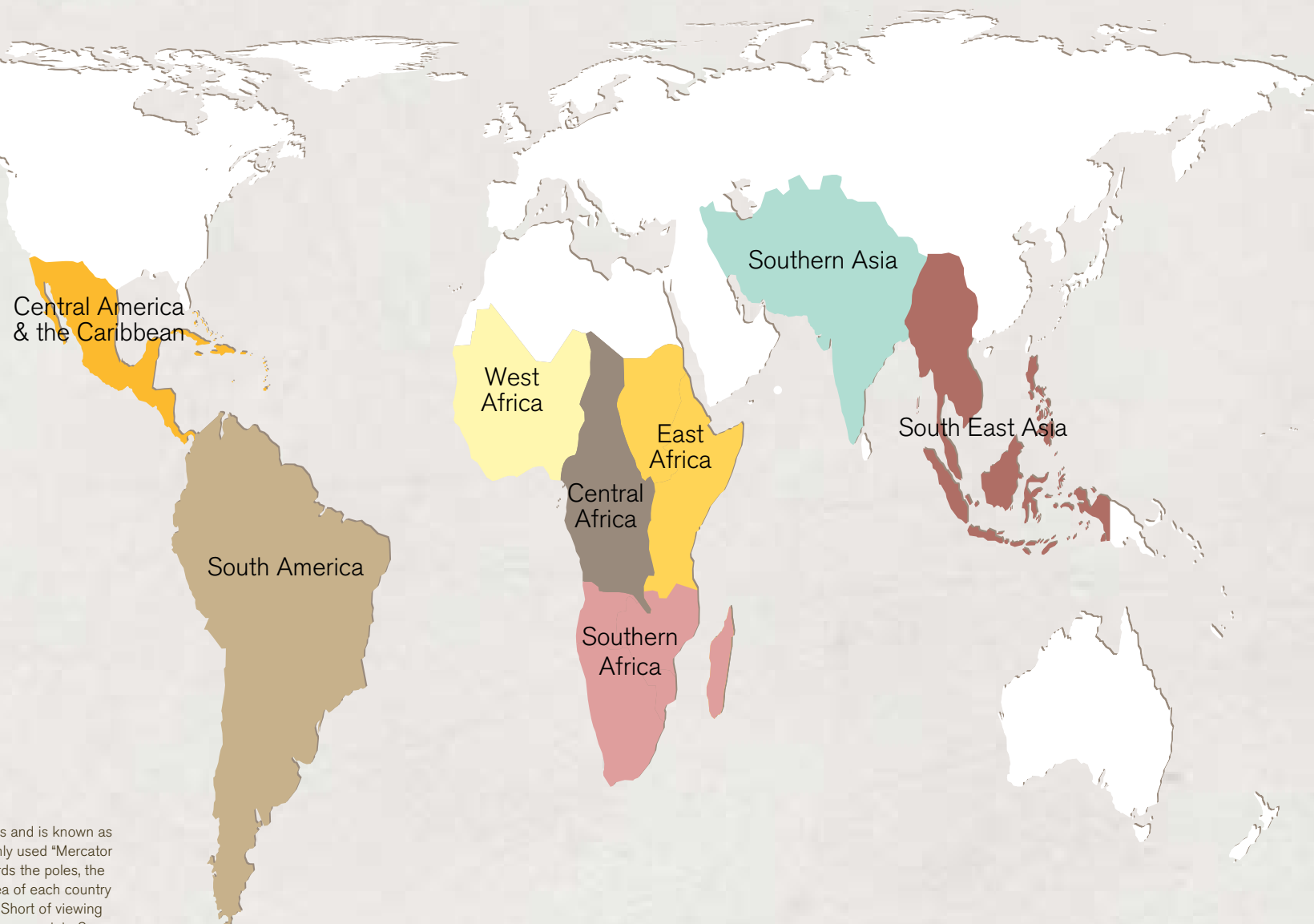
**Training for key country personnel** – (provincial leadership and financial managers) in the following areas: Needs Analysis, Prioritization and Strategic Planning, Capacity Building towards good decision making and SWOT Analysis with view to Programme Designing.

**Skills-based Training for Project Managers** – focusing on the technical and personal skills needed in project design and implementation systems and monitoring.

**Programmatic Approach Workshop, Kenya and South Africa** – working intensely on the basics of and the rationale for Programme Based Approaches

Most significantly of all, it has become clear to us that a Programmatic Plan is not just something you can conjure up in an office in Dublin! A lot of hard work has to be done towards drawing a Programme together. Our Sisters in the field are the people who have to own the Plan. It is they then who have had to be equipped to work with it and this has meant, and will continue to mean - **TRAINING, TRAINING, TRAINING!** We have all had to undertake a huge mind-shift away from 'doing what we/I have always done naturally and well for so long by ourselves/ myself' towards a recognition that we need to work together to plan for a future that will make our interventions effective and sustainable.

## MISSIONARY PRESENCE AS CO-FUNDED THROUGH MISEAN CARA



### The Peters World Map

This map was developed by Dr. Arno Peters and is known as the "Peters Projection". Unlike the commonly used "Mercator Projection", which exaggerates scale towards the poles, the Peters Projection accurately shows the area of each country and is known as an Equal Area Projection. Short of viewing a globe, the Peters Map provides the most appropriate 2 dimensional view of the world for international comparisons.



#### Central America & the Caribbean

Total amount funded	€529,428
Number of Personnel funded	45
Number of Projects funded	3

#### South America

Total amount funded	€1,919,507
Number of Personnel funded	90
Number of Projects funded	18

#### West Africa

Total amount funded	€1,725,823
Number of Personnel funded	107
Number of Projects funded	17

#### East Africa

Total amount funded	€4,277,412
Number of Personnel funded	287
Number of Projects funded	33

#### Central Africa

Total amount funded	€387,411
Number of Personnel funded	14
Number of Projects funded	4

#### Southern Africa

Total amount funded	€3,430,525
Number of Personnel funded	190
Number of Projects funded	37

#### Southern Asia

Total amount funded	€455,295
Number of Personnel funded	25
Number of Projects funded	7

#### South East Asia

Total amount funded	€265,116
Number of Personnel funded	33
Number of Projects funded	6

Please note: Not included in the above data but also co-funded though **misean cara** in 2007:

China (1 personnel),  
Palestine (1 personnel),  
Papua New Guinea (1 personnel),  
Bosnia Herzegovina (2 personnel).  
This totals €69,710





## OVERVIEW OF MISEAN CARA SUPPORT PROVIDED

Started by many dedicated and committed Irishwomen and men, the face of the Irish missionary organisations today is an international one and work is continuing through partnerships with local members and counterparts.

The main funding schemes offered were:

### PERSONNEL CO-FINANCING

In 2007 **misean cara** allocated €8.1 million towards the support of missionary personnel. As a percentage of the overall **misean cara** budget, this decreased from 58.6% in 2006 to 50.6% in 2007. Funding was approved on a block basis following the receipt from each member of a single application form for all personnel for whom funding was being sought. Final approval of the personnel funding allocations was made by the Board of Directors at a Board meeting on January 26th, 2007. The diagram below shows a breakdown of personnel funding by sector.

Today's Irish missionary organisations are working in a rapidly changing landscape as their membership and partnerships become ever increasingly international. As noted in our Strategic Plan,

"Started by many dedicated and committed Irishwomen and men, the face of the Irish missionary organisations today is an international one and work is continuing through partnerships with local members and counterparts."<sup>1</sup>

The following diagram shows how this international partnership continues to hold true.

Diagram 1: % Breakdown of Personnel Co-financing by sector in 2007

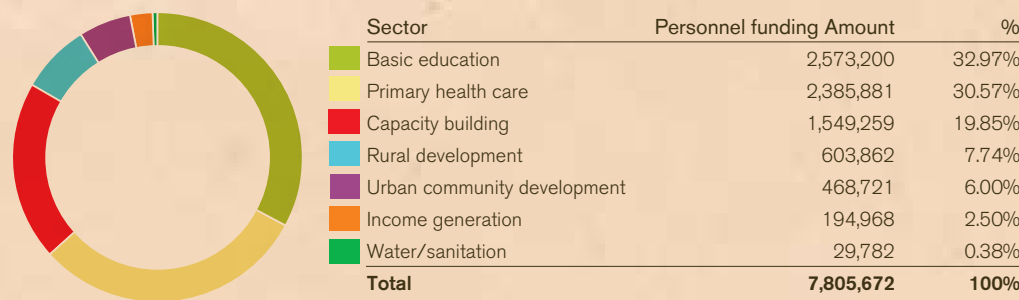
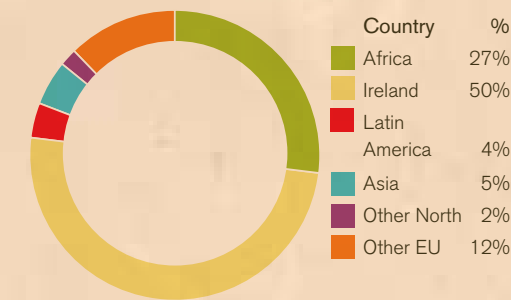


DIAGRAM 2: % Breakdown in area of origin of co-financed personnel, 2007



1. IMRS (now renamed as misean cara) Strategic Plan 2006 – 2008, Foreword, pp5

Reports from the individual members show the breadth of the work being carried out, the challenges that they face and the lessons learned during the year.

Many of the 800 people funded during 2007 are working in the most difficult of circumstances. The following is an extract of a report from a co-funded person in Sierra Leone:

“Most illiterate families/parents do not consider the education of girls as vital. Many believe it is a waste of time educating a girl. It was painstaking to sensitize these families about the importance of education for all, especially the girl-child”.

The following is an extract from another member in the Philippines:

“In general, it is very difficult to work with people who are at survival level. However, **misean cara** funding enabled these people to make a dignified living and plan a little for their future. Regular meetings and lots of laughter and regular funding has made the impossible happen.”

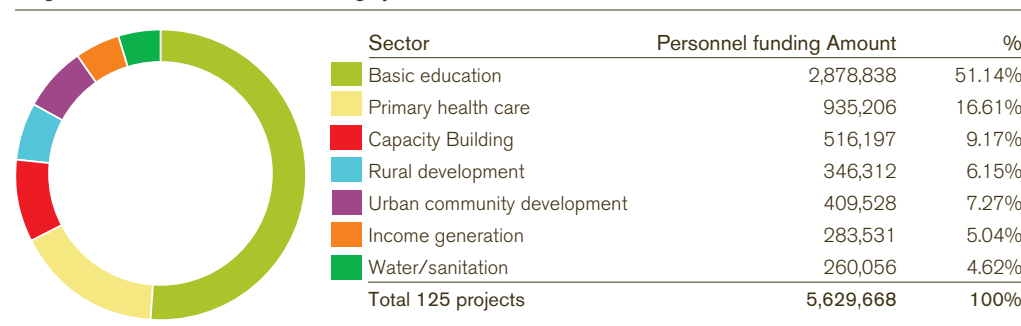
Other difficulties encountered related to: the difficulty of working with government and local authorities in certain countries; loss of experienced staff due to higher salaries elsewhere; and illness of themselves or family members. Funding was also cited as an issue for many, as was the difficulty of working with people in extreme poverty.

### MISSIONARY DEVELOPMENT FUND

In 2007, there were two funding rounds and a total of 135 project applications were submitted to the

Missionary Development Fund (MDF). These covered a huge breadth of activities from across the globe. One hundred and twenty-five projects were funded at a total cost of €5,629,668, which included eleven projects that were carried over from 2006. Within the seven sectors, by far the largest percentage (51.14%) of the funding went to basic education, with a significant part of that being spent on the construction of school buildings. This was an increase from 48% in 2006. The diagram below illustrates the breakdown of funding by sector for the MDF grant.

Diagram 3: % Breakdown of MDF funding by sector in 2007



From the data collected as part of the application process, it has been estimated that there were 180,733 direct male beneficiaries, 280,358 direct female beneficiaries, 581,761 indirect male beneficiaries and 740,350 indirect female beneficiaries of these projects.

