

**misean cara** was established to support the **development work of missionaries** who are making a real difference in the **fight against poverty** in the communities where they live and work.

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

**misean cara's** members work in over 60 countries throughout **Africa, Asia and Latin America**. Areas of focus include education, healthcare, income generation, rural and urban development, environment, and human rights.

annual report 2008



**misean cara**  
Mission Support from Ireland

## thank you

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

If you want to find out more information, contact:

**misean cara**  
1st Floor, 563 South Circular, Kilmainham, Dublin 8, Ireland.

Tel: +353 (0) 1 405 5028/9 Fax: +353 (0) 1 405 5066  
Email: [info@miseancara.ie](mailto:info@miseancara.ie) Web: [www.miseancara.ie](http://www.miseancara.ie)

© 2009 **misean cara**.

Printed on recycled paper.  
Designed by [roomthree.com](http://roomthree.com)

**misean cara** gratefully acknowledges  
the funding support of:



**misean cara's** misson statement

missionaries are called to bring God’s love to poor and oppressed people and to the endangered earth itself. **misean cara** works to bring about transformation through supporting missionary organisations and their partners, who are involved in promoting poverty eradication, education, health care, social justice, peace, the integrity of creation, and inter-religious collaboration.

**contents**

SECTION ONE:		SECTION THREE:		SECTION FIVE:	
<b>introduction</b>		<b>how we provide funding support</b>		<b>directors' report &amp; financial statements</b>	
<b>misean cara:</b> About us	05	Funding Breakdowns	19	Directors' Report	29
Chairperson's Foreword	06	Personnel Co-financing	20	Auditors' Report	30
CEO's introduction	07	Missionary Development Fund	21	Financial Statements	31
SECTION TWO:		Programmatic Funding	21		
<b>work we support</b>		Emergency support	21		
Primary Health Care	09	SECTION FOUR:			
Basic Education	10	<b>other support activities</b>			
Rural Development	12	Organisational Assessments	23		
Urban Community Development	13	Organisational Development Fund	23		
Human Rights	14	Capacity building: In-Country Training,			
Income Generation	15	Regional Training, Liaison Officer Support,			
Water and Sanitation	16	Monitoring and Evaluation Grant	23		
Environment	17	Support for Returned Missionaries	24		
		Communications	24		
		Research, Monitoring and Evaluation	25		
		Strategic Plan, 2009-2012	27		

section one

## introduction

- **misean cara:** about us
- chairperson's foreword
- ceo's introduction



Sr Ebele Onwualuelo, MSHR, and Sr Helen Ohieme, MSHR, at the Diocesan Development Centre in the town of Idah in Kogi State, Nigeria. In 2008 the Missionary Sisters of the Holy Rosary worked in the areas of education, community development, healthcare including HIV and AIDS, environment and advocacy in Nigeria.

## WHO WE ARE:

**misean cara** is an Irish development organisation rooted in a commitment to further strengthening and promoting the gospel-inspired development work of missionary organisations. We are membership-based and currently have 87 member organisations whose missionaries are spread throughout the world, working with the poor. Our role is to support these organisations and their members in their development work.

## WHAT WE DO:

**misean cara** support for members involves both financial support and support in the form of related advice, information, and capacity-building. Since 2004, we have channelled a total of just under €68m of funds to our members. **misean cara** funding currently supports over 800 personnel in the field. Alongside this, up to 100 projects in over 50 countries are funded annually. Our members work in the areas of education, health, rural development, urban development, human rights, income generation, water and sanitation, and the environment.

In 2008, funding for our members was made available under a number of schemes. The Missionary Development Fund provided co-funding for projects, while the Personnel Co-financing Scheme supported the work of missionary personnel. We also administered an In-country Training Scheme, an Organisational Development Scheme, an Emergency Support Fund and a Missionary Development Awareness Scheme.

Additionally, a number of members have begun to move towards the adoption of a programmatic approach to their work. **misean cara** supported this transition through making integrated funding available for their activities for the first time in 2008.

## OUR CORE VALUES ARE COMMITMENT, SERVICE AND HOPE:

**Commitment** to standing alongside the poor and oppressed and the endangered earth, offering a sustained presence to people in their suffering and vulnerability.

**Service** which assists the mission of the member organisations 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 address the root causes of injustice, poverty, environmental degradation and all that inhibits the flourishing of human dignity and the earth's well-being.

## KEY ACHIEVEMENTS IN 2008:

2008 was the last year of **misean cara's** first Strategic Plan, and was marked by a number of key organisational achievements. These included:

- **Accessing and distributing €20 million in funding from Irish Aid to members.** Since our establishment in 2004, we have accessed €68 million in funding from Irish Aid, which has been used to support missionary development programmes in 66 countries, spanning Africa, Asia and Latin America;
- **The development of our next Strategic Plan,** which will guide the organisation's growth between 2009 and 2012;
- **Successfully rebranding the organisation and establishing our new identity with members and other key stakeholders.** The rebrand was officially launched in Croke Park in June 2008. Speaking on video from Malawi during the event, Minister of State for Overseas Development Peter Power said he hoped the rebranding of the agency would begin 'a new and fruitful collaboration between the State and the missionary sector';
- **Allocating almost €600,000 to support members' emergency relief work.** Countries to which funding was allocated included Kenya, Haiti, India, Madagascar, Mozambique and Zimbabwe;
- **Assisting a number of members to adopt a more programmatic approach to their work,** including through conducting organisational assessments and providing integrated funding;
- **Building the capacity of Liaison Officers in Ireland and personnel overseas** through workshops and regional training courses on topics such as IT, financial training, and project planning;
- **Developing our research function,** through a focus on health, education and succession in missionary development work, and hosting a conference for members in Ireland;
- **Supporting monitoring and evaluation through the provision of funding for monitoring and evaluation visits.** A grant of €2,000 was made available to all members to facilitate monitoring visits to their personnel and projects overseas;
- **Promoting the work of the organisation and of our members through active engagement with the media.** This included a press trip which **misean cara** undertook to Kenya to highlight some of the challenges facing its members, following the post-election violence;
- **In collaboration with the Irish Missionary Union, launching the 'Missionaries and Development' exhibition** which portrayed a contemporary look at ongoing missionary work within the areas of health, education and environment.



2008 was an important year in the development of **misean cara**. Our first Strategic Plan period came to an end, and the Plan that will guide us over the coming four years was developed. During the year, we undertook a rebrand, changing our name to reflect more clearly our aspiration to be a true and faithful friend to the gospel-inspired development work of missionary organisations.

It is worth reflecting on the achievements of the organisation since it was set up in 2003. Over the past years, **misean cara** has undergone considerable growth and change, which is reflected in the rise in our membership from 58 to 87 organisations. We accessed €68 million in funding from Irish Aid, which has been used to support missionary development programmes in 66 countries, spanning Africa, Asia and Latin America. Our funding schemes, which were inherited from Irish Aid, have been developed and enhanced over the period, to better respond to both members' needs and the principles of good practice in development work. Through the provision of support for organisational development and in-country training, we have focused on encouraging capacity building of members, both overseas and in Ireland.

During the year, a key area of focus was on working with members who are moving towards the introduction of a programme approach to their development work: seven member organisations received integrated funding from us for the first time, and a further ten underwent an organisational assessment procedure, to help facilitate their transition to a programmatic approach. We continued to support members through a number of funding schemes, and this report helps to highlight some of the enormous range of work that is being carried out thanks to the funding, often in the most isolated of places and with the most marginalised of people. As is demonstrated, funding was used to great effect in emergency situations, especially in response to the post-election violence that shook Kenya at the beginning of the year.

We are now more than mid-way in the journey towards the achievement of the Millennium Development Goals, and during 2008, there was a renewed commitment from stakeholders around the world to ensuring that they are reached. At a time when 1.4 billion people are living in extreme poverty, and 2 billion are undernourished, we welcome this renewed commitment and stress the urgency of working in solidarity with people in developing countries. As this report illustrates, there are many successes in the struggle to build better futures for people, in areas ranging from education to health care to rural development. However, this is an ongoing struggle and one that is more important than ever during this time of global economic crisis.

**misean cara** continues to be grateful to Irish Aid for the significant funding - €20 million in 2008 – it has provided to us. As is highlighted throughout this report, the funding is making a very real difference to the lives of some of those most in need of support around the world.

I would like to thank the staff and Board members for their dedication and continuing hard work on behalf of **misean cara** members, especially Br. Peter Roddy, OSF, Fr. Richard Quinn, CSSp, and Fr. John Coleman, CSSp, whose terms of office ended during the year, and Mr. Tony Cotter, who resigned at the beginning of 2008. We were very happy to welcome Fr. Ian Buckmaster, M.Afr, Mr. Rory Dowling, Fr. Declan Power, CFC, and Sr. Maeve Guinan, SJC, onto to the Board.

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.

A handwritten signature in black ink, reading 'Noelle Corscadden'. The script is fluid and cursive, with a large initial 'N' and a long, sweeping underline.

**Sr Noelle Corscadden**  
**misean cara** Chairperson



A number of significant events took place in 2008 that helped to guide the evolution of **misean cara** and establish our direction for the future. Building on and consolidating our learning from consultations with members throughout the previous year, we worked to develop our identity through rebranding and, crucially, through the formulation of our Strategic Plan for 2009-2012.

Our first strategic plan offered us the opportunity to more fully get to know our members and to examine ways of providing support for the international development work which they are undertaking around the world. This knowledge proved to be invaluable throughout the lengthy preparatory process that resulted in our new Plan.

To support its development, our Board set up a Strategic Planning Committee to oversee the process, which included a number of external members. We engaged with members through a series of consultative workshops, bilateral meetings and the distribution of an issues paper for comment. Through this process, which was supported by Fitzpatrick Associates, we identified the key objectives that our organisation will strive to meet over the coming years, in order to best support the uniqueness and humanity of the faith-based approach to development.

This is a time of great uncertainty and challenge, with the global financial crisis impacting severely on the people in the countries where our members work. Domestically, the effects of the recession were beginning to become apparent during the finalisation of the Strategic Plan, with the result that the need for **misean cara** to diversify our funding sources over the coming years is highlighted.

The Plan sets out a number of strategic objectives, including a review of funding mechanisms, which will help transform inherited models into schemes that are more appropriate to missionaries and that ensure standards of good practice, accountability and transparency are upheld.

Other areas of focus include strengthening our capacity building activities and consolidating our links with members. Legacy and localisation will also be crucial over the coming years, reflecting the growing diversity of our members. This will help to guarantee that, where necessary, members are fully enabled to manage their relationships with us and with other donors. Additionally, emphasis will be placed on enabling our executive to operate with member organisations, irrespective of their location or nationality.

By concentrating on these areas, we are confident that we will be best able to continue our funding and support for member organisations in their work.

A handwritten signature in dark ink, appearing to read 'Mike Greally', written over a horizontal line. The signature is fluid and cursive.

**Mike Greally**  
Chief Executive Officer

## work we support

- primary health care
- basic education
- rural development
- urban community development
- income generation
- human rights
- water and sanitation
- environment



Fr Pat Clarke, Spiritan, with a local woman in Vila Prudente favela in São Paulo, Brazil. Fr Pat is director at the Centro Cultural Vila Prudente, which provides psychosocial counselling and support to disadvantaged women, children and young families and has initiated income generating activities for young people living in the favela.

PHOTO: NOEL GAVIN/ ALL PIX



A HIV and AIDS seminar in the parish of Kwai, high in the Usambara mountains of Tanzania.

**misean cara** supports members working for improved health care services at local, national and international levels, in countries around the world. Our members are committed to the development of health care that is both locally appropriate and cost-effective. They frequently work in marginalised areas where medical services may not otherwise be available, as is illustrated in the following examples of some **misean cara**-funded work in Kenya and Zimbabwe:

**For the majority of people living in Mukuru slum on the outskirts of the city of Nairobi in Kenya, many have been displaced from rural areas and have been forced to rent tiny rooms without water or sanitation facilities.** However, in this large amenity - and socially-deprived slum, with an estimated population of 700,000, the Medical Missionaries of Mary are working to empower the wider community by providing affordable health care services. At their centre - the Mukuru Community Based Health Care Clinic, which receives funding from **misean cara** - services provided to the local population include HIV and AIDS support, family planning and youth support, maternal and child healthcare services and curative and laboratory services, amongst others. In 2008 the centre treated almost 15,000 general patients, referring a total of 702 to hospital.