Other forms of support provided by **misean cara** in 2007, which will be discussed in further detail throughout the report, include:

- Emergency Support
- Organisational Development Fund
- In-Country Training
- Missionary Development Awareness Scheme
- Support for Returned Missionaries
- Other Support Activity

The following sections feature short reports that aim to demonstrate the variety, range and value of development work being carried out by missionaries. This is done through the words and personal reflections of some of those in receipt of support from **misean cara**, who outline the challenges they faced and the successes they achieved in 2007.





missionaries making a difference

## BASIC EDUCATION

The classroom for the Kanamkemer Montessori, Lodwar, has been completed and is furnished and ready for use. It means 40 4 and 5-year-old old girls will graduate from the floor and sit in desks for the first time!

### basic education

**SR. CLARE TOBIN OSU, Ursuline Sisters, works as coordinator of projects in Nairobi, Kenya.**

My main focus was to work with my Kenyan counterpart in the co-ordination and supervision of projects and personnel with which the Ursuline Sisters were involved. This covered both education and health though here I am just going to concentrate in education and my role therein.

During 2007 I visited our projects situated in Nairobi, Kitale, Kitui and Turkana. The best result of the year was that I have now handed over leadership role to a Kenya Sister, Sr. Pamela Kiraithe, and a Kenyan leadership team. All of us, Sisters, have benefitted from **misean cara** in-country training, human development courses, counselling, computer courses, leadership courses, financial management, etc., which build up capacities so that we are ready to take up different roles when the need arises.

In Kitale, the Montessori school is in its second year and has had good results in encouraging parents to send girls to school. The building of the Primary School for girls - funded by **misean cara** - has begun and we hope to have it ready for January 2009 to

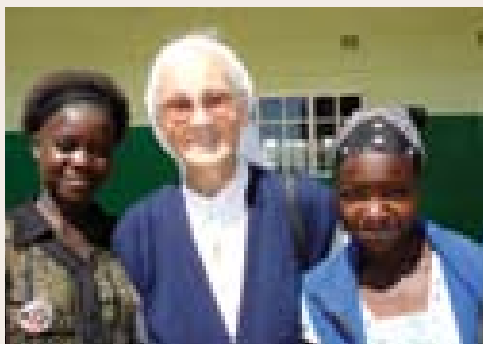
continue quality education begun in Pre-School. Small classes, qualified/well-motivated teachers, efficient management and supportive teaching aids and resources should address the problems of illiteracy, low school attendance and failure to make the grade to enter secondary school. The nurses in the Dispensary continue with health checks in the Montessori and neighbouring schools, which opens the door to visiting the needy families who have problems, eg, HIV /AIDS, malnutrition, abuse and so on.

The classroom for the Kanamkemer Montessori, Lodwar, has been completed and is furnished and ready for use. It means 40 4 and 5-year-old old girls will graduate from the floor and sit in desks for the first time!

The biggest challenge we face is retaining highly qualified staff. Turkana is a remote area with a harsh climate and so we aim to create an attractive learning environment for the girls in Lodwar so that they continue their education, which is their only route out of the poverty trap. I feel that we need to give more time to parents in enlightening and empowering them about the benefits of education and the need for their daughters to stay on at school.

As our education projects 'grow', we will have a chance to evaluate and effect changes according to the needs and challenges of the time. This approach has proved worthwhile when we established the Pre-School in Kitale. Furthermore, the Ursuline Congregation with a strong Kenyan contingent of trained, efficient personnel will continue to work with the Ministry of Education and the Diocese of Kitale and Lodwar to sustain these projects well into the future.

In Turkana, the poor roads and heavy rainfall made travel very difficult. Flying was the only option at times and it was expensive. The collapse of the bridge in Kainuk hampered all travel to and from Lodwar for a few weeks. Our building project in Kanamkemer suffered a go-slow because of lack of building materials.



The future holds the key to further projects, but we can safely say that the community has come alive, people are working together and the children, especially the girls, are being empowered through education to further future development.

#### basic education

**SR MADELAINE KELLY RSC, Sisters of Charity, works as Co-ordinator of Shimungalu village school, in the Southern Province, Zambia.**

The Sisters of Charity have been working in rural areas of Zambia, especially here in Nakambala, since the late 1960s. Over the years we have seen how the influence of the Sisters working with development projects in areas such as Agriculture, Women's Clubs, Basic Health and Basic Education, has helped to better the lives of local communities.

Within the past 10 years Shimungalu village school has grown from a "hedge" school (it started under a tree) to a well-built structure of three classroom blocks and offices funded through a partnership of mission, the Sisters of Charity and the voluntary work of local people. As our enrolment figure has increased, so has the opportunity for education in a place where none existed before. It is truly significant even from a national point of view and will lead to development on many fronts.

While the challenges of this project were many, we saw them as just that: challenges which in many ways called forth the best from so many.

- The classrooms had to be adequately furnished.

- Suitable text books needed to be found and supplied. It can be difficult to keep up with the changing demands of the curriculum as after a few years, with the advent of a new donor, the Ministry of Education has been obliged to change the curriculum and enormous expense can be incurred.
- There is also the challenge of human personal relationships. Some teachers have, as it were, grown to maturity in our school system: they began as pupils and taught in our Community School after which they went to College. These returned and have continued teaching with us. The Ministry of Education and the Community Schools of Zambia agreed that such teachers would be put on the Government payroll and deployed to the same Community School from which they came. Sadly, this has not happened.
- The greatest challenge is to remain steadfast in supporting the rights of the children to a rounded education, with good ethical and moral values, underpinned by a non-denominational spiritual training.
- There has been the perennial challenge of the rainy season compounded by extreme flooding. It led to increased hardship; wading through the waters and mud for several kilometres morning

and evening; at times falling and getting clothes soaked.

The impact of the new school will be ongoing. The project has greatly enhanced the self-image of the community. They take pride in their school. It has united sections and individuals in a way undreamt of previously. Men come in groups of twelve or twenty to make blocks. The women make chains to bring the water nearer. The children are busy outside of class time, watering plants and trees and cultivating their plots of maize. They declared themselves 'development has come to Shimungalu'.

What is even more important is that our project has been a catalyst for other projects and a new Medical Clinic has been started. The foundations have begun. As a school with adequate space, we are happy to allocate some of the land for the clinic, being so aware of the vital role a clinic will play in the welfare of the people. The future holds the key to further projects, but we can safely say that the community has come alive, people are working together and the children, especially the girls, are being empowered through education to further future development. It is heartening to see the local people being empowered to take on responsibility and put into action what they have learned in developing this community.



## basic education

**SR. KATE NOLAN RSHM, Religious of the Sacred Heart of Mary, works as Programme Organizer of a Development Centre in Paraiba, Brazil.**

The project Sal da Terra (Salt of the Earth) is not only concerned with teaching youth and adults to read and write but with the development of the person as a whole. From the very beginning the sisters have worked towards creating a climate of friendship, sharing, concern about every member's well-being, mutual respect and understanding that has made the project special and much more than just a project.

The building of self-esteem, the capturing and sharing of experiences, the recognition that with the development of a critical consciousness we can together make the world a better place is an integral part of the life of the project. I am being personally enriched in so many ways by the very diversity of the participants, their eternal optimism in situations that seem hopeless, their excitement when they achieve their objective of being able to read and write and, most of all, the enthusiasm of so many who say that the project has opened horizons, confess that they now feel like "real people" and the joy expressed by so many who go on to study in the public schools.

The support received from **misean cara** has served as a huge injection for the project in that we were able to buy equipment and materials. The acquisition of these has given a certain status to the project, bringing us up to date with the world of technology and thereby increasing the level of professionalism. The gratification that the monitors receive has made it possible for many of them to study at university.

Perhaps **misean cara** is not always aware of the small miracles it is instrumental in creating for so many people.









missionaries making a difference

## PRIMARY HEALTHCARE

DREAM has extraordinarily positive results. While treating the whole family, it focuses especially on preventing the transmission of HIV/AIDS from a pregnant woman to her new born child. For women who adhere to the program, 98% of their children are born HIV-free.

### primary healthcare

**SR. GERALDINE HENRY DC and SR. CATHERINE MULLIGAN DC, Daughters of Charity of Saint Vincent De Paul, are both involved in the DREAM (Drug Resource Enhancement against AIDS and Malnutrition) project. This is a comprehensive programme for the diagnosis, counselling, treatment, nutrition and home-based care of people living with HIV/AIDS.**

Sr Catherine works in Nairobi, Kenya, and is part of Nutrition Support Service for people living with HIV/AIDS:

The latest DREAM Center in Africa is set to open in 2008. Project DREAM, a program for treating AIDS, began in March 2002 in Mozambique. There are now DREAM centers in Mozambique, Malawi, Guinea Conakry, Guinea Bissau, Tanzania, Angola, Nigeria, Congo, Cameroon and Kenya. In the latter four countries, DREAM is in collaboration with the Daughters of Charity. In 2005, the Community of Sant'Egidio entered into a cooperative agreement with the Daughters of Charity, to bring DREAM into the countries of Africa where the Sisters work. At present the Sisters work in 21 African countries and have numerous native-born Sisters there.

The project applies state-of-the art standards to Africa which includes VCT (voluntary counseling and testing), a molecular laboratory offering CD4 and viral load tests, antiretroviral medications, food, and home-based care.

DREAM has extraordinarily positive results. While treating the whole family, it focuses especially on preventing the transmission of HIV/AIDS from a pregnant woman to her new born child. For women who adhere to the program, 98% of their children are born HIV-free.

With funding from **misean cara**, a nutritional support center was built as part of the new DREAM Center. The DREAM Centre in Nairobi forms part of the Area Health Plan and is supported by the District Medical Officer and the Local Director and team of the HIV/AIDS strategy (DASCOP). An Agreement was signed in May 2007 between the Minister of Health and the Daughters of Charity authorising this programme. The construction of the center and molecular laboratory is now complete, the staff are employed, trained in the DREAM protocols and are already at work.

Good basic nutrition is most important for the adequate and comprehensive treatment of people living with HIV/AIDS, especially pregnant mothers and children. However, providing nutritional supplements does not form part of the National Guidelines for Antiretroviral Drug Therapy in Kenya (2005). A research survey we carried out showed that very few centres of care give food supplements and those that do are very irregular and depend on availability of food, making it very haphazard and uncertain.

Supported by **misean cara** and as a component of the DREAM programme, the Sisters built a food store/distribution area to provide regular food supplements, constructed a kitchen and a laundrette, and bought a vehicle to do home-based follow-up for vulnerable patients and families. We also have a three-acre DREAM farm, situated near another of the Daughters of Charity missions in a rural area called Thigio, where the sisters already have land under farming to support programmes for orphans and disabled children or adults.

**Sr Geraldine works in Kubwa, and is Project Co-ordinator Daughters of Charity Services for the province of Nigeria.**

During 2007, I continued to co-ordinate and develop the DREAM programme in Kubwa and work towards the development of DREAM in four other sites in Nigeria. During this time, preparation has been made to hand over the day-to-day running of the DREAM programme in Kubwa.

Many of the difficulties that we came across during the year were related to providing free services for the increasing number of people living with HIV/AIDs who are part of the DREAM programme. Many need food and other social needs such as housing.

While we receive PEPFAR funds from Aids Relief, this only covers the basics of diagnosis and treatment and does not cover many of the other expenses. We spend a lot of time fundraising for these and other necessities. It is very important to work with different agencies.

There is also a need to help the patients become more self-sufficient. We have formed a very active support group for people living with HIV/AIDS and we managed to get assistance from some other organisations including **misean cara** to help with training in mangement and setting up of small businesses.

The evaluation of other Daughters of Charity services in Nigeria and Ghana continued, with the result of an improvement of the quality of the services. Assessments were made regarding the development of new services, including the management of a new clinic in the Vicariate of Kontogoro.





#### primary healthcare

**SR. MARTINE MAKANGA MMM, Medical Missionaries of Mary, is a paediatric surgeon who works as a Senior Lecturer in Surgery at the Medical Faculty of the National University of Rwanda. She also works as a Paediatric and General Surgeon at the nearby Teaching University Hospital of Butare.**

During 2007, I continue to perform my duties as a Senior Lecturer at the Medical Faculty and as Paediatric and General Surgeon at the University Hospital of Butare. As well as feeding into the academic development of students, due to the shortage of surgeons I had to do both paediatric surgery and general and orthopaedic surgery for adult patients.

In paediatric surgery, I encountered an unusual number of malformations in neonates and many neglected osteomyelitis and fractures in children. I was challenged by the cancer patients (children and adults): there is no available oncology department (no chemotherapy and no radiotherapy). We tried our best to help them and I tried also to conscientise my colleagues, students and staff to their special needs and those of their families as taught in Palliative Care.

My main objectives were to improve childcare in the surgical department and to assist in the training of future Rwandan doctors and surgeons. This had many components. In 2007, it meant teaching two classes (180 students), supervising 30 interns and 5 residents in surgery, bedside teaching and teaching in the operating theatre, and directing 17 final medical students for their thesis.

**This work takes years. Following the Genocide, there were few doctors remaining and it was a joy and a privilege for me to see several of my former students now working as doctors in District Hospitals to help the rural population.**

During my time in Rwanda, what helped me most was to see patients recovering from their illnesses and returning home. I was also encouraged by the trust and the goodwill of my colleagues in our efforts to participate in the formation of the future doctors and surgeons. In Rwanda there are about 401 doctors for a population of 9.9 million.



Photo: John Moran

#### section two | missionaries making a difference

##### primary healthcare

**FR. BRIAN O'SULLIVAN CSSR, Redemptorist Fathers, works as Development Co-ordinator for Paróquia Nossa Senhora de Fátima, in Parnaíba/Piauí, Brazil.**

During 2007, the main activities concentrated on were in areas such as: lowering of infant mortality rate; training and supervising health and nutrition monitors; coordinating community development courses; and management of a resource centre for leadership training and facilitation. This was mainly with families in an urban or rural community setting, alongside leaders or people with leadership potential from communities and pastoral groups. In terms of the "Infant and Young Child Pastoral" in Parnaíba, this has continued to grow and helps 300 families – over 1,500 people. Monitoring their nutrition and health is vital. There are 65 monitors who visit and train the families in childcare and basic healthcare.

Families were encouraged to manage a communal garden, which has a number of herbal plots that are being used for medicines. Increased use of home remedies is helping families counter medical conditions such as worm infections and other ailments. As part of the empowerment process, 150 people took part in monthly leadership courses which ran throughout the year up to December. The courses covered issues such as active citizenship, public speaking and management training.

There is great demand within the community for use of the Centre. As well as the leadership courses, other courses include home economics, herbal medicine, basic hygiene and physical fitness. Our greatest challenge remains motivating volunteer monitors and meeting their needs and training. Overall, this is a program that demonstratively reduces child mortality and offers lesson learning to projects in other countries.



Photo: Noel Gawn/Alpa

missionaries making a difference

## WATER AND SANITATION

water and sanitation

**SR. NORA MACNAMARA MSHR**, Missionary Sisters of the Holy Rosary, who works as Development Director and *misean cara* Liaison Officer in Ireland, reports on a Rain Water Harvesting project organised by the Sisters in Igalaland Kogi State, Nigeria.

When the Missionary Sisters of the Holy Rosary asked the women of Igalaland what was their greatest problem, they replied, "water". Poor as they were, they said they were willing to contribute every bit of money and time that they had to the provision of water for their families and compounds.

Education was important too, but then their children could not participate properly in their own education until they were liberated from the task of drawing water each day of their lives. Girls in particular were responsible for the onerous chore of trekking the 20 kilometres to the nearest stream on a daily basis. The quantities of water collected were limited to what each child could carry on their heads over that rough and rocky distance, more often than not on an empty stomach.

The local community are particularly happy that less time is spent drawing water. Not only are they guaranteed a supply, but also one that is clean, with a resultant reduction in illnesses, less time away from school and less money on hospital bills.

Some solutions offered were mainly high tech, high cost with management of the water totally outside the control of the women. Often only the better-off benefitted and a constant supply could never be guaranteed.

Missionary groups discussed the situation regularly. They wished something could be built locally, by local tradesmen/women with materials from nearby markets. Methods of rain collection were in existence, for every drop of water that could be harvested was caught in a basin or drum or bucket during the rainy season. Why not maximize these initiatives?

Thanks to such observations, a simple albeit effective solution was born – underground tanks or rain water harvesters. Tanks were tried in many countries but always leaked. But thanks to the late Fr. Vincent O'Brien, a Vincentian priest, a solution was found. Over a hundred of such tanks have been constructed and so far none have leaked.

The harvester is built through excavating a large hole to specific specifications. The inside is oval, ensuring equal pressure on all parts of the tank. This is the secret. All materials are available locally. Teams

of tradesmen are trained. Contributions are made in cash and kind. Maintenance is low-cost. In the words of local women, "Nothing can be stolen or broken".

The local community are particularly happy that less time is spent drawing water. Not only are they guaranteed a supply, but also one that is clean, with a resultant reduction in illnesses, less time away from school and less money on hospital bills. Families are fully aware that because the rain water is collected from the roofs, erosion is reduced. Again, this is a great labour saving matter, as erosion becomes more problematic each year.

Women now arrange such community interventions. Cash and labour are arranged jointly, respecting and enhancing the roles of men and women. The cost of a rain harvester which yields 50,000 gallons is approximately €18,000. All communities pay labour costs which amounts to €6,000 and a cash contribution of €2,000. In a community of 2,000 to 3,000 inhabitants, the cost per capita from outside funding comes to the modest sum of €9.



#### water and sanitation

**FR. LAMMERT (BERT) OTTEN SJ, Jesuit, works as a Consultant in Appropriate Technology for the Diocesan Promoters Office in Monze, Zambia.**

During 2007, my core work involved the installation and design of a solar water pump systems at three boreholes which had been already drilled. This was followed by the drilling of four subsequent boreholes, with solar pumps. We have installed a dozen so far. Furthermore, we continued experimenting with LED lamps for villagers.

We are working to get the women at Home Crafts Chikuni to make and sell them. We tested a solar vegetable drier prototype and produced the first of several in Rural Engineering. Soon ten should be ready for use with home-based care centres in villages. More will follow. A solar charger for cell phones in remote villages was also developed.

This year emphasis was placed on the organisational work with the Rural Appropriate Technology Centre. This also connected with my work on the board of Chikuni Youth Agricultural Training Centre and on site work.

Elements of this included: the improved production of vegetable oil for diesel fuel, consulting on air conditioning/insulation/ventilation of a remote computer school for girls, and giving a talk in Nicaragua to scientists and engineers teaching at Jesuit Universities.

My diesel vehicle runs on 100% vegetable oil. It is hoped in the future to experiment with non-edible jatropha vegetable for the vehicle. Two more diocesan vehicles will be converted.

We will investigate submersible diaphragm pumps, solar water heating, an alternator made from refrigerator magnets, etc, along with looking at other areas of sustainable agriculture to benefit people living in the rural Monze Diocese especially.



Photo: Elaine Ryan

## missionaries making a difference RURAL DEVELOPMENT

### rural development

**FR. JOHN SKINNADER C.S.Sp, Spiritan, works as Director of an Integrated Community Development Project (ICDP) located in South Omo and Gamo Gofa zone, Ethiopia.**

As Spiritans in Ethiopia, we generally work with the most isolated and disadvantaged communities, where there are no other NGOs or government services available in the area. I manage a large-scale sustainable livelihoods project in some of the most remote and isolated areas of Southern Ethiopia. We also train and develop the capacity of local staff and associated personnel to manage the existing programmes.

Our goal has been to move away from service-oriented development to a more community based concept – meaning that our staff who are qualified in water, health, education and gender, are expected to go and live in these rural areas, integrate with the new community and learn the local language of the people.

Many of our staff find this difficult and challenging to do. Presently, we work with families living in nine rural communities and one urban district. The ICDP is committed to gender equity, and equality itself is a cross-cutting priority of the ICDP. To further advance the ICDP's commitment to gender issues, two gender specialists were recruited in 2007.

Furthermore, as a result of the community involvement and contribution towards the construction of schools in the ICDP areas, including the extension of



Goloberendo school funded by **misean cara**, the numbers wishing to enrol and the attitude among students has improved significantly. As a result of the ICDP's extensive work in the area of water and sanitation, the incidences of water-borne diseases has dramatically reduced, according to statistics at the local health units. In terms of challenges and learning, one of the difficulties faced by the ICDP is retaining staff, due to the harsh environment that we generally work in.

Also, we have staff who are highly qualified in their respective subjects, like water or health but many have had no formal training in community based development, which creates a tension in them when they wish just to get a thing done rather than work at the pace of the community. In response, the ICDP is developing organisational development plans which will guide us in managing and retaining staff into the future, so consolidating the project's long-term presence among the community.





Sustainable agriculture is being based on indigenous knowledge and systems that have been used for many years, although they are constantly being updated. A number of small-scale farmers have been able to raise their standard of living dramatically by following organic farming methods.

#### rural development

**BR. PAUL DESMARAIS SJ, Jesuit, works as Executive Director in Kasisi Agricultural Training Centre (KATC), Lusaka, Zambia.**

Kasisi Agricultural Training Centre (KATC) is situated northeast of Lusaka, in the Chongwe District, and has been coordinated by the Society of Jesus since 1974. KATC's vision and mission is to struggle for justice, preservation of integrity of creation, ecological equilibrium and sustainable, equitable use of earth resources. KATC has trained staff who implement on-the-ground viable agricultural projects, do research in organic agricultural production, and give training to Small Scale Farmers (SSFs) on how to increase production in their own villages. KATC offers training courses in the villages, in addition to residential training in Kasisi.

Increased costs of agricultural production, decreased soil fertility and yields, higher food insecurity, unpredictable rain patterns, poor markets, environmental degradation, low rural incomes and rural poverty are some of the problems being addressed by KATC. Young people are shying away from farming because of the perceived high cost (especially of inorganic fertilisers), and women farmer's health, especially those living with HIV/AIDS, is being

damaged by chemical fertilisers. The main aim of this project was to increase agricultural production in Zambia and to contribute towards the improvement of the living standards of the SSFs in Chongwe and other districts. The core element is the purchase and building of a Centre Pivot Irrigation System.

Small-scale farmers in Chongwe district of Zambia have markets in Europe and South Africa, as well as within Zambia, for such organic products as cotton, vegetables, chillies, and lentils. IFOAM, the international body regulating organic products, are requesting organic growers to plant organic seeds. Zambia is not presently producing any organic seed.

As part of my role with KATC, in 2007 we produced this organic seed for farmers. KATC also produced research on organic OPV (open pollinated variety) seed under irrigation. The centre pivot equipment purchased in 2007 allowed KATC to produce a larger volume of high quality OPV/organic crops and seeds for its farmers and continue its research for small-scale organic farming.

The Centre Pivot Irrigation System at KATC also helped SSFs to grow organic crops at Kasisi for the markets, produce organic seed for the SSFs at a cheaper price than they would have to pay for

organic seed produced in Europe, and produce the necessary volume of organic produce for the markets.

This project also carried out research and training on Open Pollinated Varieties (OPVs) of crops and then multiplied OPVs for distribution to the SSFs.

Financially, there was added income for KATC from growing irrigated and open pollinated crops. The technology being advocated was highly appropriate to the needs of small-scale farmers. Sustainable agriculture is being based on indigenous knowledge and systems that have been used for many years, although they are constantly being updated. A number of small-scale farmers have been able to raise their standard of living dramatically by following organic farming methods.

Finally, with the rising cost of fossil fuels, energy implications must also be considered when discussing sustainability. Huge amounts of external energy are required to manufacture inorganic fertilizer. There was no inorganic fertiliser used in the new irrigation system, so the environment was less polluted and the natural resources preserved from contamination and available for future generations.



missionaries making a difference

## URBAN COMMUNITY DEVELOPMENT

urban community development

**FR. JIM CROWE SPS, Saint Patrick's Missionary Society, works as Coordinator for Forum in Defence of Life in Jardim Angela, Sao Paulo, Brazil.**

The Region of Jardim Angela has been referred to as one the most violent areas in the world. As such, my work revolves around reducing violence and increasing the value of life by networking among various organisations in the area including police, local authorities and so on. I am involved in organising leadership training courses twice monthly on the "See, Judge, Act and Evaluate" model. The main target group is basically Jardim Angela with its 300,000 population, but ends up affecting the whole city of Sao Paulo.

As coordinator for the Forum in Defence of Life to overcome violence, we chose three areas to turn our attention to:

- a. Fighting inequalities;
- b. Education with quality for all;
- c. Ethics in institutions, especially in politics.