**According to the UNGASS Report on Zimbabwe (2008), over 1.3 million Zimbabweans were living with HIV and AIDS at the end of 2007.** The following year, Zimbabweans experienced a shortage of basic commodities on the market due to an internal monetary crisis caused by hyperinflation. This posed a particular threat to many living with HIV and AIDS, as people were forced to eat what food was available without considering its nutritional content. The Mutare Community Care Programme in eastern Zimbabwe aimed to tackle this problem by supporting a sustainable supply of natural medicines to the community being served. The project, initiated by the Diocese of Mutare Community Care Programme in

association with the Religious of the Sacred Heart of Mary, was aimed at making natural medicine more available and affordable to those in greatest need.

As part of the project plan, the refurbishment of the medicinal gardens took place so that plants could be safely grown and harvested. In addition to this, training programmes were conducted for community members to deepen their skills and understanding in the utilization of natural medicine. A processing and distribution centre was established in 2008 through co-funding from **misean cara**, in an effort to enhance capacity in the production, distribution and prescription of natural medicine products. The clinic strives to create a strong synergy and client referral system with other health institutions to ensure high quality and holistic care.

**For those who cannot reach clinic centres in urban areas, missionaries from the Catholic Diocese of Nakuru are providing outreach services through mobile clinics and visits to schools and community groups.** Under the East Pokot Medical Programme the Spiritans, in partnership with the Incarnate Word Sisters, provide primary health care to a community of more than 50,000 semi-nomadic pastoralist men, women and children through two base dispensaries and a network of 22 mobile clinics. The programme undertakes child immunisations, supplementary feeding programmes and pre/ante natal care activities. Their overall objective is to improve the livelihood security of the Pokot people through activities in the areas of water and sanitation, education and food security, as well as primary health care.

According to the World Health Organisation, the enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being.

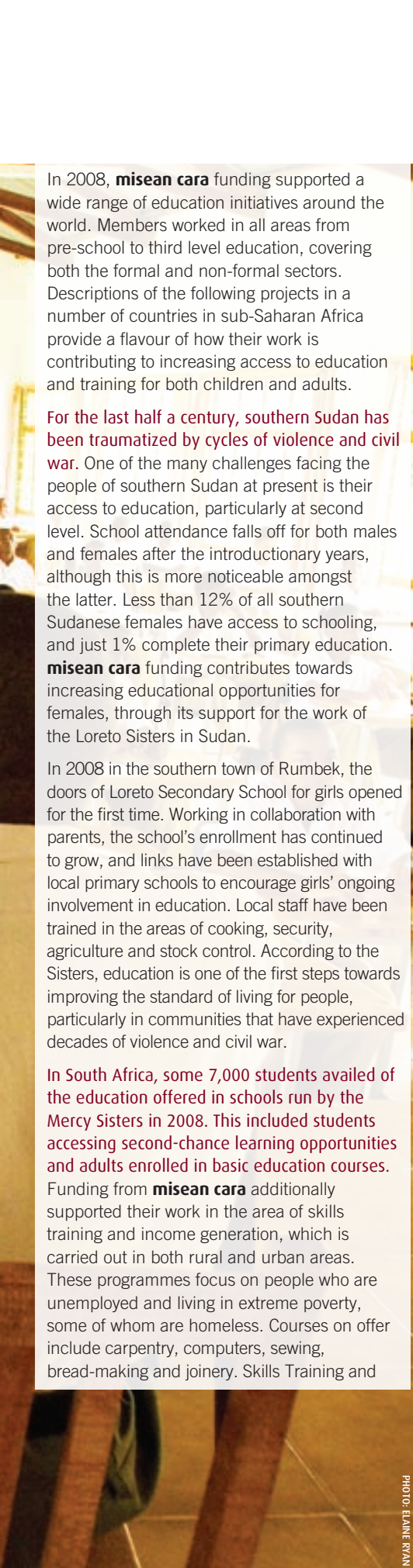
Three of the Millennium Development Goals relate directly to health: reducing child mortality, improving maternal health, and combating HIV and AIDS, malaria and other diseases. Statistics illustrate the stark differences that exist between developed and developing countries. The UN states that in sub-Saharan Africa, a woman's risk of dying from treatable or preventable complications of pregnancy and childbirth over the course of her lifetime is 1 in 22, compared to 1 in 7,300 in developed regions. A child born in a developing country is over 13 times more likely to die within the first five years of life than a child born in an industrialized country. Globally, an estimated 33 million people were living with HIV in 2007, the vast majority of whom lived in sub-Saharan Africa.

**misean cara** members are working in health care in over 30 countries throughout Africa, Asia and Latin America. Their activities range from the provision of curative services, to maternity services, to palliative pastoral care and education. This work is contributing towards the worldwide gains that have been made in achieving a higher standard of health, despite the enormous ongoing disparities between developed and developing countries.

Research has highlighted how faith-based organisations were amongst the first to react to HIV and have since been at the forefront in the provision of home-based and palliative care. It has also been found that missionary organisations are able to reach people at the grassroots level, and in hard-to-access areas that may not be served by governments.



Students of Rosmini Co-Educational Secondary School, in Pongwe, Tanzania, prepare to get underway in their final year examinations. In 2008 the Rosminian Fathers received funding to construct a 132-bed hostel for females attending the school, in an effort to provide them with safe accommodation and extend their time spent in education.



In 2008, **misean cara** funding supported a wide range of education initiatives around the world. Members worked in all areas from pre-school to third level education, covering both the formal and non-formal sectors. Descriptions of the following projects in a number of countries in sub-Saharan Africa provide a flavour of how their work is contributing to increasing access to education and training for both children and adults.

**For the last half a century, southern Sudan has been traumatized by cycles of violence and civil war.** One of the many challenges facing the people of southern Sudan at present is their access to education, particularly at second level. School attendance falls off for both males and females after the introductory years, although this is more noticeable amongst the latter. Less than 12% of all southern Sudanese females have access to schooling, and just 1% complete their primary education. **misean cara** funding contributes towards increasing educational opportunities for females, through its support for the work of the Loreto Sisters in Sudan.

In 2008 in the southern town of Rumbek, the doors of Loreto Secondary School for girls opened for the first time. Working in collaboration with parents, the school's enrollment has continued to grow, and links have been established with local primary schools to encourage girls' ongoing involvement in education. Local staff have been trained in the areas of cooking, security, agriculture and stock control. According to the Sisters, education is one of the first steps towards improving the standard of living for people, particularly in communities that have experienced decades of violence and civil war.

**In South Africa, some 7,000 students availed of the education offered in schools run by the Mercy Sisters in 2008. This included students accessing second-chance learning opportunities and adults enrolled in basic education courses.** Funding from **misean cara** additionally supported their work in the area of skills training and income generation, which is carried out in both rural and urban areas. These programmes focus on people who are unemployed and living in extreme poverty, some of whom are homeless. Courses on offer include carpentry, computers, sewing, bread-making and joinery. Skills Training and

Income Generating programmes take place in centres located in Orange Farm, Johannesburg, Boksberg, Mmakau and Winterveldt. The overall aim of the programmes is to ensure economic justice by providing opportunities for people to acquire skills to become employable or self-employed. Through the programmes, between one and two thousand women and men are trained annually.

**Project Busara is based in the slum areas of Nairobi, Kenya, under the auspices of the De La Salle Brothers.** It runs a one-year teacher upgrading service free of charge, with a view to training professional classroom practitioners who are employed in the non-formal sectors of Nairobi, and is supported by **misean cara**. Graduates from the course have begun to enrol in a three-year Diploma Course on Primary Education, which was set up at the Catholic University in recognition of their desire for formal qualifications. As a way of building on the work of Busara, and to conscientise parents and teachers from the slums about their constitutional rights to free primary education, the TEACH Magazine has been launched with financial support from **misean cara**. This resource advocates for free primary education, and provides ideas and guidance for teachers, as well as offering a forum for the exchange of ideas. Sustained advocacy by TEACH has helped to encourage the government to provide subsidies for some 150 slum schools.

**Located 100km north of the main town of Bamenda in the northwest province of Cameroon, the people of the Mmen ethnic group live in approximately 30 different villages, 27 of which are only accessible by foot.** There are no tarred roads in the area, no electricity and no piped water. The majority of people live at subsistence level, below the poverty line, and often walk the three-hour journey down to the Chah lowlands for farming or maize, beans and groundnuts. In 2008 the St Patrick's Missionary Society applied to **misean cara** for funding to build six additional classrooms for a newly constructed school in the parish of Bafmeng. The new buildings have enabled the provision of both technical and commercial education in a formal school setting for young adults between the ages of 12 and 20. The buildings facilitate 170 new students in this specialised area, along with the 350 existing students participating in secondary and non-formal education.

Education plays a crucial role in getting the world on track to achieving broader development goals, and there is strong evidence that, especially for girls, it can break the cycle of poverty and create more prosperous conditions.

The Millennium Development Goals (MDGs) include a focus on achieving universal primary education and eliminating gender disparity at all levels of education. The UN's 2008 MDGs report estimates that some 75 million children, 55% of whom are girls, are not in school: almost half of these are in sub-Saharan Africa. An estimated 776 million adults, about two-thirds of whom are women, lack basic literacy skills.

**misean cara** members have a long record of involvement in educational provision in countries across the world. We fund members' work in all aspects of education, ranging from the provision of education facilities to offering vocational training and primary, secondary and higher level education. This work is taking place in Africa, Asia and Latin America, and is contributing to the progress that is being made worldwide in the push to achieve internationally agreed education targets.

Although much remains to be done to achieve the targets set out in the MDGs, some advances have been made. For example, sub-Saharan Africa's average net enrolment ratio for primary education grew from 54% to 70% between 1999 and 2006, and the increase in South and West Asia was also impressive, rising from 75% to 86%. And in 2006, some 513 million students worldwide were enrolled in secondary school, which was an increase of nearly 76 million since 1999.



PHOTO: ELAIN EVAN

The World Bank highlights how in agricultural-based countries — home to 417 million rural people, 170 million of whom live on less than \$1 a day — this sector is now essential to overall growth, poverty reduction and food security.

Most of these countries are in Sub-Saharan Africa, where the sector employs 65 percent of the labor force and generates 32 percent of GDP growth.

Despite this, only 4 percent of official development aid goes to agriculture in developing countries. The Irish Hunger Task Force has called for a strong and renewed focus on food security and agriculture, which are key to reducing hunger, improving nutrition and promoting growth. This includes concentrating on smallholder farmers in Africa, in order to increase agricultural productivity, and focusing in particular on women, who play a vital role in food production in most developing countries.

Rural development is an important area of focus for many **misean cara** members, who work to improve the standard of living of rural communities in countries such as the Philippines, Rwanda and Zambia. Within these countries, they are involved with the provision of training for farmers in sustainable agricultural methodologies, supporting the establishment of farming cooperatives, working with rural women's groups, and providing training on the processing and marketing of produce to increase market value.

Around the world, **misean cara** members are working to improve the standard of living of rural communities. A key area of their focus is on promoting food security and encouraging local entrepreneurship. Education to improve the skills and opportunities for rural communities is also an important activity for many. The following examples from Ethiopia, Brazil, Kenya and Zambia highlight the holistic approach to rural development being taken by missionaries.

**In 2008 farmers living in Meki in central-east Ethiopia were offered an opportunity to train in modern systems of production and conservation.** The Farmers' Training and Production Programme was an ambitious new scheme, set up to improve subsistence farming in the region, which has exposed families to a continuous cycle of poverty and famine in the recent years. The aim of the project was to train farmers on how to introduce some variety in their yields and improve on their cattle breeding methods. **misean cara** provided co-financing for the purchase of equipment for the training centre. As part of the project, led by the De La Salle Brothers, income generating activities were introduced through the marketing and selling of produce at their college, Meki Catholic School. Monies from these activities were then invested back into the local school programme, which caters for 1,500 students.

**In an effort to continue the sustainability of the rural livelihoods of people living in the semi-arid region of north-east Brazil, the Religious of the Sacred Heart of Mary have set about finding an inexpensive solution to encourage further agricultural development.** Working in the district of Filadelfia in the Bahia State, they applied for funding from **misean cara** to construct a new flour mill for the region which could be used by local farmers to grind the locally grown staple food, manioc. Throughout the design of the new mill, the Sisters drew on their partnership with the Small Rural Producers Association of Jacare

Morris, a farm manager for a self-help community plot in the parish of Ewuaso, Kenya manages, advises and oversees the plot. Morris received a diploma in sustainable agriculture development from Baraka Agricultural College in Molo in Kenya, which is run by the Franciscan Brothers.

to ensure that the new mill could provide commercial opportunities for the flour and its by-products to be sold. They also worked alongside the Embrapa Research team, who down through the years have been involved with experiments on the cultivation of the manioc and its uses. The complete root, mandioca, can be used and will provide continuing nourishment for families in the region.

**Throughout 2008, misean cara supported members in East Africa who are working to promote sustainable agriculture through education.** Baraka Agricultural College in Kenya, which is managed by the Franciscan Brothers, advances sustainable agricultural and rural development by offering both diploma and certificate courses. The College runs an area-based extension outreach programme, and provides support for graduates who are starting their own business. It promotes sustainable agriculture throughout the region, and students come from both Kenya and neighbouring countries.

In Zambia, Kasisi Agricultural Training Centre promotes organic agriculture through courses, appropriate technology workshops, and radio programmes. It also works with over 300 small-scale farmers who are certified organic by ECOCERT. The Centre, which is run by the Jesuits, has its own demonstration plots where farmers are taught how to produce more food by improving soil fertility and to conserve a healthy environment through the use of organic fertilizers and crop rotations.

Locally elected chiefs of Kariobangi slum in Nairobi, Kenya, work alongside the F'Franciscan Missionaries for Africa in an effort to improve the urban living standards of local people in the aftermath of the political unrest that erupted in the country following the previous year's elections.



Our members are working in areas of urban deprivation to address the range of problems faced by residents, including a lack of access to facilities, limited educational opportunities, inadequate medical care, and, often, extreme poverty. Working in partnership with communities, they aim to encourage sustainable initiatives that address these multiple problems, as is demonstrated by the following case studies from Ecuador, Ethiopia and Brazil.

**In recent times the town of Chone, situated in the northern province of Manabi in Ecuador, has struggled to achieve a moderate level of political, economic and social development.** Infrastructure in the region is poorly developed and the area itself suffers from extensive flooding almost annually. There is a lack of basic literacy skills amongst a large section of the community, with few educational and income generation opportunities available for many children and young adults. In 2008, the Presentation Sisters realised the need for an Urban Development Centre where training could be provided for the people of Chone.

This centre, which is supported by **misan cara**, facilitates training in order to address the need for integrated education in the community. The multi-disciplinary courses on offer include income-generation courses in tailoring, hand crafts, electrics, carpentry and woodwork; literacy programmes to tackle the high percentage of non-literate adults and children living the area; and a course aimed at the parents of children who have special needs. The local government has also become involved, through the provision of trainers and grants to the centre to help sustain the running of the programme.

**In the northern city of Mekelle in Ethiopia, a study by the Central Statistics Authority indicated that unemployment in the region was estimated at 40%, with 75% of the population living below the absolute poverty line.** In response to the problems faced particularly by women in the region, the

Vincentian Fathers, in association with the Daughters of Charity, devised a plan to construct a new building in the Women's Development Centre in Mekelle. The centre is used to provide catering and food preparation training for marginalized women. The project also included the construction of three classrooms and a library. The new facility has the capacity to train approximately 300 women per year on courses that cover six-month cycles.

**To empower oneself to tackle poverty and social injustice was the task put to the people of an impoverished community in the north eastern city of Fortaleza in Brazil.** The region of Fortaleza is the poorest and least developed in the country, with one out of every three inhabitants living in a favela or urban slum. A plan was devised by the local people of Rodolfo Teofilo, in collaboration with the Redemptorist Fathers, to build a large Community Resource Centre for the area. Its aim was to act as a central point for reinvigorating the marginalised community. In 2008, with funding from **misan cara**, work commenced on the reconstruction and conversion of an abandoned school into a socio-cultural activities centre.

The Centre is being used to run a wide range of courses and activities for people of all age groups in Rodolfo Teofilo. In conjunction with local community groups, the Federal University and the local hospital, it will run courses in literacy, basic education, information technology, primary health care, gender equality, human rights, and the environment. There are also facilities and events for art, music and sport which revolve around community participation. The centre houses a community library and video and information room.

**Half of humanity now lives in cities, and within the next two decades, 60% of the world's population will reside in urban areas.**

Urban growth rates are highest in the developing world: UN-HABITAT estimates that by 2050, the urban population of the developing world will be 5.3 billion. In 2005, slightly more than one-third of the urban population in developing regions lived in slum conditions; in sub-Saharan Africa, the proportion was over 60 per cent.

Latin American and Caribbean cities are among the most unequal in the world, with Brazilian and Colombian cities topping the list. High levels of inequality in cities can lead to negative social, economic and political consequences that may ultimately develop into social unrest. This is particularly true in places experiencing both high levels of inequality and endemic poverty, which increase the risk of political tension and social divisions that can threaten national security and economic development.

People living in slums frequently lack access to potable water, adequate sanitation facilities, durable housing and sufficient living space. Our members are working in cities ranging from São Paulo, Brazil, to Addis Ababa, Ethiopia, helping to build the capacity of urban poor communities to respond to poverty and improve their standard of living. **misan cara** funding in 2008 supported members' work on health services, education, income generation, human rights, and women's empowerment with people living in some of the most neglected urban areas around the world.



PHOTO: NOEL GAVIN/ALPPIX

Article 1 of the Declaration on the Right to Development states that “the right to development is an inalienable human right by virtue of which every human person and all peoples are entitled to participate in, contribute to, and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realised.”

It includes self-determination, popular participation in development, equality of opportunity, and enabling the enjoyment of other civil, political, economic, social and cultural rights.

**misean cara** members around the world have adopted approaches to development that focus on creating the conditions for the realisation of this right through peace-building, advocacy, education and capacity building. This work places priority on the equitable distribution of resources, the enhancement of people’s capabilities and the widening of their choices. Activities in 2008 included peace building programmes in Sri Lanka, protecting the rights of young people at risk in Paraguay, and providing free legal aid and advocacy on human rights abuses in Kenya.

The work of **misean cara** members supports the realisation of human rights for people who are often living in difficult situations and lacking a range of freedoms. Through this work, priority is placed on the enhancement of people’s capabilities and the widening of their choices, as is highlighted in these examples from Zambia and Brazil.

In its 2008 budget, the Government of the Republic of Zambia indicated that it ‘would intensify efforts to consolidate the legal framework governing the contraction and management of debt’. The Debt, Aid and Trade (DAT) Programme, devised by the Jesuit Centre for Theological Reflection and partly supported by **misean cara** funding, created awareness and pressure around the government’s proposed debt management bill as part of its ‘Finish The Work’ campaign. DAT is responding to the ‘Heavily Indebted Poor Countries’ initiative, which monitors debt in Jubilee-Zambia locations around the country. The programme also contributes to the Economic Partnership Agreements (EPA) negotiations, and has completed research on the Millennium Development Goal 8 - particularly on debt, aid and trade - with studies informing advocacy activities and providing a parallel Civil Society report on this goal. In carrying out this work, the Centre raises awareness of the social implications of debt servicing and works to promote the integrity of local democracy.

Fr Jim Crowe, St Patrick’s Missionary Society, stands alongside a police officer at the Community Policing Station in Jardim Angela in São Paulo, Brazil. Fr Crowe has become a well-known figure in the city during the last 30 years after he famously brought together over 10,000 people to demonstrate in support of peace in the favelas.

In Brazil, members are working to promote human rights amongst marginalised people living in the Amazon Region. In the dioceses of Santarem and Amapa in the north, the Divine Word Missionaries addressed issues of discrimination amongst marginalised groups by setting up a project entitled ‘Courses for Agents of Justice and Peace’. Members have undertaken training at postgraduate level in the social teachings of the church and in development.

Their project, which was supported by **misean cara**, trained more than 300 people from eleven towns for nine months during 2008 on their fundamental rights as citizens of Brazil. Amongst the participants were active community leaders from groups such as urban neighbourhood associations, women’s associations, workers’ movements and local government development agencies. Course subjects included a discussion on discrimination and racial prejudice, domestic violence, political and police violence, worker laws and questions around the reforms of prisons. Similar training in the city of Itaituba, in the west of the state of Para in the Amazon region, was also provided to a further 120 people.



Creating sustainable income generation activities is an important focus of the work of many **misean cara** members. These activities frequently concentrate on improving the livelihoods of women and their earning potential. They do this by assisting people to develop skills that can enable them to increase their income and become self-supporting, as highlighted by these case studies from Zambia and Indonesia.

**It is estimated that between 17% and 19% of the adult population in Zambia live with HIV and AIDS, with the epidemic having a major knock-on effect on communities throughout the country.** In Kalomo in the country's southern province, local people living with HIV and AIDS were invited in 2008 to take part in a new income-generating project set up to help them develop their skills in agriculture. By offering people employment on a farm and giving them ownership of an animal and/or seeds, the poverty-focused project aimed to contribute to improving people's nutritional and home-based care by providing sustainable means of rearing animals and growing food. It enabled people to develop their skills through workshops in capacity building, farming and environmental sustainability. The project, which was set up by the Presentation Sisters and supported by **misean cara**, links with the Local Departments of Agriculture and Social Welfare in Zambia.

Some 80 kilometres away from the port city of Cilacap in Indonesia, in the sub-region of Majenang, funding was provided for the purchase of equipment used in a dressmaking course for young women. The Oblates of Mary Immaculate applied to **misean cara** for support for their programme to help empower socially disadvantaged women from the area. A well-equipped facility at the school complex in Majenang was set up and drew many young people who were keen to learn the skills of dressmaking. Once trained in garment design and manufacture, students obtained certification at the Senior Vocational High School level. Through these skills and qualifications, the new graduates will be able to contribute to the family income by selling the products they make. In 2008, the programme trained almost 250 young people to enable them to acquire these skills.

The 2008 UN report on the MDGs states that poverty reduction cannot be achieved without full and productive employment and decent work for everyone. For millions in the world today, jobs provide little relief from poverty because their pay is so low.

Employed persons living in a household where each member earns less than \$1 a day are considered the 'working poor' and in sub-Saharan Africa, over half of workers fall into this category.

However, remunerative employment alone is not the answer to poverty: jobs must also provide a certain degree of security. The UN notes that half of the world's workers could descend abruptly into poverty if they suddenly lose their job and have no means of covering their expenses, either through their own resources or public support. Women in developing countries tend to hold particularly vulnerable jobs as own-account and unpaid family workers. They are also disproportionately represented in part-time, seasonal, and short-term informal jobs, which tends to deprive them of job security and other employment-related benefits.

In 2008, **misean cara** funding supported members who were working to support sustainable income generation for men and women. Examples of their work include: supporting women's cooperatives in Ecuador, running business skills' development courses in South Africa, developing farming as a means to self-sufficiency and income earning in Mozambique, and providing business training programmes for people living with HIV and AIDS. These programmes help to create sustainable ways of generating income, with a positive impact on the wider communities within which clients live.



Goal 7 of the MDGs includes the target of halving the proportion of the world's population without sustainable access to safe drinking water and basic sanitation by 2015.

Over 1.2 billion people live under conditions of physical water scarcity, according to the UN, while a further 1.6 billion live in areas of economic water scarcity, where a combination of human, institutional and financial capital limits access to water. Almost a quarter of the developing world's population lives without any form of sanitation. Progress has been made in this area since 1990: the number of people in developing regions using improved sanitation facilities has increased by 1.1 billion, with significant improvements made in South-Eastern and Eastern Asia.