My work has been in articulating actions around these three areas. In October 25-28th 2007 we held a Social Forum bringing together the south side of the city, with the theme "another periphery is possible, necessary and urgent" ending with a march for "Life and Peace" with the participation of over 10,000 people.

In education we are articulating and organising the community, having established six basic points around which to work:

1. A united system of education in the whole country with a ten-year plan;
2. School all day with professional orientation;
3. Classrooms with a maximum of 25 students;
4. Motivation of the educators or teachers;
5. Integration of the school with the local community; and
6. Decentralization of the coordinators or organizations to be nearer the root problems.

In the area of ethics, we are currently elaborating an observatory with indices to accompany government and institutions, to be able to evaluate results, positive or negative.

**The happy result of all this has been a very obvious decline in murders in the area falling from 120 per 100.000 in 1997 to 30 per 100.000 in 2007.**



#### urban community development

**FR. MICHAEL O'SULLIVAN SAC, Pallottine, works with the Eso Community Development Project (ECDP) in Arusha, Tanzania.**

The Eso Community Development Programme (ECDP) is designed to address the basic needs of the community and to alleviate poverty by strengthening community capacity to respond to poverty and HIV/AIDS.

Pallotti is a new parish, set up in 2006 by the Pallottine Fathers and centred on the existing church. The parish is located just outside the city centre of Arusha and is one of the fastest-growing areas of the municipality. The area consists mostly of unplanned, high-density, low-income dwellings.

Many inhabitants are fairly recent migrants from various parts of northern Tanzania. Poverty and lack of services and infrastructure are major issues for the community. The prevalence rate of HIV/AIDS in Arusha is higher than the national average for Tanzania.

The project goal was to address basic needs and rights and to alleviate poverty and promote sustainable human development, based on the initiative and ownership of the local community. In 2007, the project set out to construct a training centre to:

- Provide HIV/AIDS education and life skills training for young people.



- Provide Adult Education with a focus on HIV/AIDS and gender and human rights.
- Establish a counseling service and training of individuals and families living with HIV/AIDS.
- Set up a Kindergarten for children aged 3-6 years.

One of the most significant successes of this project has been the co-operation of the parish team in the pre-planning, preparation and implementation of the building work from its earliest stages, right up to the present time. Although the building has still to be completed, the needs of the community here in Eso are so great that the building has already been utilized for a Behaviour Change Programme for over a hundred young people, for the parish choirs and musicians who now practice there, and for various local and parish community meetings.

As Pallottine Missionaries, one of the invaluable contributions we make is the experience we have gained from a presence here in East Africa for over 65 years. In addition, our direct personal contact with the local people through our pastoral work offers us a unique insight into the needs and difficulties of the people here, and this knowledge gained has helped us to devise a programme to tackle these challenges.



## missionaries making a difference INCOME GENERATION

### income generation

**SR. ANNE MCCORMACK OLA, Missionary Sisters of Our Lady of Apostles, works as project coordinator for Bugisi Sunflower project located in Shinyanga region, Tanzania.**

Bugisi is a Roman Catholic Parish within Shinyanga Rural District. Approximately 75% of the population in the area are subsistence farmers with small business enterprises, teachers, cattle traders, and health facility staff making up the remaining 25%.

The Sunflower Project was first introduced to the area in 1995/6. The response was good and a manual oil press was acquired. In a short time, this proved inadequate for the numbers wishing to use it. After initial unsatisfactory attempts to transport the seeds elsewhere for processing, it was decided to set up our own processing unit in Bugisi. An electrically powered oil press was purchased and the local community undertook to build the facility for the Press. Initially demand was slow but gradually it increased to daily use, until due to increased demand, it was necessary to purchase a second machine and, since 2006, a third.

Having three machines in a building designed for just one puts a strain on the workers. Annually numbers are increasing as people become aware of the profit in sunflowers and the nutritional value of the oil itself. In peak season, around six tonnes of seeds are processed daily. Most users are village farmers who come with one sack of seeds to process as they require or as their budget allows.



The aim of funding for this stage of the project was to build a purpose built building and to install bigger machines for the Bugisi sunflower agro-industry. This directly addressed the problem by: providing adequate space for the increased numbers using the facility; installing larger machines and reducing waiting time for people; and developing a healthier and safer environment for workers and customers alike.

To date, this project has proven its sustainability by bringing in sufficient funds to meet the daily running costs, eg, salaries, purchase of spare parts, electricity bills, general maintenance, and the purchase of new machines. The project is sustainable from a financial point of view and shows no signs of changing in the future.

In fact it is a project that has great possibilities for further growth and development. This year, it seems that the quantity of seeds being harvested will pass anything we have seen to date. Even now people are bringing groundnut and cucumber seeds. There seems to be such an increase in available seeds that we are presently going to investigate the possibility of one of the oil factories buying oil from us.



#### income generation

**FERGUS ROCHE**, a volunteer with the Little Sisters of the Assumption, and his wife, **MAURA**, tell us about the work of the Sisters in Income Generation with people with disabilities, having visited the Sisters' Enterprise Project in Cali, Colombia:

The Little Sisters of the Assumption have lived and worked in solidarity with the poor for many years in the south west zone of the city of Cali, which is a very impoverished area. As their work brings them right into the heart of the family, they are very aware of the struggle of those with disabilities.



Many are displaced people, forced off their lands by the struggle between FARC Guerillas, the right wing militia, or the Army. In the last 10 years a million people have moved to the city, doubling the population and putting huge pressure on already scarce resources. Life was very hard in these shanty areas but if you have a disability you are doubly disadvantaged – and if you are a woman with a disability, it is even worse.

Although much lip service is given to women with disabilities in Colombia and consciousness has been raised, nothing constructive happens. They suffer higher rates of unemployment, inferior salaries, less access to health, a greater lack of education, no access to programmes directed at women and a greater risk of sexual abuse. Added to this, they are sometimes themselves mothers of families or mothers of children with disabilities and cannot work outside the home.

The sisters, with the help of local people, set up the Antoinette Fage Corporation of Rehabilitation Services to meet this need. This centre provides physio and occupational therapy, speech therapy, psychological counseling and other health services for the whole neighborhood.



With the funding received from **misean cara**, 40 women with disabilities or mothers of children with disabilities were given personal and specific skills and training in handcrafts, jewellery making, dressmaking, computer skills and carpentry, for the purpose of income generation. The education and organisation of these women in productive projects allows them to generate some economic resources for themselves, and look forward to a better life. It has helped them reintegrate socially into the community from which they were excluded. It has also helped to restore their self-esteem and cement the family unit.

One of the participants included Raymundo, a young man with damaged hearing who sat at home all day. He was trained to set up a market garden on the roof of his house where he grows vegetables and raises chickens. This has made him economically independent, raised his self-esteem and given him a purpose in life.



missionaries making a difference  
**HUMAN RIGHTS**

human rights

**REV DONAL O'MAHONY, OFM Cap., Capuchin Friary,** works as International Director of the Damietta Peace Initiative and is based in South Africa and Kenya.

The Damietta Initiative is a community driven, proactive, interfaith, peace project centered upon non-violence, reconciliation and care for creation in Africa. It harnesses the capacity of the estimated 40,000 lay and religious members of the Franciscan family in 39 countries in Africa, to build multi-ethnic, multi-faith and mixed gender grass roots groups known as PACTS (Pan-African Conciliation Teams), who will be trained in the values and skills and knowledge required to grow and sustain the drive towards social justice and poverty reduction.

The project is regionally based, currently in Southern and Central Africa, but extending soon to East Africa, then West and North Africa.

The main aims of the Damietta project are:

- To effect conflict transformation through non-violence, reconciliation and care for the environment and apply it to local community conditions.
- To foster a culture of peace at a time when a culture of violence threatens to overwhelm local communities at multi-layered levels in human and social relationships. (For example, the violence of 'forced poverty' and affluence are major crimes in modern Africa)

- To create grassroots teams, reflecting civil society, developing specific peacemaking skills, identifying and training for peace-building roles and strategies, and providing an infrastructure to carry these out.
- To mobilize the potential human resource of the geographically extensive, trained and committed capacity of the Franciscan family throughout Africa to enable us gain entry into local communities.
- To give special attention to strengthening Muslim-Christian relations in Africa

In 2007, funding helped us to provide training of Pan-African Conciliation Teams (PACTs) and Peace-enablers, who are highly motivated and train staff, consolidate a Franciscan family network throughout Africa (c.30,000 members) and provide access to the world-wide Franciscan family. We also worked to involve the active support of the psychology faculty of the University of Pretoria, specifically for monitoring and evaluation, and to build supportive relationships with other groups including Quakers, Jewish and Muslim communities. A lot of the work of the Damietta Peace Initiative is focussed on setting solid foundations for its development.

While focus on the development of PACTs will remain a priority, other peace initiatives have also been taken. For example, the violence of poverty which pushes the 'have nots' to rebel against the 'haves', which in turn begets a violent institutional backlash, and lecturing on how the degradation of nature has become a major contributing factor to societal violence. We keep seeking to network, and where possible collaborate, with those who share our vision. In the course of establishing PACT groups, cross-cutting issues such as HIV/AIDS and gender have emerged, but the main thrust still remains peace-building.

The Damietta Peace Initiative reflects a partnership of Church and Civil Society. There is a widespread interest among government officials, ambassadors and embassy communities. This is exemplified by the number of invitations the Damietta Peace Initiative has received to talk about its work with them. It helps to create a more peaceful environment for economic development to grow in their areas. Locally, the easing of tensions in the Cape Flats between Muslims and Christians is evident, as is the facility to meet and to get to know people of different ethnic and religious persuasions at PACT meetings.

Long-term goals for the Damietta Peace Initiative are already planned. They include expansion of the Damietta Peace Initiative into five regions in Africa. Already they are in three regions. The presence of these regions, along with the presence of the International Office connecting with the regional areas on a daily basis, is a further assurance towards the sustainability of local groups.

### This is a project involving attitudinal change to support conflict transformation.

Its lessons cannot be adequately expressed in terms of numbers or statistics. We have learned, however, the importance of regularly contacting and informing local religious and political leaders where PACTs are in the process of being set up. Another lesson learned by the Damietta Peace Team is the need to adjust the outline of their PACT programmes to the diverse cultures and ethnicities of its members. Sometimes, in the same group, the language skills and understanding of ideas will differ. Other times, the awareness of local problems are interpreted very differently. Role playing a real-life situation among the group, for example, will have to take into account Muslim female sensitivity.

#### human rights

**SR. NUALA BRANGAN IBVM, Institute of the Blessed Virgin Mary (Loreto), works as National Coordinator and Executive Director of the Justice and Peace Commission - AOSK (Association of Sisterhood of Kenya) - in Nairobi, Kenya.**

During 2007, my core work was with the team to plan and assign programmes for the four major Human Rights Programmes of the Justice and Peace Commission of AOSK. Firstly, in terms of the planning and design of programmes for:

- Civic Education
- Peace Building and Interfaith Dialogue
- Human Rights Advocacy
- Organisational Capacity Building.

And secondly, the planning and implementation of major justice events for whole of Kenya such as: International Women's Day, World Environment Day and in particular, Human Rights Day. Finally, I also coordinated the design and distribution of multimedia publications on the topics of justice, peace, and the environment nationwide. Further to this we also ran workshops for women in good governance and peace studies, and a debt campaign.

The latter involved advocacy and lobbying and the participation of over fifty schools in a Schools Training Programme around Human Rights, and included organising speakers, materials, exhibits, posters and so on. Additionally, we gathered over 5,000 participants in workshops on voter education in advance of the winter elections.



missionaries making a difference

## ENVIRONMENT

### environment

**BR. FELIM RYAN FSP, Patrician Brothers, works alongside the Assumption Sisters of Eldoret as part of their Irrigation & Farm Project in Eldoret, Kenya.**

This project is on a 10-acre farm in Keiyo District of Kenya, about 50 kilometres from Eldoret. It is an area of real hardship in the Great Rift Valley where the temperature is usually 30-35 C and it regularly suffers from drought for 6-7 months of the year. The Assumption Sisters of Eldoret acquired the farm in 1993. They fenced off the land and planted fruit trees, orange, mango, paw-paws, and bananas there. Between the fruit trees they also planted vegetables such as soya beans, tomatoes, carrots, finger millet, ground nuts and so on. The produce goes towards the running of the Morning Star Rehabilitation Centre in Eldoret, run by the Sisters to support the numerous street children and potential street children.