Evidence shows that improved access to water and sanitation reduces poverty both directly and indirectly: WaterAid studies have highlighted how improved access to water in rural settings can save time that can then be used for income generating activities, while also ensuring better agricultural yields, resulting in increased food security and surplus produce for sale. Additionally, access to clean household water is crucial for proper nutrition and health, especially in areas prone to water-borne diseases and pests.

**misean cara** members are working in countries including Uganda, Brazil, the Democratic Republic of Congo, Nigeria and Malawi on programmes that aim to improve sustainable access to water and sanitation facilities, in both rural and urban areas.

Many of **misean cara's** members work to improve people's access to safe drinking water and basic sanitation, which can help to reduce poverty both directly and indirectly. The following case study from Nigeria illustrates one of the approaches that missionaries are taking to enable sustainable access to water and sanitation facilities.

**In 2008 a total of 57 wells were dug in villages throughout the region of Borgu in northwest Nigeria, benefiting more than 12,000 people from the area.** Borgu today remains one of the most isolated and underdeveloped regions in Nigeria. Living there are the Kambari people, who are semi-nomadic and subsistence farmers. This particular water and sanitation project, coordinated by the Society of African Missions, has been ongoing for the past eight years and has made more than 500 wells available in numerous villages in that time.

As part of the project, local people are encouraged to participate in workshops on the maintenance and upkeep of the wells, as well as on general hygiene. Women were encouraged to attend and in 2008 some 4,500 women participated in these workshops. Training in digging techniques and health and safety was also offered to both men and women. A further 230 people were trained in well construction during the year. Upon completion, the trainees were assigned to a supervisor where they spent twelve months learning their trade. Afterwards they were awarded a certificate attesting to their skill competence. From this, many have gained valuable experience and have had the opportunity to use their new skills to set up their own businesses digging wells in private compounds throughout the region.

Access to safe drinking water and basic sanitation has improved in the shanty town of Jose Carlos Mariategui, 14km from the centre of Lima in Peru. The Presentation Sisters worked alongside a local directive body to lobby a state-owned water company to bring a clean water supply to the area.

In the Philippines frequently occurring mudslides are one of the major effects of environmental degradation. Member organisations working to tackle issues of environmental and rural degradation in the Philippines include the Columban Fathers, Missionary Sisters of St Columban, the Divine Word Missionaries, the Jesuit Fathers, the Presentation Sisters and the Sisters of the Sacred Heart of Jesus and Mary.

Concern for the environment underpins much of the work of missionaries, who highlight the importance of environmental sustainability in all aspects of their development work. These examples of members' activities in Chile and Brazil illustrate some of the work that is being done by members of **misean cara** to both preserve local resources and help people adapt to the consequences of climate change.

**In a socially and economically deprived barrio in central Chile, women and young people are being trained as community leaders in an environmental and community development program that addresses the issue of waste pollution in the area.** Located at the Columban Fathers' Education Centre for Ecology and Human Development in Cerro Places in the barrio of Valparaiso, the project educates on the transformation of waste into reusable materials and on the general preservation of the environment.

One of the goals of the centre, which is supported by **misean cara**, is to encourage people to become more aware of and responsible for protecting the environment. The program engages young people and women and aims to build self-esteem, skills and a sense of responsibility towards their community. It was replicated by the Columbans across three other regions in Chile, including in Puente Alto in Santiago (the Youth and Young Adult Education programme), in La Negra in Iquique (Women Caring for Themselves and for the Earth programme) and in local secondary schools in Puente Alto in Santiago (Environmental Education on Composting and Paper Recycling programme).



PHOTO: SISTERS OF THE SACRED HEART OF JESUS AND MARY

**A shortage of water due to cycles of drought recurs every three years for the people of Caruaru city, in the north eastern state of Pernambuco in Brazil.** The majority of residents live in precarious housing conditions with a lack of basic sanitation, in districts already tainted by poor standards of waste management. Due to the uncontrolled growth of their peripheral neighborhoods, residents of Vila Padre Inacio, Jose Carlos de Oliveira and Vila Diocesaa Irma Gerhilde have been developing community activities to create awareness through environmental education and training.

Working alongside the Little Sisters of the Assumption, they developed ASPROMA – a project that encourages people to collect and sell recyclable materials and divide any profits amongst all members in order to generate income. In 2008 ASPROMA saw an increased number of people working with recyclable material. Funding from **misean cara** enabled the association to increase its sales' area and build capacity to cover operating costs. Other activities supported through the project included an environmental education programme for the children of ASPROMA's members. The project has won several regional and national prizes for its ecological commitment and the ways in which it supports workers' dignity.

Ensuring environmental sustainability is Goal 7 of the MDGs. Environmental sustainability is a cross-cutting issue that underpins all development work: environmental degradation can lead to the spread of disease, food shortages, increased poverty and vulnerability to the impacts of natural and man-made disasters.

Globally, carbon dioxide emissions increased by 30% between 1990 and 2005. The UN notes that while no area can escape the adverse impact of climate change, small islands, mega deltas in Asia and Africa, and the African region overall seem to be especially vulnerable. This is due their high exposure to the effects of climate change, their populations' limited capacity to adapt to the consequences, or both.

The work being carried out by **misean cara** members includes implementing agro-forestry programmes in the Philippines to counteract habitat destruction, promoting and supporting the spread of recycling initiatives in Brazil, and running training programmes on organic, sustainable agriculture in Zambia. The importance of environmental sustainability for our members is reflected in our mission statement, which refers to the need to promote the integrity of creation.

## how we provide funding support

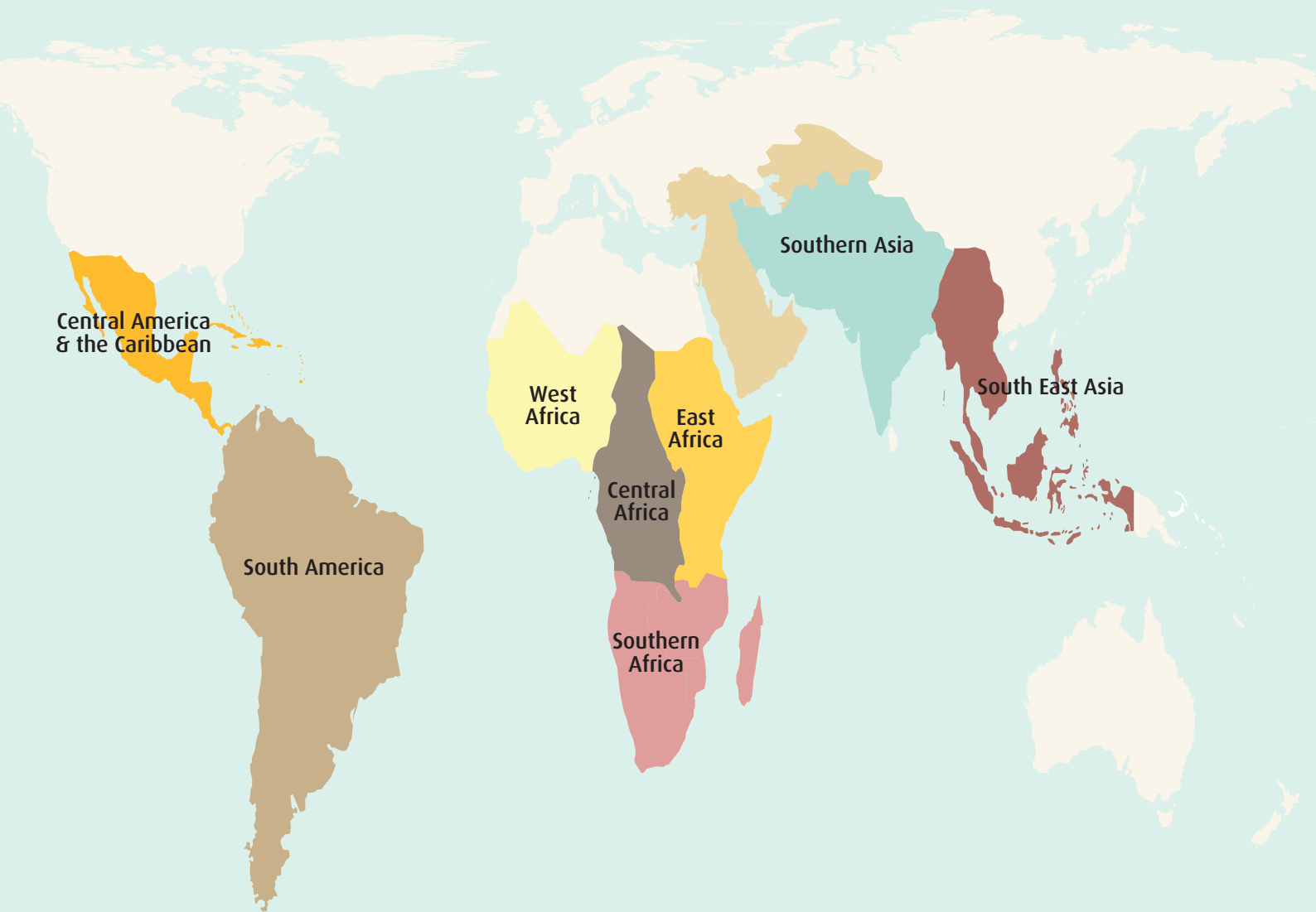
- funding breakdowns
- personnel co-financing
- missionary development fund
- programmatic funding
- emergency support



PHOTO: NOEL GAVIN / ALL PIX

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	€355,676
Number of personnel funded	32
Number of projects funded	4

South America

Total amount funded	€1,701,634
Number of personnel funded	72
Number of projects funded	21

West Africa

Total amount funded	€1,992,364
Number of personnel funded	89
Number of projects funded	25

East Africa

Total amount funded	€3,591,635
Number of personnel funded	202
Number of projects funded	32

Central Africa

Total amount funded	€353,360
Number of personnel funded	11
Number of projects funded	4

Southern Africa

Total amount funded	€3,329,762
Number of personnel funded	144
Number of projects funded	32

Southern Asia

Total amount funded	€814,379
Number of personnel funded	30
Number of projects funded	13

South East Asia

Total amount funded	€514,177
Number of personnel funded	26
Number of projects funded	5

PLEASE NOTE:  
Not included in the above data but also co-funded through **misean cara** in 2008: China (3 personnel), Bosnia (3 personnel), Mexico (3 personnel), Palestine (3 personnel), Papua New Guinea (1 personnel), Chuuk Micronesia (1 personnel), Tunisia (1 personnel).  
This totals €241,151.

Also not included in the above table is the funding provided through the pre-programmatic approach scheme, which provides integrated funding for seven organisations. Over 200 personnel are additionally supported under this scheme.

Admin costs of €204,460 not included above

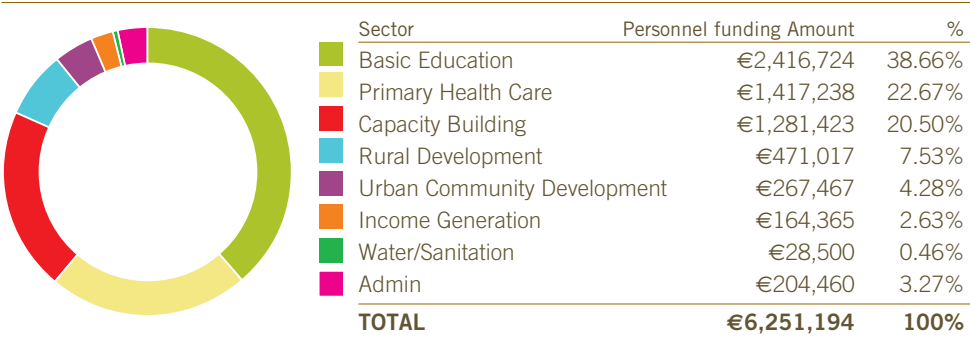
FUNDING BREAKDOWNS

The main funding schemes operated by **misean cara** are the Personnel Co-financing Scheme, the Missionary Development Fund, and the Programmatic Approach – Integrated Funding Scheme. In 2008, a total of almost €13.1 million was allocated under the first two schemes, while just over €4.1 million was allocated under the latter. Additionally, we allocated almost €600,000 during the year under our Emergency Response funding scheme.