The main aim of this project was to uplift the lifestyle of the local people and to make them self-sufficient.

We achieved this through various ways including: providing an all-year-round water supply in order to provide fruit and vegetables for the Morning Star Rehabilitation Centre; employing local men and women; installing water pipes to conduct water from the source at the escarpment to a water tank on the farm; replacing the existing 6,000 litre tank which was leaking and running irrigation pipes from this to various water points on the farm; fencing the

remaining acres as protection from wild animals; extending the area under fruit trees and vegetables; replanting most of the fruit trees where they have failed to develop because of drought; and, finally, planting trees around the perimeter fence to prevent soil erosion.

During 2007, with the establishment of a reliable water supply, with the fencing of the whole property and with the arrival of a community of Sisters living on the farm which ensures constant supervision and efficient use of the land, the project has strengthened and the Sisters, as a Congregation, are committed to living there for the foreseeable future.



environment

**SR. KATHLEEN MELIA SSC, Missionary Sisters of Saint Columban, works as Project Manager in Zamboanga/Midsalip, Philippines.**

On September 13, 2007, the United Nations Declaration on the rights of Indigenous Peoples was adopted in the General Assembly. This historic occasion was a beacon of hope for indigenous peoples all over the world. A central focus of the Columban Sisters' mission among the Subaanen indigenous people in Midsalip has been finding ways of accompanying and enabling them, as they struggle to have their basic rights as enshrined in this Declaration recognised and protected.

Of pivotal importance to the survival of the Subaanens is their cultural, religious and economic relationship to their Ancestral Domain. This relationship was threatened initially by large-scale logging. The resulting erosion and soil depletion led to scarcity of food, while the building of logging roads led to an increase in the population of lowland settlers, causing pressure on land resources. As a result the Subaanens were no longer able to move from place to place and thus allow the forest to be regenerated.

In order to help the people adapt to settled methods of agriculture, to protect the remaining forests and to restore soil fertility, the Subaanen mission with assistance initially from Irish Aid and then from **misean cara**, was able to implement a number of

Agro Forestry Programs. Fruit trees were planted. Steep slopes were terraced using leguminous hedgerow plants and ongoing training on sustainable agro forestry was carried out.

**The results were very positive. In some barrios the people are already harvesting the fruit trees, landslides have been prevented, soil fertility has improved and the children have become healthier.**

The efforts of the Subaanens is helping not just themselves but lowland rice farmers, since three large river systems originate in the Midsalip Watershed area. Despite logging, there are still considerable areas of dipterocarp forests on the Midsalip Mountains and in 2002 they were included in a Biodiversity Area declared as Extremely High Critical.

Unfortunately, while the people struggle to protect their lands, their forests and their water sources, the President of the Philippines is actively supporting open pit mining in order, she claims, to boost the country's economy. The Midsalip mountains are rich in minerals and despite the fact that watershed areas should be excluded from mining and IP's have the right to refuse

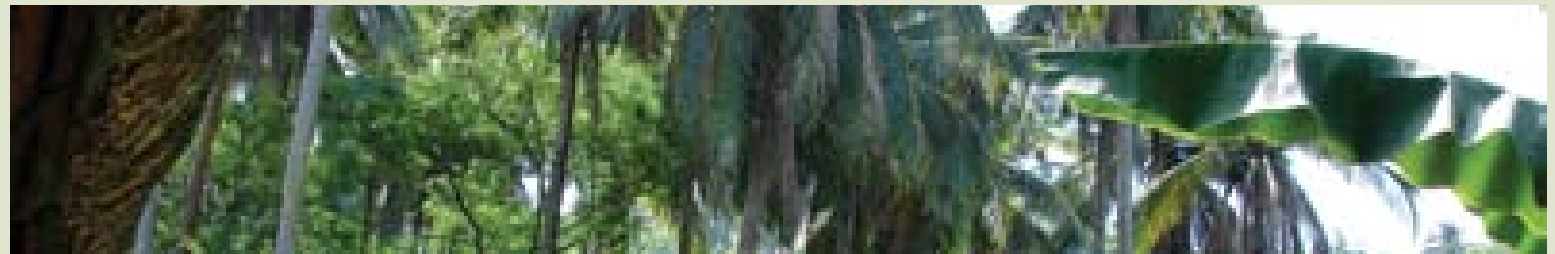
projects in their Ancestral Domain, large scale mining companies have made applications covering nearly all of the municipality.

Because the Free, Prior and Informed Consent which is their right by law, both national and United Nations, was so flagrantly manipulated by the Government agency responsible, the Subaanens here have joined other IP communities in bringing their complaint to the attention of the U.N. Convention on the Elimination of Racial Discrimination. The campaign against mining is ongoing but this campaign can ultimately be successful only if the ecosystem itself is restored and if the people can find ways to live adequately within the ecosystem without putting undue pressure on it.

In this regard, the provision of significant funding by **misean cara** has been of enormous importance. Rubber seedlings were provided to 441 farm families. Since this is a permanent crop, as well as replacing unproductive grassland, it will help protect steep slopes, and in the future provide an all-year-round income to the farmers. A lot was bought in the town centre and a building to facilitate storing and marketing of fruit and abaca was constructed. Training in processing the fibre and making ropes

and twine has taken place in the centre and when the people have mastered these arts further trainings will be availed of. A kitchen for herbal medicine making and food processing has been built. As a result of their training some farmers are selling their surplus vegetables and fruit in the town market. Our preschool coordinator is availing of education units in college, thus putting the preschool program which serves around 250 children in remote barrios on a more secure footing.

The Subaanen people know that if mining goes ahead the rivers will die, the forest will be destroyed, the silence which is so important in their lives and their rituals will no longer be possible. Their culture will gradually die and they will have no place else to go. This is why our work must continue.





## EMERGENCY SUPPORT

### EMERGENCY SUPPORT

In 2007, **misean cara** allocated €48,850 out of unrestricted funds to different missionary members for emergency response, where the members were present on the ground.

This happened in Peru, with the response to the August 2007 earthquake, and in Bangladesh for the extreme flooding experienced there.

## ORGANISATIONAL DEVELOPMENT FUND

### ORGANISATIONAL DEVELOPMENT FUND

In 2007, 16 applications were approved by **misean cara's** Organisational Development fund.

This totalled €211,302 for 15 member organisations for organisational development activities in different countries, including Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia, India and Ireland. Requests were received for a range of activities, including:

- strategic planning;
- support for development units; and
- training for proposal writing, financial management, advocacy and diversity

Overall, these activities were aimed at addressing the priority needs of building the capacity of **misean cara** members.

**misean cara** also co-financed home-based training carried out by the Dtalk programme, by contributing 20% of the cost not covered by Irish Aid of scheduled Dtalk courses for any members attending.



#### organisational development fund

**FR. PAUL BYRNE OMI, Oblates of Mary Immaculate and member of misean cara Board tells us about the experience of his own congregation's use of the Organisational Development Fund grant:**

While the Oblates of Mary Immaculate is one of the largest men's missionary congregations with 4,400 in 67 countries, its development office is small with just two people who are both new and inexperienced.

In 2006 & 2007 we received two organisational development grants which did 'exactly what it says on the tin' – they developed the organisation, and in particular the development office. In 2006 we got a grant which we used to work with a consultant whose brief was to draw up a strategy for us to move towards a programmatic approach and to outline possible organisational arrangements which might help to give operational effect to that approach.

Following a series of consultations and a review of existing documentation, he submitted a comprehensive report to the leadership team. As a result there is a clear understanding of the programmatic approach. We have:

- Two areas in Africa which seem to have the need and capacity to engage in it;
- A policy which says all requests for funding go through a special funding committee; and
- Begun to increase our domestic support base and to devise a strategy for approaching individual and corporate donors.



In order to build on this development we received a grant in 2007 to re-engage the same consultant. He was asked to draw up a draft implementation plan for the Anglo Irish Province's overseas development programme for the next three years. At the heart of that plan was the bid to be accepted to the programmatic approach.

The grant enabled the consultant to travel with the Oblate development officer and **misean cara** liaison officer to South Africa to enter into dialogue with the Anglophone provincials. As a result we have been able to make a declaration of interest to **misean cara** to engage in the programmatic approach. We have also selected a mission funding committee who are writing their terms of reference and agreeing their methodology.

#### organisational development fund

**SR ÉIBHLÍS NICUAITHUAS DC, Daughters of Charity of St Vincent De Paul, tells us about her organisation's experience of using the Organisational Development Fund for training for the Mission Commission.**

In 2007, the Irish Province of the Daughters of Charity established a 'Mission Commission' comprising both sisters, including one member of the present Leadership Team, and lay people from a wide range of business and missionary backgrounds. Both groups had the common aim of supporting the various missionary activities where the sisters from the Province are serving. Currently we have sisters on mission in Kenya, Nigeria and Fiji.

As we met together it became apparent that, in addition to supporting the individual missionary activities, informing ourselves generally on development issues and coordinating the various tasks like fundraising and awareness-raising on a wider scale, if we were to be in a position to support our missionary activities as we move into the programmatic approach, we needed to understand it ourselves. To this end we decided to invite an external facilitator to help us discover and formalise our focus, to explain the background and working of the programmatic approach and to discuss other avenues of accessing funding. To enable this, we applied for and received an Organisational Development Grant from **misean cara**.

Alongside an experienced facilitator the Provincial also joined us. This day of learning was very helpful in

many respects: as a group we got to know each other on a different level; we received background information and practical suggestions which were very helpful; we were given a simplified overview of development issues; and we received important information on the approach to programmatic funding, on dealing with donors and finally on organisational development.

We now, as a result of having heard the same thing together, have a common understanding of many of the issues involved, as well as the various types of funding available and the necessity of examining our own structures to ensure that the proper systems are put in place in readiness for the change to the programmatic approach.

We also recognise that all cannot be gleaned in one day, but feel confident as we move into the future knowing that we have begun a process that can develop into the future.

## IN-COUNTRY TRAINING

The main purpose of **misean cara's** in-country training grant scheme is to meet some of the capacity needs identified by the members in their countries of operation. In 2007, **misean cara** approved 60 applications from 30 different member organisations.

This totalled the amount of €157,730. The training took place in 21 countries across Africa, Latin America and Asia, and was based on needs identified by the individual members.

The types of training supported included:

- project planning and management;
- proposal and report writing;
- monitoring and evaluation;
- financial management;
- leadership training;
- computers; and
- technical areas of agriculture, HIV/AIDS and health

The reports received from those who undertook training generally stated that the training that they received helped them to carry out their work more efficiently.

There was a mix in the recipients of the training grants between Irish and non-Irish members, but there were also non-religious, lay staff members in receipt of training grants, which is viewed positively as an investment in the localisation process.

The following is a sample of how some of the grants were utilised.

### in-country training

**SR. CORNELIA UDOKA MMM, Medical Missionaries of Mary, tells us about her organisation's experience of using the In-Country Training Grant for a two-week training course on Accounting and Financial Management in Ijebu Itele, Nigeria:**

In mid 2007, all roads led to St. Louis Retreat and Conference Centre in Ijebu Itele, Ogun State, Nigeria, as 40 Religious, male and female, from 19 different Congregations travelled to a two-week training programme in Accounting and Financial Management. The participants set out with determination to go and learn about finances.

The course was organised by the National Association of Religious Treasurers and Bursars (NARTAB) for its members and other Religious who hold various financial positions in their Congregations. Members meet twice yearly for a two- to three-day workshop on financial related matters. However, with growing demands and advancements in the financial and banking sector, it was felt that they needed a longer period of training to ground them in their jobs.

Therefore, the aim of the course was to broaden the knowledge of all the participants in Accounting and Financial Management. This was in line with the broad objectives of the Association, which are to train its members to be competent in their work as Financial Administrators and also to expose each person to the up-to-date technology and strategies required to manage the finances of the various Religious Congregations.



When this training was being planned, we also took into consideration all the changes which took place in the banking sector in-country. The Central Bank of Nigeria consolidated about 84 banks into 25 major banks. Therefore, this training session was also tailored to update members on the reforms in the banking industry. It was exciting and challenging for me to coordinate the planning for this training. We had to think of everything necessary that would help us to run the course properly. On top of the list was the finance required to run the course, which we secured through **misean cara**, under the In-Country Training Programme.

Just when we thought that everything was almost ready, the two trainers who were to come from Ghana phoned to say they could not come because one of them had been appointed the superior of their Congregation. At that stage I thought it might not be possible to get another group at a short notice. Thanks are due to PSA Partners, a chartered accounting firm in Lagos who stepped in at the right time.

The course was designed in such a way that each person was able to follow and understand all that was being taught. The facilitators were equal to the task set before them as they taught both the theory

#### in-country training

**MS MAUREEN O'DWYER**, Liaison Officer for the Sisters of the Sacred Hearts of Jesus and Mary (SSHJM), tells us about her Congregation's experience of using the In-Country Training Grant for the Project Management Team at Blessed Sacrament Parish, Cebu, Philippines:

and the practical aspects of accounting and financial management. They led the members through basic accounting ledger to trial balance and final account. Other course content included planning and forecasting, budgetary controls, banking and investment in Nigeria today, computer appreciation, and Microsoft Word and Excel. Apart from the formal learning sessions, members interacted and shared their experiences.

The Association remains ever grateful to **misean cara** for making this training programme possible. The participants returned to their various Congregations not only with certificates of merit, but also with enthusiasm, ready to put into action the skills and the knowledge gained in accounting and financial management during the two-week course. It was a good learning experience. No wonder the chorus at the end of the course was "Indeed we all benefited from it".

Bearing in mind the need to ensure the continuity and future sustainability of the SSHJM programmes run from Blessed Sacrament Parish, it was decided to set up an Association - "Tuburan sa Paglaum" (Spring of Hope) - which will take on responsibility for the projects run by SSHJM within the parish. To coincide with this development, an internal management team consisting of the Heads of Departments was set up. It was acknowledged by the staff themselves that, while skilled in their own particular field, they did need further training in project management. There was no suitable training course available in Cebu, but the staff used their initiative and approached a School of Business Management and Administration at a local university and designed a tailor-made course to suit their own needs.

The course was centered on a Management Proficiency Programme and covered a number of subjects:

- **"Management Planning and Policy Making"**  
Participants learned that even working in a non-profit organisation, it should still be looked at as a business. They learned that the practice of management begins with knowing and understanding the basic functions of a manager.



They learned the importance of planning, goal-setting, monitoring, team building and, of course, policy making, which is essential in any organisation.

- **"Effective Communication"**: effective communication is important especially to managers, for they are the ones dealing with a variety of people from all levels of society, both internally and externally.
- **"Project and Quality Management"**:  
The meaning of a project was defined and the importance of a quality service was emphasised.
- **"Financial Management and Accounting"**:  
Here, the difference between finance and accounting was outlined. The necessity for accuracy, accountability and transparency was highlighted.

Overall, the view of the participants after the training was that they now feel equipped to handle a managerial job, are more confident in making decisions, more effective and efficient managers/leaders and that their interpersonal and communication skills are greatly improved.

The management staff is now better prepared for the challenges that lie ahead as we, in the SSHJM, prepare to handover our projects to the new local Association. We do realize that this process takes time and that further training may be needed. With this in mind, the management team is planning to apply for another In-country Training Grant in 2008.

They have started to design the course – a Management Proficiency Programme which incorporates human resource management and entrepreneurship.



## MISSIONARY DEVELOPMENT AWARENESS SCHEME

Working with the people on the ground was amazing: the hospitality, warmth and dedication of the missionaries and the enthusiasm and delight of the participants made it an incredibly rich experience...

In 2007, **misean cara** launched its new Missionary Development Awareness Scheme (MDAS).

A total of €40,518.53 was spent under this scheme, with four **misean cara** member organisations receiving funding directly.

Through this support, the participating members carried out media projects highlighting development work in Haiti, Tanzania, Kenya and Indonesia. The outputs achieved so far include a feature article in a national Sunday paper, a photographic exhibition in a number of Dublin libraries, and a one-hour radio documentary on Clare FM.

missionary development awareness scheme

**MS. CATHERINE RYAN**, Liaison Officer for the Rosminian Fathers, used the Missionary Development Awareness Scheme for the project "What a Few Can Do":

"The MDAS grant assisted in enabling me to travel to East Africa with a professional photographer, Elaine Ryan, to create an exhibition to tell the story of "What a Few Can Do". The exhibition, which is made up of 80 wood-mounted photographs, shows the unique role missionaries play as faith-based people, the results achieved and the innovative ways they address the challenges that face them.

It shows that as the number of Irish missionaries decreases, the level of African missionary involvement increases in a positive turn-around essential to the future sustainability of development. It is full of joy and hope, whilst not ignoring the injustice and imbalance that exists in society.

Working with the people on the ground was amazing: the hospitality, warmth and dedication of the missionaries and the enthusiasm and delight of the participants made it an incredibly rich experience, and I think this shows in the photographs."

## SUPPORT FOR RETURNED MISSIONARIES



**misean cara** allocated €56,000 to the Irish Missionary Union for its work with returned missionaries in 2007. **misean cara** collaborates with the Irish Missionary Union, which in turn collaborates with Comhlámh, in the provision of support for returning missionaries.

While the IMU provides a range of supports, the key activities for which funding was sought from **misean cara** were for:

- **Exploring transition workshops** – a five-day programme designed to help returning missionaries and development workers to explore issues related to ENDINGS, NEUTRAL ZONE and BEGINNINGS.
- **REAP [Residential Programme for Missionaries and Development Workers]** – offering support to missionaries who have experienced violence, or who are suffering from the effects of prolonged exposure to poverty, famine, HIV/Aids pandemic, urban living, threatened coups and natural disasters
- **Welcome Home Days** – providing a chance for missionaries to meet with other returned missionaries
- **Celtic Heritage** – offering missionaries opportunity to reflect on their own culture in the light of other cultural experiences.



Photo: Neil Gair/Alga

## MONITORING AND EVALUATION

In 2007, **misean cara** focused on further strengthening its monitoring and evaluation mechanisms. This included commissioning a review of funding mechanisms, developing a monitoring and evaluation policy and guidelines, conducting two external monitoring reviews, and undertaking a number of regional consultations with members.

As is highlighted below, these initiatives contributed greatly to developing **misean cara's** monitoring and evaluation capacities, and also to capturing knowledge about best practice in missionary development work.

### FUNDING MECHANISMS REVIEW

In 2007, **misean cara** commissioned a review of the funding mechanisms – Personnel Co-financing, Missionary Development Fund, Organisational Development and In-Country Training – through which it channels support to members' development activity.

The study was asked to examine seven core questions regarding **misean cara's** funding mechanisms: the members' experience of applying for and reporting on funding; the levels of support within the member organisations to assist their own members in applying for funding; the possibility of identifying key sectors; the potential for integrating the funding; and whether the criteria for funding are clear, coherent and transparent.

The review methodology consisted of: a literature and data review; extensive stakeholder interviews in Ireland, including **misean cara** Board members and staff; a detailed questionnaire sent to all member organisations; two members' focus groups meetings in Dublin; and field visits to South Africa, Zambia and Kenya.

Among the key issues emerging from the review process were:

- The increasing extent of development professionalism and lay involvement in the large **misean cara** member organisations;
- The distinct nature of **misean cara** and the need to balance its roles as a membership, development and funding organisation;
- The importance of communications at all levels;
- The importance of personnel funding, but also the dilemmas and anomalies to which such dedicated funding gives rise;
- The nature of faith-based development, and the need for **misean cara** donors to show more acceptance of the use of pastoral/spiritual language
- The need for work on localisation of members' development activity;
- Regarding sectors, field personnel do not see a case for altering the existing priorities, but would welcome addition of human rights/justice as another sector;
- On the integration of **misean cara** funding mechanisms, the response overseas was uncertain as individual missionaries are generally not very aware of the separate mechanisms, especially ones where they have had no involvement.

### Principal Recommendations:

In the medium-term (i.e. by 2010), it was suggested that **misean cara** should be operating three main funding mechanisms, replacing the four main mechanisms currently in place. These would be:

1. "Programme Funding" on a multi-annual basis for members who wish to opt into this approach, as it is currently being developed;



2. "Integrated Development Funding" as a new mechanism which would be the main channel of funding to all non-programmatic members. This would combine and replace the present separate personnel and project funding;
3. "Micro project Funding", which would absorb the existing In-Country Training and Organisational Development schemes, and incorporate an additional new focus on piloting localisation of the development work of misean cara members.

The report will be considered as part of the strategic planning process in 2008.

## EXTERNAL MONITORING REVIEWS

### HIV/AIDS work in Uganda

In the second half of 2007, an external monitoring review of HIV/AIDS work in six misean cara-funded organisations in Uganda was carried out. This involved a visit to the six organisations in November, and yielded a number of key findings, including:

- All partners were using well-accepted strategies for HIV prevention, treatment, care and support, and all appeared to be broadly working within the parameters of international best practice in relation to those strategies;
- The added-value of mission groups in responding to HIV included the spiritual dimension of care to which many beneficiaries responded well, and equality of service provision to people from all religions;
- Partners recognised the benefits that their relationships with international NGOs or donors brought. Missionary organisations that partnered with international NGOs with staff that made regular visits to project sites reported the greatest benefits; and
- Missionary and other staff were consistent in their concerns that local sisters/fathers and staff

get training and support in key management areas to enable the work to continue in the longer term.

A number of useful recommendations emerged from this report, including the suggestion that missionary organisations should work towards developing longer-term approaches to HIV that encourage empowerment. The importance of mapping the services available through other providers was also stressed, as was the role of networking and collaborating with others to strengthen the response to HIV.

### Central America

A monitoring exercise was conducted to review work in Guatemala, Honduras and El Salvador, after which a report was written by a development consultant based in Peru. A number of findings and suggestions for the future emerged, including:

- It is unquestionable that missionaries add value by their presence over the years, through their solidarity with the poorest and most marginalised and the various initiatives they undertake to improve their living conditions. An important challenge is to ensure that this unique contribution to present-day development theory and practice is recognised;
- In order to maximise impact, it is essential to consider synergy, the focus of projects, and the exchange of experiences and learning; and
- The issue of the sustainability of work is crucial and needs to be given consideration at all stages of planning.

## REGIONAL CONSULTATIONS

Since the very foundation of **misean cara**, there has been a growing awareness of the need for it to build a positive and constructive relationship with its own member organisations. Therefore, in 2007, it was the view of the misean cara Board that it was the organisation's duty to actively identify what the priority needs

of the membership are and, where possible, to find means to respond. It was also their view that **misean cara** needs to enrich its connectivity with those in the field and to seek out ways in which the voice of those at the coal face can be heard and can feed into the formulation of **misean cara** policies going forward.

In the light of this, **misean cara** embarked on a series of consultative processes in four regions - Southern Africa, West Africa, East Africa and South America - where the staff of **misean cara** took the opportunity to hear "the voices" of missionary personnel in each of the four locations. The consultations provided a very valuable insight into the perceptions of missionaries - both European and "local" - to the ongoing development process in which they are engaged.

The feedback has offered a wide range of insights into missionaries' perspective of their own work and how it will evolve into the future. Participants were also very willing to offer their advice on how **misean cara** could optimise its capacity to be a valued service organisation for the missionaries going forward.

Some key findings in the areas of health and education arising from the four consultations were that support is urgently required in the following areas:

### Health

- Training of young missionaries in key skill areas such as teaching, nursing and quality counselling and alternative medicine and therapies;
- Training in, and access to, support and counselling regarding trauma experienced both by missionaries and communities experiencing grief, poverty and violence; and
- Quality training in psychosocial support and counselling and the recognition of local counsellors emerged as vital for children.

## section two | missionaries making a difference

### Education

- Training of Trainers is vital to increase the standard of education of educators; and
- Business models should be applied to the provision of educational systems, where sustainable, in order to generate income for disadvantaged schools.

## RESEARCH: DISCUSSION PAPERS ON HEALTH AND EDUCATION

During the year, **misean cara** commissioned research into missionaries' insights, analyses and recommendations regarding their development practice and work in the areas of health and education. The research included data collection that linked in with the regional consultations in Brazil, Kenya and South Africa.