PERSONNEL CO-FINANCING

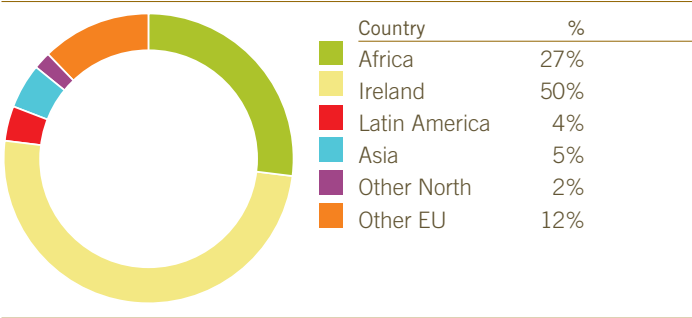
In 2008, just over €6.2 million was allocated under this scheme for the support of missionary personnel. This does not include the more than 200 personnel of the seven member organisations who received support through the pre-programme funding scheme, which is discussed separately below. Funding was approved for 2008 on a block basis following the receipt from each applicant member of an application form for all personnel for whom funding was being sought. The diagram below shows a breakdown of personnel funding by the sector in which they were working:

Diagram 1: % Breakdown of Personnel Co-financing by sector in 2008



Irish missionaries continue to work within an increasingly international context, with both members and partners coming from a wide range of countries. Our Strategic Plan notes that “the face of the Irish missionary organisations today is an international one and work is continuing through partnerships with local members and counterparts”. The range in area of origin of funded personnel is illustrated in the following diagram.

Diagram 2: % Breakdown in area of origin of co-financed personnel, 2008



In 2008, over 600 people were funded through the personnel scheme, most of whom were working in very challenging circumstances and within marginalised communities. The case studies and examples in the previous section illustrate the breadth of work **misean cara** members are carrying out and highlight some of the challenges they are facing.

These difficulties were exacerbated during 2008 by the rising price of fuel and the global food crisis. As a result of these increases, less money was available to pay school fees and medical expenses, and to cover general living costs. This in turn led to challenges in keeping projects running: as noted by a member in Zambia,

‘External factors such as the global shortage of wheat and high cost of fuel also affected the project.’

At the same time, the global economic downturn made it more difficult for members to access funding, both internationally and locally. According to a report from members working in Palestine:

‘It is becoming more difficult and challenging in these times of global recession to access funds.’

Income generating activities were also affected: for example, a number of projects involved with the production of arts and crafts items reported decreases in demand and sales. The following testimonials from income generating projects in Brazil and Nigeria respectively give an indication of the widespread nature of the effects:

‘The huge increase in fuel prices resulting in massive escalation in transportation and food prices has had an adverse effect on most of the programmes’

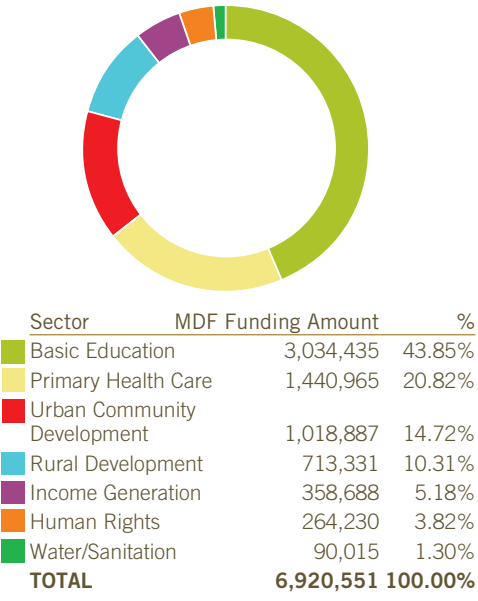
‘Selling the crafts they produced was more difficult this year. The price of food has soared. Jobs have been lost and the level of poverty has grown considerably. The organising of the project needs to be changed in a time of economic crisis.’

MISSIONARY DEVELOPMENT FUND

The Missionary Development Fund (MDF) is designed to provide co-funding for projects proposed by members that concentrate on sectors identified by **misean cara** that are consistent with the priorities of Irish Aid. Under the scheme, **misean cara** funds up to a total of 75% of the overall costs of eligible projects.

There were three MDF funding rounds in 2008, with 185 applications submitted. In all, 138 projects were funded for a total of €6,920,551 in the sectors set out below, with by far the largest amount (43.85%) being spent on education.

Diagram 3:  
Breakdown of MDF Funding by sector in 2008



From the data collected as part of the application process, it has been estimated that there were 87,435 direct male beneficiaries, 132,929 direct female beneficiaries, 573,098 indirect male beneficiaries and 1,018,005 indirect female beneficiaries of these projects.

During 2008, following on from the recommendations of a funding mechanisms review that took place the previous year, Human Rights and Environment were added as two further sectors under the scheme, while Capacity Building was recognised as a cross-cutting issue and removed as a specific sector.

A more comprehensive application form and guidelines were developed for 2008. The revised application form aims to address gaps in information highlighted through analysis of previous applications, specifically in relation to the participation of local communities, measuring impact, and cross-cutting issues including how the project addresses gender issues and HIV and AIDS.

PROGRAMMATIC APPROACH –  
INTEGRATED FUNDING

In 2008, seven members received integrated, pre-programme funding from **misean cara**. These were the Medical Missionaries of Mary, Missionary Sisters of the Holy Rosary, Franciscan Missionary Sisters for Africa, Mercy Sisters, Loreto Sisters, Spiritans and Columban Fathers. Since 2006, these congregations have been working towards the development of a programmatic approach, including through undergoing organisational assessments and concentrating on organisational strengthening. The total amount of funding they received in 2008 was €4,178, 806.

Building on the extensive reflection, planning and organisational capacity building undertaken with support from **misean cara** over the previous year, the seven organisations all engaged in the process of formulating strategic plans that will inform their work in the future. Their progress in the move towards a programmatic approach also included getting significant organisational buy-in to the idea of addressing development in a more programmatic way, and strengthening the development offices within their organisations.

The integrated funding received by the organisations was used to support the following areas of their work:

- Direct programme costs;
- Organisational development;
- In-country training and further study, to support succession initiatives;
- Programme-related research;
- Communications; and
- Monitoring and evaluation.

A key lesson has been the importance of ensuring that adequate time is available to allow for the development of a strategic plan within the context of a congregation. For congregations, the idea of developing strategic plans is relatively new and has to be done in harmony with other specific governance systems, such as congregational chapters. Feedback from those involved has indicated that they have found the process to be both energizing and challenging, with benefits including strengthening the congregations’ understanding of integrated thinking and approaches to development programming.

EMERGENCY SUPPORT

In 2008, **misean cara** allocated €598,520 to different member organisations for emergency response activities. Countries to which funding was allocated included Haiti, India, Madagascar, Mozambique and Zimbabwe. By far the largest allocation of funding was to Kenya, where **misean cara** supported 14 of our member organisations in Kenya in their efforts to deal with the thousands of people who were internally displaced in the aftermath of the violence following the election in late December 2007. A field visit to Kenya to assess this emergency response found that the grants had assisted members with meeting some pressing needs within a tight timescale. The report from the visit recommended that in future funding to Kenya, **misean cara** should give priority to projects that aim to build trust between the different ethnic groups, and to projects working with unemployed young people.

## other support services

- organisational assessments
- organisational development fund
- capacity building: in-country training, regional training, liaison officer support, monitoring and evaluation grant
- support for returned missionaries
- communications
- monitoring, evaluation and research
- strategic plan, 2009-2012



Assistant Horticulturalist Felix Phiri stands beside a vegetable patch outside the St John of God Community Services in Mzuzu, Malawi, where he teaches clients with disabilities how to grow crops other than maize so they can be self-sufficient and create an income from market gardening.

PHOTO: AMY COLLEY

Participants in the **misean cara** regional training course outside the Kalunda Study Centre in Lusaka in Zambia



## ORGANISATIONAL ASSESSMENTS

Building on work carried out in previous years to encourage members to move towards a more programmatic approach, **misean cara** commissioned 10 organisational assessments in 2008. The organisations who participated in this process were: Oblates, Presentation Sisters, St Louis Sisters, Vincentian Fathers, Daughters of Charity, Jesuits, Sisters of Charity, Sisters of Our Lady of the Apostles, Rosminians and Sisters of St Joseph of Annecy.

Taken together, this set of organisational reports offered independent affirmation of the high quality of member organisations' development work in the countries visited. A strong sense of the strength and importance of the work of missionaries emerged, both from the written reports and the workshops with the consultants.

### Particular elements which were highlighted throughout the reports include:

the long history and traditions of the organisations; the existence of effective systems of governance and financial management; the substantial investment in training of their members; the involvement in areas of work relevant to the Millennium Development Goals; resourcefulness in raising funds from multiple official and private donors; the innovative nature of many of the projects; and the readiness of the organisations to utilise integrated funding.

## ORGANISATIONAL DEVELOPMENT FUND

Fifteen applications totalling €265,259 were approved for member organisations' organisational development activities in countries including Kenya, South Africa, Zambia, Colombia, Philippines, France, and Ireland. Requests included funding for the development of strategic plans, training on project management, proposal writing, financial management, workshops on participatory development, planning meetings and evaluation exercises. The scheme is regarded by members as providing valuable support in addressing the priority needs of building their capacity and improving the quality of their work.

Throughout the year, **misean cara** additionally contributed to the costs of scheduled Dtalk courses for members attending.

## CAPACITY BUILDING

### In-Country Training

The main purpose of this scheme is to meet some of the capacity needs identified by members in their countries of operation. Throughout 2008, a number of improvements to the grant were made to enhance the effectiveness of this support, including the removal of a previous one-month limitation on training and the acceptance of both group training and part-time training.

A total of 31 applications from 16 member organisations were approved under this scheme during the year, totalling €108,319 for 183 trainees. The training took place in 19 countries across Africa, Latin America and Asia, and was based on needs identified by the individual members. A variety of courses were attended, including: project planning and management, proposal and report writing, financial management, leadership training, computers, conflict resolution/mediation, and technical areas of agriculture, HIV and AIDS and health.

### Regional Training

Two regional training courses took place in 2008. The East Africa regional training course was held at the Christian Organisations Research and Advisory Trust of Africa (CORAT) in Nairobi and the Southern Africa regional training was held at the Kalundu Study Centre in Lusaka in November 2008. The week-long courses were attended by a total of 66 missionaries, representing 27 member organisations and based in 10 countries. The training topics covered included Project Planning and Management, Monitoring and Evaluation, Use of the Logical Framework and Fundraising.

Feedback from the participants arising from the evaluations was very positive.

## Liaison Officer Support

**misean cara's** contact with our member organisations is facilitated by the Liaison Officer (LO) each appoints for this task. In recognition of their important role, a number of initiatives were introduced in 2008 to provide further support for LOs.

- **LO Support Grant:** A grant of €1000 was made available for every Liaison Officer to assist them in meeting their training needs. A total of 50 LOs availed of this grant and went on a variety of courses.
- **LO Customised Training Courses:** A series of customised training courses were held for LOs who expressed a need for specific training in computer skills i.e. MS Word, Excel, Powerpoint, Publisher and File Management. A total of five courses were held, reaching 48 participants.
- **Induction Training for New LOs:** An induction session was held in October for LOs who were newly-appointed in 2008 and for existing LOs also interested in attending. The topics covered included the role of the LO, the ways in which **misean cara** provides support, and financial management.
- **Resource Materials:** A Resource CD was produced and launched at the AGM in June 2008. This CD contains information on all the current funding schemes including application forms and report formats, annual reports, extracts from major evaluations and monitoring reports, the LO role profile, presentations on **misean cara** and other useful resource materials.