The purpose of this research was to collate discussion papers to encourage meaningful discussion among missionaries about best practice and to inform funding policy within **misean cara**.



section three:

## Directors' Report and Financial Statements

Directors' Report

Auditors' Report

Financial Statements



# Director's Report and Financial Statements

Extracted from Annual Audited Accounts of the Irish Missionary Resource Service, trading as **misean cara**

## COMPANY DETAILS

### Board of Directors

Sr Noelle Corscadden IBVM	Chairperson
Br Peter Roddy OSF	
Sr Fidelma O'Neill FMSA	(resigned 18/09/2007)
Sr Ursula Sharpe MMM	
Sr Betty Coughlan RSM	
Fr Tommy Hayden SPS	(resigned 18/09/2007)
Fr Paul Byrne OMI	
Fr Richard Quinn CSSp	

Mr Tony Cotter	
Sr Ann Ryan SSC	(resigned 18/09/2007)
Sr Breda Bird MSHR	
Sr Bridgette Cormack FMSA	(appointed 20/10/2007)
Fr Sean McDonagh SSC	(appointed 20/10/2007)
Fr John Coleman CSSp	(appointed 20/10/2007)

### Secretary

Séamus O'Gorman

### Staff

Chief Executive Officer	Mike Grealley
Programmes Manager	Anne-Marie McCarthy
Finance & Communications Manager	Séamus O'Gorman
Systems Officer	Eilish Costello
Co-financing Officer	Jill Corish
Co-financing Officer	Anthony Hannon
Communications Officer	Rita McCullagh
Clerical Officer	Dorothy McMahon
Receptionist	Kathleen Foley

<b>Registered Office</b>	St Pauls Retreat Mount Argus, Lr Kimmage Road, Dublin 6W.
<b>Auditors</b>	Grant Thornton, 24-26 City Quay, Dublin 2.
<b>Bankers</b>	Bank of Ireland, Terenure, Dublin 6.
<b>Solicitors</b>	Eames Solicitors 2 Malthouse Square, Smithfield, Dublin 7.
<b>Registered</b>	Charity Number: CHY15772

## The Directors' Report

### Constitution and Objects

The company is a company limited by guarantee not having a share capital. It is a registered charity, the object of which is to provide for the relief of poverty and the advancement of education by the accessing, securing and administering of funds for poverty relief development projects and the provision of training and personnel to carry out such projects.

### Objectives and Activities

The main activities of the company are the accessing of funds for the company's principal objectives, the administering and distribution of such funds. The company also works with members to increase their capacity to deliver development projects.

### Who governed by

The company is governed by a Board of Directors. The present membership is listed on page 57.

### Monitoring and evaluation of projects

Monitoring of project/programme implementation on the ground is the responsibility of the implementing agency. The IMRS has a responsibility to monitor its own activities in pursuit of its strategic objectives, e.g. processing of grant applications, disbursement of funds and communications with members. As an intermediary between donors and implementers, it also has a responsibility to monitor compliance with the conditions attached to any funding. This routine monitoring is carried out through reports from the grant recipients but this is supplemented by a regular programme of field visits to particular countries/regions by staff. In 2007 the IMRS carried out a range of monitoring activities including an externally led report on work in Central America, and HIV/AIDS work in Uganda. IMRS staff also

engaged in a number of field visits. The IMRS also carried out an external review of its funding mechanisms. Evaluation of individual projects/programmes is also the responsibility of implementing agencies in the first instance. The IMRS will each year commission a small number of broader thematic and/or regional evaluations where there are issues of wider interest. It will do so in consultation with its members and with its donor partners.

### Employee involvement, kept up to date on progress

Employees are kept informed of the progress of the company through regular staff meetings.

### Statement of Directors' Responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with the applicable law and Generally Accepted Accounting Practice in Ireland, including the accounting standards issued by the Accounting Standards Board and promulgated by the Institute of Chartered Accountants in Ireland. Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the Directors are required to

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the company and which enable them to ensure that the financial statements comply with the Companies Acts, 1963 to 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Reserves Policy

In 2007, the IMRS had a policy of retaining only sufficient reserves to safeguard the continuity of its operations, thereby committing the maximum possible resources to its immediate programmes. The rationale for this Policy is supported by the IMRS's continued policy of planning for break-even on current operations.

The directors have an agreed policy to hold a contingency reserve amounting to 35% of its unrestricted expenditure for the current year as a reserve against shortfalls from the charity's principal sources of income and that any excess greater than 35% at year end will be reallocated at Board's discretion to the most appropriate other line in Direct Charitable Expenditure. Total reserves as at 31 December 2007 were €882,911 (Restricted: €224,564; unrestricted: €658,347). The surplus on restricted reserves was reallocated with the Board's approval in early 2008 for emergency relief in Kenya.

The Directors have determined that deposit interest earned should be set aside as a designated small projects fund to be capped at €50,000.

### Books of account held

To ensure that proper books and accounting records are kept in accordance with Section 202 Companies Act, 1990 the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the company's premises at St Pauls' Retreat, Mount Argus, Lower Kimmage Rd. Dublin 6W.

### Risk Management

The board of directors are aware of the major risks to which the charity is exposed, in particular those related to the operations and finances of the organisation, and are satisfied that systems are in place to mitigate exposure to the major risks.

### Auditors

In accordance with Section 160(2) of the Companies Act 1963, Grant Thornton, have been appointed as auditors to the company.

Signed on behalf of the Board



**Sr Noelle Corscadden**  
IMRS Chairperson



**Sr. Betty Coughlan**  
Treasurer

## Independent Auditors' Report

to the Members of the Irish Missionary Resource Service Year ended 31st December 2007

We have audited the financial statements of The Irish Missionary Resource Service for the year ended 31 December 2007, which comprises the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet, the Cash Flow statement and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by the law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of Directors and Auditors in relation to the financial statements

As described in the Statement of Directors' Responsibilities, the company's directors are responsible for the preparation of financial statements in accordance with applicable law and the accounting standards issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with the Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with the Companies Acts, 1963 to 2006. We also report to you whether in our opinion: proper books of account have been kept by the company; and whether the information given in the directors' report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purpose of our audit and whether the company's balance sheet and its income and expenditure account are in agreement with the books of account.

We report to the members if, in our opinion, any information specified by law regarding directors' remuneration and directors' transactions is not given and, where practicable, include such information in our report.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

### Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland). An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed. We planned and

performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### Opinion

In our opinion, the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at 31 December 2007 and of its surplus for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Acts, 1963 to 2006.

We have obtained all the information and explanations we considered necessary for the purposes of our audit. In our opinion, proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In our opinion, the information given in the Directors' Report is consistent with the financial statements.

**Grant Thornton,**  
Chartered Accountants & Registered Auditors,  
24 - 26 City Quay, Dublin 2.

## Statement of Financial Activities

Incorporating an Income and Expenditure account for the year ended 31st December 2007

	Restricted	Unrestricted	Total 2007	Total 2006
	€	€	€	€
<b>Voluntary income</b>				
Irish Aid	15,040,000	960,000	16,000,000	14,000,000
Simon Cumbers Media Challenge Fund	-	-	-	7,500
Miscellaneous Income	-	-	-	2,100
<b>Investment income</b>				
Bank interest receivable	-	162,252	162,252	58,392
<b>Total income resources</b>	<b>15,040,000</b>	<b>1,122,252</b>	<b>16,162,252</b>	<b>14,067,992</b>
<b>Resources expended</b>				
<b>Charitable activities</b>				
Personnel Funding - Block	8,191,946	-	8,191,946	8,176,374
Missionary Development Fund	5,629,668	-	5,629,668	4,752,411
Organisational Development Fund	695,136	-	695,136	261,324
Capacity Building and Development	98,863	-	98,863	-
Monitoring and Evaluation	192,673	-	192,673	260,100
Returned Missionaries	56,000	-	56,000	30,660
Simon Cumbers Media Challenge Fund	-	-	-	7,500
Emergency Fund	-	48,850	48,850	-
<b>Total Charitable Expenditure</b>	<b>14,864,286</b>	<b>48,850</b>	<b>14,913,136</b>	<b>13,488,369</b>
<b>Other Expenditure</b>				
Administration Costs	-	635,169	635,169	497,226
Governance Costs	-	49,854	49,854	30,322
<b>Total resources expended in the year</b>	<b>14,864,286</b>	<b>733,873</b>	<b>15,598,159</b>	<b>14,015,917</b>
<b>Net incoming (outgoing)</b>				
<b>Resources</b>	175,714	388,379	564,093	52,075
Transfers	48,850	(48,850)	-	-
Fund balances brought forward	-	318,818	318,818	266,743
<b>Fund balances carried forward</b>	<b>224,564</b>	<b>658,347</b>	<b>882,911</b>	<b>318,818</b>

## Balance Sheet

as at 31 December 2007

	2007 €	2006 €
<b>Fixed Assets</b>		
Tangible assets	48,541	63,571
<b>Current Assets</b>		
Debtors & prepayments	7,237	4,633
Cash at bank and on hand	922,672	308,449
	<b>929,909</b>	<b>313,082</b>
<b>Creditors</b>		
(amounts falling due within one year)	(95,539)	(57,835)
<b>Net Current Assets</b>	<b>834,370</b>	<b>255,247</b>
<b>Total Assets Less Current Liabilities</b>	<b>882,911</b>	<b>318,818</b>
<b>The Funds Of The Charity</b>		
Restricted Funds	224,564	-
Unrestricted Funds	658,347	318,818
<b>Total Charity Funds</b>	<b>882,911</b>	<b>318,818</b>

## Cashflow statement

For the year ended 31 December 2007

	2007	2006
	€	€
<b>Cash Flow Statement</b>		
Net cash inflow from operating activities	457,004	49,820
Purchase of tangible fixed assets	(5,033)	(6,979)
Disposal of tangible fixed assets	-	-
Interest received	162,252	58,392
	-----	-----
<b>Net cash inflow</b>	<b>614,223</b>	<b>101,233</b>
	=====	=====
<b>Reconciliation of net cash flow to movement in cash at bank</b>		
Cash at bank at beginning of year	308,449	207,216
Cash at bank at end of year	922,672	308,449
	-----	-----
<b>Increase in cash</b>	<b>614,223</b>	<b>101,233</b>
	=====	=====
<b>Reconciliation of net incoming resources to net cash inflow from operating activities</b>		
Net incoming resources	564,093	52,075
Depreciation	20,063	20,638
Loss on disposal of fixed assets	-	-
(Increase)/Decrease in debtors	(2,574)	(13)
(Decrease)/Increase in creditors	37,674	35,512
Interest receivable	(162,252)	(58,392)
	-----	-----
<b>Net cash inflow from operating activities</b>	<b>457,004</b>	<b>49,820</b>
	=====	=====

## Notes to the Financial Statements

for the Year Ended 31 December 2007

	Restricted	Unrestricted	Total 2007	Total 2006
	€	€	€	€
<b>Personnel Funding - Block</b>				
Augustinian Fathers	15,000	-	15,000	15,000
Capuchin Order (OFM Cap)	15,000	-	15,000	15,000
Order of Carmelites (O Carm)	-	-	-	15,000
Discalced Carmelites (OCD)	15,000	-	15,000	15,000
Christian Brothers	165,000	-	165,000	165,000
Columban Fathers	150,000	-	150,000	150,000
Comboni Missionaries	-	-	-	-
Congregation of Dominican Sisters	150,000	-	150,000	150,000
Daughters of Charity of Saint Vincent de Paul	210,000	-	210,000	210,000
Daughters of Mary and Joseph	51,000	-	51,000	51,000
Daughters of Our Lady of the Sacred Heart	45,000	-	45,000	45,000
De La Salle Brothers	120,000	-	120,000	113,326
Diocese of Killala	30,000	-	30,000	45,000
Divine Word Missionaries (SVD)	30,000	-	30,000	30,000
Dominican Fathers	-	-	-	7,500
Faithful Companions of Jesus	15,000	-	15,000	15,000
Franciscan Brothers	75,000	-	75,000	75,000
Franciscan Missionaries of Divine sMotherhood	75,000	-	75,000	75,000
Franciscan Missionaries of Mary	30,000	-	30,000	30,000
Franciscan Missionaries of St Joseph	90,000	-	90,000	90,000
	-----	-----	-----	-----
<b>Balance brought forward</b>	<b>1,281,000</b>	<b>-</b>	<b>1,281,000</b>	<b>1,311,826</b>
	=====	=====	=====	=====