## Monitoring and Evaluation Grant

A grant of €2,000 was made available to all members to facilitate monitoring visits to their personnel and projects overseas. In 2008 a total of €102,000 was allocated to 51 member organisations who applied for the grant. The value and importance of measuring impact has been highlighted through the monitoring and

other support activities  
capacity building (contd)  
support for returned missionaries  
communications



Liz O'Donnell speaking at the official launch of the company rebranding from Irish Missionary Resource Service to **misean cara**, at the Croke Park Conference Centre in Dublin in June '08

evaluation grant. This was one of the issues addressed as part of the in-country training for member organisations and will continue to be addressed in future trainings. As part of the capacity building process, specific guidelines were developed to assist with the completion of reports on the monitoring visits. In addition, a publication entitled "Policy Statement and Operational Guidelines on Monitoring and Evaluation" was launched at the beginning of the year, to encourage members to take a systematic approach to monitoring and evaluation. The launch of the document was accompanied by a workshop for members.

#### SUPPORT FOR RETURNED MISSIONARIES

**misean cara** allocated €56,000 to the Irish Missionary Union for its work with returned missionaries. **misean cara** collaborates with the Irish Missionary Union, which in turn collaborates with Comhlámh, in the provision of support for returning missionaries. The key activities funded through support from **misean cara** were:

**Exploring Transition Workshops:** These workshops focus on the emotional, psychological and spiritual aspects of transition, with the primary objective of enabling returned missionaries to disengage from their missions overseas and to readapt to Irish society.

**REAP – Residential Programme for Missionaries and Development Workers:** REAP is a team working within the Irish Missionary Union which responds to the needs of missionaries and development workers, many of whom are working in or have returned from areas where they have experienced or witnessed some form of violence. REAP offers a 7-day residential programme directed towards sustaining, affirming, and supporting returned missionaries and development workers.

**Welcome Home Days:** These workshops are designed to help returning missionaries and development workers to meet each other and share their experiences.

#### COMMUNICATIONS Rebrand

The company rebrand of the Irish Missionary Resource Service to **misean cara** took place in 2008. To coincide with the launch of the new name, the website was redesigned, and a brochure outlining the role of **misean cara** was produced. In addition, a CD was prepared for liaison officers which carried all key information and resources about **misean cara**. The rebrand was used as an opportunity to create awareness about the work of **misean cara**, both amongst the Irish public and within the development sector.

At the official launch in Croke Park in June, Minister of State for Overseas Development Peter Power said he hoped the rebranding of the agency would begin 'a new and fruitful collaboration between the State and the missionary sector'. Other guest speakers on the occasion were Fr Michael Kelly SJ, Sr Pereka Nyirenda, RSC, Sr Terry Abrahams PBVM and former Minister of State Liz O'Donnell.

#### Media Engagement **misean cara** media relations

Throughout the year, **misean cara** continued to build relationships with both local and national media. This included participating in RTE radio interviews and a televised Mass. Another important initiative was a press trip which **misean cara** undertook to Kenya to highlight some of the challenges facing members following the violence that ensued in the country after the December 2007 elections. During the trip, journalists from the Sunday World, the Irish Times and the Farmers Journal visited a total of five congregations. **misean cara** also worked with journalists from media organisations including the Irish Times, the Irish Examiner, the Irish Catholic and the Irish Daily Star to put them in touch with members in South Africa, Ghana and Ethiopia, amongst other places.

#### Missionary Development Awareness Scheme

Under this scheme in 2008, a one-hour radio documentary was funded, which was broadcast on Clare FM in December. The broadcast focused on the work that the Volunteer Missionary Movement (VMM) supports with their partner organisations in the region of Kolstad in South Africa.

#### Exhibition

In October **misean cara**, in collaboration with the Irish Missionary Union, launched the 'Missionaries and Development' exhibition at the Irish Aid Volunteering and Information Centre. Minister of State for Overseas Development, Peter Power TD, officially opened the exhibition, which ran from the 22nd-30th October.

The photographs reflected a contemporary look at ongoing missionary work within the areas of health, education and environment in countries throughout Africa, Asia and South America. Images of international and Irish missionaries went on display, highlighting that the future of missionary work is increasingly being led by missionaries from outside of Ireland.

#### Conference

In October, **misean cara** organised a one-day conference and learning event that focused on planning for the future of missionary development work. The keynote address was given by Dr Gerald Clarke of the University of Swansea, who discussed the new faith and development interface, highlighting opportunities and challenges for faith-based organisations. Subsequent presentations were on the topics of succession in missionary development work, and on monitoring and evaluation. A series of parallel workshops looked at succession, working with local partners, effective communications, fundraising, assessing impact, and what donors want.

Mike Greally, CEO **misean cara**, Minister of State for Overseas Development Peter Power, TD, and Fr Eamon Aylward, IMU Executive Secretary, pictured on the launch night of the 'Missionaries and Development' photo exhibition



## RESEARCH, MONITORING AND EVALUATION

In 2008, **misean cara** commissioned and undertook a number of reviews, evaluations and research reports. Topics addressed included: collating the findings of previous reviews to produce a discussion paper on responses by missionary organisations to the challenges of health care and HIV and AIDS; conducting two external monitoring reviews, one in Argentina and one in South Africa; and undertaking research into succession in missionary development work.

A joint Irish Aid/**misean cara** monitoring visit took place in Tanzania, which focused on the work of eight member organisations. Monitoring visits to members' work in Sierra Leone and Cameroon were also carried out by staff.

### Monitoring Visits and Reviews

**Joint Irish Aid/**misean cara** monitoring visit to Tanzania:** According to the executive summary of the visit's report, "Without exception, the eight Member Organisations (MOs) visited contribute very considerable added value to what they receive from their respective external donors, in terms of their long-term commitment to the poor and marginalised communities in which they live and work with selfless dedication. This has earned them credibility with the local people, and confers real value for money for their benefactors in their country of origin – including, in this instance, Irish Aid."

**HIV and AIDS work in South Africa:** This focused on the work being carried out by six member organisations in South Africa. It examined the organisational capacity of partners to respond to HIV and AIDS, programmatic strengths and challenges, gaps to be addressed, and future needs, such as funding, sustainability and responding to demand for services.

**Monitoring visit to Argentina:** During August 2008, a monitoring exercise was undertaken in Argentina with six member organisations. Recommendations for missionary organisations

included: implementing projects in relation to strategic priorities for geographical areas and/or thematic sectors; and teasing out issues pertaining to sustainability in work and projects. For **misean cara**, recommendations included strengthening the organisation's role within the monitoring and evaluation of project implementation and co-funded personnel.

**Staff monitoring visits to Sierra Leone and Cameroon:** **misean cara** staff undertook two monitoring visits during 2008 one to Sierra Leone in February/March, and one to Cameroon in June.

In Sierra Leone, the visit involved meetings with five member organisations, while the work of six member organisations was covered during the visit to Cameroon. They were involved in a wide variety of work, primarily within the education and health sectors.

In Cameroon, sustaining the various projects and, at the same time, catering for the poorest of the poor is a big challenge. However, as highlighted by the visit, this has led to some innovative means of covering running costs, including schools having their own farms and income-generating activities, and the use of private wards within clinics for those who can afford to pay for them.

### Succession in Missionary Development Work

Since **misean cara** was established, succession has been recognised as a priority organisational development issue for members. In response to this, research was commissioned to identify and describe the key issues that should be considered by member organisations in responding effectively to succession, provide an analysis of good practice, and present approaches to succession that have been developed by member organisations.

The research highlighted that succession in missionary development work does not happen in a vacuum. Missionary development

work itself is going through a period of transition and change, both internally and externally. Internally, the demographic profile of its membership is changing, with a decline in vocations from the global North and increasing numbers now coming from the global South. These shifts mean that inherited funding models that relied on support from missionaries' home communities are changing. Its responses to development issues are also changing with increasing emphasis on non-formal, community-oriented approaches.

Externally, increased demand for accountability from donors and a rise in managerial development methods are paralleled by a growing recognition from aid agencies and donors of the role of faith-based development as an important and effective development response and of the contribution of missionary development organisations to development goals. The research identified a number of recommendations for both **misean cara** and member organisations, which will be taken into consideration when looking at ways in which succession in members' work can be supported.

### Discussion Paper on Health Care and HIV and AIDS

A paper entitled "That they may have life and have it to the full": A **misean cara** discussion paper on responses by missionary organisations to the challenges of health care and HIV and AIDS" was published in 2008. This brought together the findings of two pieces of research conducted in 2007: the first was a general discussion paper on members' development practice and work in health, and the second was an evaluation of community based responses to HIV and AIDS in Uganda.

By bringing the two studies together, the paper provides an overview of some of the general issues identified by missionaries working in the health sector in Latin America and Southern Africa and offers a more detailed insight into work being carried out by missionaries in the area of

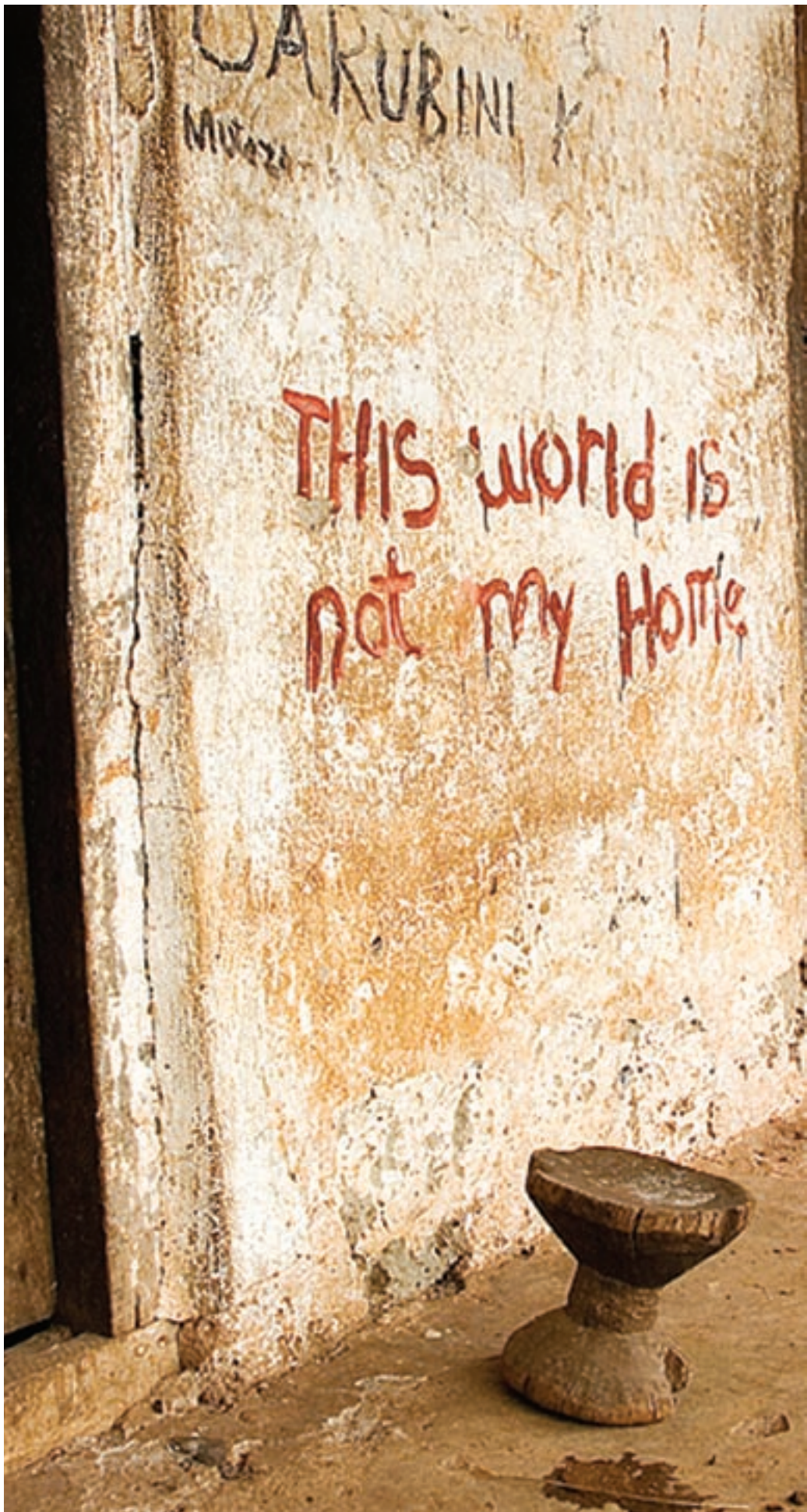


HIV and AIDS in Uganda. Some of the common strengths of missionary development work that emerged in both of the studies included:

- The long-term commitment of missionaries to their work, and the longevity of the initiatives with which they are involved;
- The fact that missionaries work with people who are very poor and marginalised, and who may not otherwise have access to any supports;
- The way in which missionaries address the spiritual dimension of human development;
- The quality of the work that missionaries undertake.

Challenges for the future that were highlighted were such areas as the changing architecture of international aid, dependency on external donors and funders, the need for staff training and support, and the need for more networking and collaboration with other key stakeholders.

Some of the recommendations outlined included the need to focus more on monitoring and evaluation, and to link in with country plans in relevant sectors. A focus on capacity building, training and support was also recommended, to help strengthen areas such as planning, management and evaluation.



## misean cara strategic plan 2009-2012

**Supporting our Members into the Future:** In 2008, we completed our Strategic Plan for 2009-2012, which was the result of a lengthy and detailed preparatory process. The aims and objectives of the Plan are summarised below:

### Strategic Objective 1: Funding Mechanisms

#### TARGETS 2009-2012

- introduce a new more integrated set of funding mechanisms
- have all funding channelled through one or a combination of these (with 90% disbursed through two main mechanisms)
- have completed a first three-year multiannual programme funding cycle with Irish Aid
- have diversified our funding sources to other donors also

#### MAIN ACTIONS 2009-2012

- agree multiannual funding with Irish Aid
- develop policies/guidelines for new mechanisms
- establish scheme committees
- carry out three evaluations annually
- develop value-for-money guidelines
- improve communication and research function to support fundraising
- initiate new fundraising function

### Strategic Objective 2: Capacity Building

#### TARGETS 2009-2012

- ensure that **misean cara** is fully equipped to manage the new funding relationships with our members
- support all member organisations capacity-building where requested to do so

#### MAIN ACTIONS 2009-2012

- staff development for programmatic funding
- support member funding links
- support member M&E activities
- initiate member experience – exchange events
- designate specific small member staff responsibility
- initiate a working group approach

### Strategic Objective 3: Member Links

#### TARGETS 2009-2012

- ensure that all members have a liaison function with **misean cara** that is fully appropriate to its specific needs
- achieve full sense of awareness, ownership, and buy-in regarding **misean cara's** role and activities among member organisations' leaderships

#### MAIN ACTIONS 2009-2012

- improve communication with member leaderships
- support development of member LO models/functions
- develop a Charter of **misean cara** member responsibilities

### Strategic Objective 4: Legacy and Localisation

#### TARGETS 2009-2012

- help members to ensure that where necessary non-Irish leaderships/liaison functions are fully enabled to manage relationships with **misean cara** and other donors
- enable the **misean cara** executive to operate with member organisations irrespective of their location or nationality

#### MAIN ACTIONS 2009-2012

- develop Executive ability to deal with non-Irish based LOs
- support succession planning in member organisations



# directors' report and financial statements

Extracted from Annual Audited Accounts of **misean cara**



PHOTO: ELAINE RYAN

## Board of Directors

Sr Noelle Corscadden IBVM	(Chairperson)
Br Peter Roddy OSF	(resigned 18/9/08)
Sr Ursula Sharpe MMM	
Sr Breda Bird MSHR	
Fr Paul Byrne OMI	(reappointed 18/09/2008)
Sr Betty Coughlan RSM	
Fr Richard Quinn CSSp	(resigned 18/9/2008)
Sr Bridgette Cormack FMSA	
Fr John Coleman CSSp	(resigned 23/5/2008)
Sr Maeve Guinan SJc	(appointed 18/9/2008)
Br Declan Power CFC	(appointed 18/9/2008)
Fr Ian Buckmaster M.Afr	(appointed 18/9/2008)
Mr Tony Cotter	(resigned 22/2/2008)
Mr. Rory Dowling	(appointed 18/9/2008)
Fr Sean McDonagh SSC	

## Staff

Chief Executive Officer (CEO)	Mike Greally
Deputy CEO	Séamus O' Gorman
Programmes Manager	Ann-Marie McCarthy (resigned 21/10/2008)
Development Support Manager	Barbara O' Neill (appointed 19/05/2008)
Research and Evaluation Manager	Dervla King (appointed 14/05/2008)
Finance & HR Officer	Eilish Costello
Communications Officer	Denise O' Donovan (appointed 14/07/2008)
Communications Officer	Rita McCullagh (resigned 20/05/2008)
Project Officer	Anthony Hannon
Co-financing Officer	Jill Corish (resigned 20/12/2008)
Administration Officer	Anne-Sophie Dumeste (appointed 06/08/2009)
Administration Officer	Mary Kelly (appointed 19/08/2009)
Receptionist and Administration Officer	Dorothy McMahon
Receptionist	Katherine Foley (retired 22/04/2008)

## Secretary

Séamus O'Gorman

## Auditors

Grant Thornton  
24-26 City Quay  
Dublin 2

## Bankers

Bank of Ireland  
Terenure, Dublin 6

## Solicitors

Eames Solicitors  
2 Malthouse Square  
Smithfield, Dublin 7

## Registered

**Charity Number** CHY15772

## directors' report

to the members of **misean cara** year ended 31st december 2008

### 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 Board membership is listed above.

### Monitoring and evaluation of projects

Monitoring of project/programme implementation on the ground is the responsibility of the implementing agency. **misean cara** 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 and this is supplemented by a regular programme of field visits to particular countries/regions by staff. In 2008 **misean cara** provided funding to 50 member agencies for Monitoring and Evaluation activities and it carried out a range of monitoring activities itself including an externally led report on work in Argentina and a joint monitoring visit with Irish Aid to Tanzania. It also engaged in a number of field visits to member organisations.

Evaluation of individual projects/programmes is the responsibility of implementing agencies in the first instance. In addition **misean cara** annually commissions a small number of broader thematic and/or regional evaluations where there are issues of wider interest. It does so in consultation with its members and with its donor partners.

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

Staff are kept informed of the progress of the company through regular staff meetings, the website and MissionAid, the monthly newsletter.

### 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 judgements 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 2008, **misean cara** 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 approval is supported by **misean cara'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 budgeted 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. Given the current economic climate and the uncertainty of future funding the Board has decided to postpone the reallocation of the restricted reserves brought forward until the third quarter of the year. Total reserves as at 31 December 2008 were €1,018,665 (Restricted: €277,516 unrestricted: € 741,149).

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 the company's premises at 1st Floor, 563 South Circular Road, Kilmainham, Dublin 8.

### Risk management

The board of directors are aware of the major risks to which the organisation 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. At the end of 2008 the principal risk facing the organisation is the uncertainty around the future of funding levels to be received from Irish Aid. The Directors are aware of the risk and will be monitoring the situation on an ongoing basis.

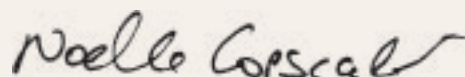
### Events after the balance sheet date

In April 2009 **misean cara** received notification from Irish Aid that its funding for the year was going to be cut by 20%. The matter has been discussed by the Directors and suitable measures have been put in place to ensure that the organisation will apply the necessary cuts in its own budget to allow for the drop in funding.

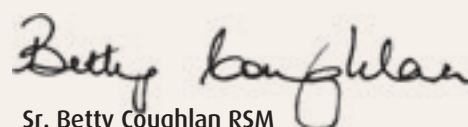
### Auditors

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 IBVM**  
Chairperson



**Sr. Betty Coughlan RSM**  
Treasurer

## independent auditors' report

to the members of **misean cara** year ended 31st december 2008

We have audited the financial statements of **misean cara** for the year ended 31 December 2008, 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 judgements 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 2008 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

24 April 2009

## Statement of Financial Activities

Incorporating an Income and Expenditure account for the year ended 31st December 2008

	Restricted	Unrestricted	Total 2008	Total 2007
	€	€	€	€
<b>Voluntary income</b>				
Irish Aid	18,800,000	1,200,000	20,000,000	16,000,000
Miscellaneous Income	-	30	30	-
<b>Investment income</b>				
Bank interest receivable	-	245,026	245,026	162,252
<b>Total income resources</b>	<b>18,800,000</b>	<b>1,445,056</b>	<b>20,245,056</b>	<b>16,162,252</b>
<b>Resources expended Charitable activities</b>				
Pre Programme Block	4,178,805	-	4,178,806	
Personnel Funding - Block	6,251,194	-	6,251,194	8,191,946
Missionary Development Fund	6,920,551	-	6,920,551	5,629,668
Organisational Development Fund	921,756	-	921,756	695,136
Capacity Building and Development	95,833	-	95,833	98,863
Monitoring and Evaluation	143,352	-	143,352	192,673
Returned Missionaries	56,000	-	56,000	56,000
Emergency Fund	601,375	-	601,375	48,850
<b>Total Charitable Expenditure</b>	<b>19,168,866</b>	<b>-</b>	<b>19,168,866</b>	<b>14,913,136</b>
<b>Other Expenditure</b>				
Administration Costs	-	859,366	859,366	635,169
Governance Costs	-	81,112	81,112	49,854
<b>Total resources expended in the year</b>	<b>19,168,866</b>	<b>940,436</b>	<b>20,109,302</b>	<b>15,598,159</b>
<b>Net incoming (outgoing) Resources</b>	<b>(368,866)</b>	<b>504,620</b>	<b>135,754</b>	<b>564,093</b>
Transfers	421,818	(421,818)	-	-
Fund balances brought forward	224,564	658,347	882,911	318,818
<b>Fund balances carried forward</b>	<b>277,516</b>	<b>741,149</b>	<b>1,018,665</b>	<b>882,911</b>

## Balance Sheet

as at 31 December 2008

	2008	2007
	€	€
<b>Fixed Assets</b>		
Tangible assets	64,725	48,541
<b>Current Assets</b>		
Debtors & prepayments	36,197	7,237
Cash at bank and on hand	1,227,244	922,672
	<b>1,263,441</b>	<b>929,909</b>
<b>Creditors</b>		
(amounts falling due within one year)	(309,501)	(95,539)
<b>Net Current Assets</b>	<b>953,940</b>	<b>834,370</b>
<b>Total Assets Less Current Liabilities</b>	<b>1,018,665</b>	<b>882,911</b>
<b>The Funds Of The Charity</b>		
Restricted Funds	277,516	224,564
Unrestricted Funds	741,149	658,347
<b>Total Charity Funds</b>	<b>1,018,665</b>	<b>882,911</b>

## Cashflow Statement

For the year ended 31 December 2008

	2008	2007
	€	€
<b>Cash Flow Statement</b>		
Net cash inflow from operating activities	90,451	457,004
Purchase of tangible fixed assets	(30,905)	(5,033)
Interest received	245,026	162,252
<b>Net cash inflow</b>	<b>304,572</b>	<b>614,223</b>
<b>Reconciliation of net cash flow to Movement in cash at bank</b>		
Cash at bank at beginning of year	922,672	308,449
Cash at bank at end of year	1,227,244	922,672
<b>Increase in cash</b>	<b>304,572</b>	<b>614,223</b>
<b>Reconciliation of net incoming resources to net cash inflow from operating activities</b>		
Net incoming resources	135,754	564,093
Depreciation	14,720	20,063
(Increase)/Decrease in debtors	(28,960)	(2,574)
(Decrease)/Increase in creditors	213,963	37,674
Interest receivable	(245,026)	(162,252)
<b>Net cash inflow from operating activities</b>	<b>90,451</b>	<b>457,004</b>