	Restricted	Unrestricted	Total 2007	Total 2006		Restricted	Unrestricted	Total 2007	Total 2006
	€	€	€	€		€	€	€	€
Balance carried forward	1,281,000	-	1,281,000	1,311,826	Balance carried forward	5,810,000	-	5,810,000	4,833,326
Franciscan Missionaries Sisters for Africa	405,000	-	405,000	405,000	Salesian Sisters	30,000	-	30,000	30,000
Franciscan Missionary Union (OFM)	15,000	-	15,000	15,000	Salesian Fathers	20,000	-	20,000	-
Franciscan Sisters of the Immaculate Conception	30,000	-	30,000	30,000	Sisters of Charity	105,000	-	105,000	105,000
Good Shepherd Sisters	15,000	-	15,000	15,000	Sisters of Cross & Passion	165,000	-	165,000	165,000
Institute of Blessed Virgin Mary (Loreto)	105,000	-	105,000	105,000	Sisters of Holy Spirit	50,000	-	50,000	50,000
Institute of Our Lady of Mercy	30,000	-	30,000	30,000	Sisters of Infant Jesus	81,000	-	81,000	81,000
Irish Ursuline Union	66,000	-	66,000	66,000	Sisters of Our Lady of Charity	30,000	-	30,000	30,000
Jesuit Missions	285,000	-	285,000	285,000	Sisters of Our Lady of Sion	45,000	-	45,000	45,000
La Sainte Union	30,000	-	30,000	30,000	Sisters of Our Lady of Apostles	30,000	-	30,000	30,000
Little Sisters of the Assumption	120,000	-	120,000	120,000	Sisters of Sacred Heart of Jesus and Mary	245,000	-	245,000	245,000
Little Company of Mary	30,000	-	30,000	30,000	Sisters of St Joseph of Annecy	105,000	-	105,000	105,000
Marist Fathers	15,000	-	15,000	15,000	Sisters of St Joseph of Cluny	66,000	-	66,000	66,000
Marist Sisters	15,000	-	15,000	15,000	Sisters of St Louis	120,000	-	120,000	120,000
Medical Missionaries of Mary	840,000	-	840,000	840,000	Society of African Missions	90,000	-	90,000	93,750
Mercy Sisters	390,000	-	390,000	390,000	Society of the Sacred Heart	30,000	-	30,000	30,000
Mill Hill Missionaries	105,000	-	105,000	105,000	Spiritans	235,000	-	235,000	235,000
Missionaries of the Sacred Heart (MSC)	15,000	-	15,000	15,000	Viatres Christi	193,996	-	193,996	171,297
Missionary Sisters of the Assumption	105,000	-	105,000	105,000	Vincentian Fathers	51,000	-	51,000	51,000
Missionary Sisters of Holy Rosary	600,000	-	600,000	600,000	Volunteer Missionary Movement	689,950	-	689,950	690,000
Missionary Sisters of St Columban	110,000	-	110,000	110,000					
Oblates of Mary Immaculate	30,000	-	30,000	30,000					
Order of St Camillus	30,000	-	30,000	30,000	<b>Total</b>	<b>8,191,946</b>	<b>-</b>	<b>8,191,946</b>	<b>8,176,374</b>
Pallottine Fathers	51,000	-	51,000	51,000					
Patrician Brothers	105,000	-	105,000	105,000					
Poor Servants of the Mother of God	75,000	-	75,000	75,000					
Presentation Brothers	105,000	-	105,000	105,000					
Presentation Sisters	300,000	-	300,000	300,000					
Redemptorist Fathers	51,000	-	51,000	51,000					
Religious of Jesus & Mary	15,000	-	15,000	7,500					
Religious of the Sacred Heart of Mary	96,000	-	96,000	96,000					
Rosminian Fathers	15,000	-	15,000	15,000					
Saint John of God Brothers	30,000	-	30,000	30,000					
St John of God Sisters	30,000	-	30,000	30,000					
Saint Patrick's Missionary Society	270,000	-	270,000	270,000					
<b>Balance brought forward</b>	<b>5,810,000</b>	<b>-</b>	<b>5,810,000</b>	<b>5,833,326</b>					



	Restricted	Unrestricted	Total 2007	Total 2006
<b>MISSIONARY DEVELOPMENT FUND</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
Augustinian Fathers	59,200	-	59,200	-
Capuchin Order (OFM Cap)	128,872	-	128,872	45,523
Christian Brothers	129,026	-	129,026	15,075
Columban Fathers	382,300	-	382,300	270,307
Daughters of Charity of St Vincent de Paul	93,848	-	93,848	50,000
Daughters of Mary and Joseph	12,000	-	12,000	25,200
De la Salle Brothers	222,884	-	222,884	302,243
Divine Word Missionaries	214,678	-	214,678	100,191
Franciscan Brothers	-	-	-	50,000
Franciscan Missionaries of Divine Motherhood	40,445	-	40,445	50,000
Franciscan Missionaries of Mary	-	-	-	12,900
Franciscan Missionaries of St Joseph	-	-	-	95,000
Franciscan Missionary Sisters for Africa	100,000	-	100,000	133,109
Franciscan Missionary Union	62,699	-	62,699	-
Franciscan Sisters of the Immaculate Conception	71,778	-	71,778	-
Good Shepherd Sisters	-	-	-	100,000
Institute of Blessed Virgin Mary (Loreto)	120,388	-	120,388	200,000
Institute of Our Lady of Mercy (Leeds)	-	-	-	50,000
Irish Ursuline Union	100,000	-	100,000	-
Jesuit Missions	245,873	-	245,873	85,610
La Sainte Union	100,000	-	100,000	-
Little Sisters of the Assumption	54,462	-	54,462	87,600
Marist Brothers	62,000	-	62,000	49,200
Medical Missionaries of Mary	36,382	-	36,382	-
Mercy Sisters	164,237	-	164,237	103,735
Mill Hill Missionaries	-	-	-	11,700
Missionaries of Africa	82,724	-	82,724	-
Missionaries of the Sacred Heart	70,884	-	70,884	20,000
Missionary Sisters of the Assumption	69,183	-	69,183	18,000
Missionary Sisters of Holy Rosary	252,369	-	252,369	129,265
Missionary Sisters of St Columban	6,475	-	6,475	33,858
Marie Auxiliatrice Sisters	-	-	-	99,724
Nazareth Sisters	-	-	-	22,884
Notre Dame des Missions	-	-	-	23,640
Oblates of Mary Immaculate	186,408	-	186,408	177,776
Passionist Fathers	-	-	-	100,000

	Restricted	Unrestricted	Total 2007	Total 2006
MISSIONARY DEVELOPMENT FUND	€	€	€	€
Pallottine Fathers	155,000	-	155,000	-
Patrician Brothers	79,875	-	79,875	45,660
Poor Servants of the Mother of God	-	-	-	20,000
Presentation Brothers	18,300	-	18,300	75,000
Presentation Sisters	224,876	-	224,876	245,535
Redemptorist Fathers	43,975	-	43,975	-
Religious of the Sacred Heart of Mary	155,811	-	155,811	88,000
Rosminian Fathers	-	-	-	35,000
Saint John of God Brothers	-	-	-	21,000
Saint John of God Sisters	23,519	-	23,519	50,000
Saint Patrick's Missionary Society	330,360	-	330,360	239,293
Salesian Fathers	40,831	-	40,831	195,456
Salesian Sisters	-	-	-	86,681
Servites	-	-	-	77,142
Sisters of Charity	183,033	-	183,033	112,458
Sisters of Cross and Passion	112,000	-	112,000	76,000
Sisters of Holy Cross	30,000	-	30,000	70,000
Sisters of the Holy Spirit	100,000	-	100,000	-
Sisters of Infant Jesus	-	-	-	57,463
Sisters of Our Lady of Apostles	127,568	-	127,568	33,151
Sisters of Sacred Heart of Jesus and Mary	67,456	-	67,456	21,266
Sisters of St Joseph of Annecy	95,000	-	95,000	-
Sisters of St Joseph of Cluny	30,633	-	30,633	10,750
Sisters of St Louis	228,869	-	228,869	118,250
Society of Africa Missions	-	-	-	120,573
Spiritans	321,831	-	321,831	327,054
Volunteer Missionary Movement	191,616	-	191,616	164,139
<b>Total</b>	<b>5,629,668</b>	<b>-</b>	<b>5,629,668</b>	<b>4,752,411</b>

## MISEAN CARA

### ABOUT US

**misean cara** was founded by missionaries in 2004 as a missionary development organisation to support the development work of missionaries. Missionaries are making a real difference in the fight against poverty by being agents of change for the better in the lives of those communities within which they live and work.

**misean cara** is a membership organisation made up of over 80 missionary organisations and governed by a Board of Directors elected by missionaries.

**misean cara** supports the uniqueness and humanity of the faith-based approach to development of those missionaries engaged in frontline work throughout the developing world.

**misean cara** seeks to be a true and faithful friend to the gospel-inspired development work of missionary organisations. Looking forward, we seek to engage with our member missionary organisations in a respectful and honest conversation about the future of that work. We aim to support them in further strengthening their capacity to make real, lasting and substantial differences in the lives of those oppressed by poverty, war and environmental degradation.

**misean cara** believes that the strengthening of partnerships with missionaries from all over the world is pivotal to the sustainability of the missionary effort to fight poverty. We are working closely with the emerging generation of missionaries to ensure this is the case.

## OUR MEMBERS

Augustinian Fathers  
Capuchin Order  
Christian Brothers  
Cistercians  
Comboni Missionaries  
Congregation of Dominican Sisters  
Congregation of the Passion  
Congregation of the Sisters of Mercy  
Daughters of Charity of St Vincent de Paul  
Daughters of Mary and Joseph  
Daughters of Our Lady of the Sacred Heart  
Daughters of the Holy Spirit  
De La Salle Brothers  
Discalced Carmelites  
Divine Word Missionaries  
Dominican Fathers  
Faithful Companions of Jesus  
Franciscan Brothers  
Franciscan Missionaries of the Divine Motherhood  
Franciscan Missionaries of Mary  
Franciscan Missionaries of St Joseph  
Franciscan Missionary Sisters for Africa  
Franciscan Missionary Union  
Franciscan Sisters of the Immaculate Conception  
Good Shepherd Sisters  
Holy Faith Sisters  
Hospitaller Order of St John of God  
Institute of the Blessed Virgin Mary (Loreto)  
Jesuit Missions  
La Sainte Union

Little Company of Mary  
Little Sisters of the Assumption  
Marie Auxiliatrice Sisters  
Marist Brothers  
Marist Fathers  
Marist Sisters  
Medical Missionaries of Mary  
Mill Hill Missionaries  
Missionaries of Africa  
Missionaries of the Sacred Heart  
Missionary Sisters of St Columban  
Missionary Sisters of the Assumption  
Missionary Sisters of the Holy Rosary  
Missionary Sisters of Our Lady of Apostles  
Missionary Sisters Servants of the Holy Spirit  
Missionary Society of St Columban  
Notre Dame des Missions  
Oblates of Mary Immaculate  
Order of Carmelites  
Order of St Camillus  
Pallottine Fathers  
Patrician Brothers  
Poor Servants of the Mother of God  
Presentation Brothers  
Redemptorists  
Religious of Jesus and Mary  
Religious of the Sacred Heart of Mary  
Religious Sisters of Charity (RSC)  
Rosminians  
Saint John of God Sisters  
Saint Patrick's Missionary Society

Salesians of Don Bosco  
Salesian Sisters  
Servites  
Sisters of Charity of the Incarnate Word  
Sisters of Nazareth  
Sisters of Our Lady of Sion  
Sisters of Saint Clare  
Sisters of Saint Joseph of Annecy  
Sisters of Saint Joseph of Chambery  
Sisters of Saint Joseph of Cluny  
Sisters of Saint Louis  
Sisters of the Cross and Passion  
Sisters of Holy Cross  
Sisters of the Infant Jesus  
Sisters of the Sacred Hearts of Jesus and Mary  
Society of African Missions  
Society of the Sacred Heart  
Spiritans  
The Vincentians  
Union of Our Lady of Charity  
Union of Sisters of the Presentation of the Blessed Virgin Mary  
Ursulines of the Irish Union  
Viatores Christi  
Volunteer Missionary Movement