## notes to the financial statements

for the year ended 31 december 2008

	Restricted	Unrestricted	Total 2008	Total 2007
	€	€	€	€
<b>Pre Programme Funding</b>				
Columban Fathers	460,900	-	460,900	-
Franciscan Missionary Sisters for Africa	565,898	-	565,898	-
Institute of the Blessed Virgin Mary	298,558	-	298,558	-
Medical Missionaries of Mary	914,748	-	914,748	-
Mercy Sisters	563,743	-	563,743	-
Missionary Sisters of the Holy Rosary	809,000	-	809,000	-
Spiritans	565,958	-	565,958	-
<b>Total Pre Programme Funding</b>	<b>4,178,805</b>	<b>-</b>	<b>4,178,805</b>	<b>-</b>
<b>Personnel Funding</b>				
Augustinian Fathers	15,000	-	15,000	15,000
Capuchin Order (OFM Cap)	30,000	-	30,000	15,000
Discalced Carmelites (OCD)	30,000	-	30,000	15,000
Christian Brothers	180,000	-	180,000	165,000
Columban Fathers	-	-	-	150,000
Congregation of Dominican Sisters	165,000	-	165,000	150,000
Daughters of Charity of Saint Vincent de Paul	225,000	-	225,000	210,000
Daughters of Mary and Joseph	66,000	-	66,000	51,000
Daughters of Our Lady of the Sacred Heart	60,000	-	60,000	45,000
De La Salle Brothers	135,000	-	135,000	120,000
Diocese of Killala	45,000	-	45,000	30,000
Divine Word Missionaries (SVD)	30,000	-	30,000	30,000
Faithful Companions of Jesus	15,000	-	15,000	15,000
Franciscan Brothers	90,000	-	90,000	75,000
Franciscan Missionaries of Divine Motherhood	90,000	-	90,000	75,000
Franciscan Missionaries of Mary	45,000	-	45,000	30,000
Franciscan Missionaries of St Joseph	105,000	-	105,000	90,000
Franciscan Missionary Sisters for Africa	-	-	-	405,000
Franciscan Missionary Union (OFM)	30,000	-	30,000	15,000
Franciscan Sisters of the Immaculate Conception	40,000	-	40,000	30,000
Good Shepherd Sisters	30,000	-	30,000	15,000
Institute of Blessed Virgin Mary (Loreto)	-	-	-	105,000
Institute of Our Lady of Mercy	45,000	-	45,000	30,000
Irish Ursuline Union	81,000	-	81,000	66,000
Jesuit Missions	300,000	-	300,000	285,000
La Sainte Union	45,000	-	45,000	30,000
Little Sisters of the Assumption	135,000	-	135,000	120,000
Little Company of Mary	30,000	-	30,000	30,000
Marist Fathers	15,000	-	15,000	15,000
Marist Sisters	15,000	-	15,000	15,000
Medical Missionaries of Mary	-	-	-	840,000
Mercy Sisters	-	-	-	390,000
Mill Hill Missionaries	120,000	-	120,000	105,000
Missionary of Africa	15,000	-	15,000	-
Missionaries of the Sacred Heart (MSC)	15,000	-	15,000	15,000
Missionary Sisters of the Assumption	120,000	-	120,000	105,000
Missionary Sisters of Holy Rosary	-	-	-	600,000
Missionary Sisters of St Columban	125,000	-	125,000	110,000
Marie Auxillatrice Srs	30,000	-	30,000	-
Oblates of Mary Immaculate	45,000	-	45,000	30,000
Order of St Camillus	30,000	-	30,000	30,000
Pallottine Fathers	66,000	-	66,000	51,000
Patrician Brothers	120,000	-	120,000	105,000
Poor Servants of the Mother of God	90,000	-	90,000	75,000
Presentation Brothers	120,000	-	120,000	105,000
Presentation Sisters	315,000	-	315,000	300,000
Redemptorist Fathers	66,000	-	66,000	51,000
Religious of Jesus & Mary	30,000	-	30,000	15,000
Religious of the Sacred Heart of Mary	111,000	-	111,000	96,000
Rosminian Fathers	30,000	-	30,000	15,000
Saint John of God Brothers	43,750	-	43,750	30,000
St John of God Sisters	36,000	-	36,000	30,000
Saint Patrick's Missionary Society	270,000	-	270,000	270,000
Salesian Sisters	45,000	-	45,000	30,000
Salesian Fathers	30,198	-	30,198	20,000
Sisters of Charity	120,000	-	120,000	105,000
Sisters of Cross & Passion	180,000	-	180,000	165,000
Sisters of Holy Spirit	62,500	-	62,500	50,000
Sisters of Infant Jesus	96,000	-	96,000	81,000
Sisters of Our Lady of Charity	30,000	-	30,000	30,000
Sisters of Our Lady of Sion	45,000	-	45,000	45,000
Sisters of Our Lady of Apostles	42,000	-	42,000	30,000
Sisters of Sacred Heart of Jesus and Mary	260,000	-	260,000	245,000

## notes to the financial statements

for the year ended 31 december 2008

	Restricted	Unrestricted	Total 2008	Total 2007
	€	€	€	€
<b>Personnel Funding (continued)</b>				
Sisters of St Joseph of Annecy	120,000	-	120,000	105,000
Sisters of St Joseph of Cluny	81,000	-	81,000	66,000
Sisters of St Louis	134,800	-	134,800	120,000
Society of African Missions	105,000	-	105,000	90,000
Society of the Sacred Heart	45,000	-	45,000	30,000
Spiritans	-	-	-	235,000
Viatore Christy	208,996	-	208,996	193,996
Vincentian Fathers	66,000	-	66,000	51,000
Volunteer Missionary Movement	689,950	-	689,950	689,950
<b>Total Personnel Funding</b>	<b>6,251,194</b>	<b>-</b>	<b>6,251,194</b>	<b>8,191,946</b>
<b>Missionary Development Fund</b>				
Augustinian Fathers	11,000	-	11,000	59,200
Capuchin Order (OFM Cap)	141,278	-	141,278	128,872
Cistercians	100,000	-	100,000	-
Christian Brothers	292,703	-	292,703	129,026
Columban Fathers	-	-	-	382,300
Daughters of Charity of St Vincent de Paul	230,548	-	230,548	93,848
Daughters of Mary and Joseph	162,338	-	162,338	12,000
Daughters of the Holy Spirit	53,353	-	53,353	-
De la Salle Brothers	266,382	-	266,382	222,884
Diocese of Killala	35,000	-	35,000	-
Divine Word Missionaries	97,912	-	97,912	214,678
Dominican Sisters	201,316	-	201,316	-
Franciscan Brothers	23,150	-	23,150	-
Franciscan Missionaries of Divine Motherhood	56,653	-	56,653	40,445
Franciscan Missionaries of St Joseph	115,780	-	115,780	-
Franciscan Missionary Sisters for Africa	-	-	-	100,000
Franciscan Missionary Union	-	-	-	62,699
Franciscan Sisters of the Immaculate Conception	50,000	-	50,000	71,778
Good Shepherd Sisters	12,164	-	12,164	-
Institute of Blessed Virgin Mary (Loreto)	-	-	-	120,388
Irish Ursuline Union	-	-	-	100,000
Jesuit Missions	439,898	-	439,898	245,873
La Sainte Union	112,000	-	112,000	100,000
Little Sisters of the Assumption	95,201	-	95,201	54,462
Marist Brothers	87,775	-	87,775	62,000
Medical Missionaries of Mary	-	-	-	36,382
Mercy Sisters	-	-	-	164,237
Mill Hill Missionaries	18,000	-	18,000	-
Missionaries of Africa	34,500	-	34,500	82,724
Missionaries of the Sacred Heart	-	-	-	70,884
Missionary Sisters of the Assumption	33,375	-	33,375	69,183
Missionary Sisters of Holy Rosary	-	-	-	252,369
Missionary Sisters of St Columban	199,356	-	199,356	6,475
Marie Auxiliatrice Sisters	140,000	-	140,000	-
Oblates of Mary Immaculate	196,356	-	196,356	186,408
Pallottine Fathers	10,800	-	10,800	155,000
Patrician Brothers	5,000	-	5,000	79,875
Presentation Brothers	98,194	-	98,194	18,300
Presentation Sisters	356,010	-	356,010	224,876
Redemptorist Fathers	150,000	-	150,000	43,975
Religious of the Sacred Heart of Mary	282,483	-	282,483	155,811
Rosminian Fathers	173,395	-	173,395	-
Saint John of God Brothers	151,000	-	151,000	-
Saint John of God Sisters	121,908	-	121,908	23,519
Saint Patrick's Missionary Society	286,762	-	286,762	330,360
Salesian Fathers	38,798	-	38,798	40,831
Salesian Sisters	344,300	-	344,300	-
Servites	17,600	-	17,600	-
Sisters of Charity	261,326	-	261,326	183,033
Sisters of Cross and Passion	102,819	-	102,819	112,000
Sisters of Our Lady of Apostles	135,240	-	135,240	127,568
Sisters of Sacred Heart of Jesus and Mary	159,962	-	159,962	67,456
Sisters of St. Clare	25,000	-	25,000	-
Sisters of St Joseph of Annecy	144,338	-	144,338	95,000
Sisters of St Joseph of Cluny	-	-	-	30,633
Sisters of St Louis	60,801	-	60,801	228,869
Society of Africa Missions	226,752	-	226,752	-
Society of the Sacred Heart	120,205	-	120,205	-
Spiritans	-	-	-	321,831
Vincentians	30,000	-	30,000	-
Volunteer Missionary Movement	175,411	-	175,411	191,616
<b>Total MDF Funding</b>	<b>6,920,551</b>	<b>-</b>	<b>6,920,551</b>	<b>5,629,668</b>

## list of misean cara members, 2008

Augustinian Fathers	La Sainte Union	Rosminians
Capuchin Order	Little Company of Mary	Saint John of God Sisters
Christian Brothers	Little Sisters of the Assumption	Saint Patrick's Missionary Society
Cistercians	Marie Auxiliatrice Sisters	Salesians of Don Bosco
Comboni Missionaries	Marist Brothers	Salesian Sisters
Congregation of Dominican Sisters	Marist Fathers	Servites
Congregation of the Passion	Marist Sisters	Sisters of Bon Secours
Congregation of the Sisters of Mercy	Medical Missionaries of Mary	Sisters of Charity of the Incarnate Word
Daughters of Charity of St Vincent de Paul	Mill Hill Missionaries	Sisters of Nazareth
Daughters of Mary and Joseph	Missionaries of Africa	Sisters of Our Lady of Sion
Daughters of Our Lady of the Sacred Heart	Missionaries of the Sacred Heart	Sisters of Saint Clare
Daughters of the Holy Spirit	Missionary Sisters of St Columban	Sisters of Saint Joseph of Annecy
De La Salle Brothers	Missionary Sisters of the Assumption	Sisters of Saint Joseph of Chambery
Discalced Carmelites	Missionary Sisters of the Holy Rosary	Sisters of Saint Joseph of Cluny
Divine Word Missionaries	Missionary Sisters of Our Lady of Apostles	Sisters of Saint Louis
Dominican Fathers	Missionary Sisters Servants of the Holy Spirit	Sisters of the Cross and Passion
Faithful Companions of Jesus	Missionary Society of St Columban	Sisters of Holy Cross
Franciscan Brothers	Notre Dame des Missions	Sisters of the Infant Jesus
Franciscan Missionaries of the Divine Motherhood	Oblates of Mary Immaculate	Sisters of the Sacred Hearts of Jesus and Mary
Franciscan Missionaries of Mary	Order of Carmelites	Society of African Missions
Franciscan Missionaries of St Joseph	Order of St Camillus	Society of the Sacred Heart
Franciscan Missionary Sisters for Africa	Pallottine Fathers	Spiritans
Franciscan Missionary Union	Patrician Brothers	The Vincentians
Franciscan Sisters of the Immaculate Conception	Poor Servants of the Mother of God	Union of Our Lady of Charity
Good Shepherd Sisters	Presentation Brothers	Union of Sisters of the Presentation of the Blessed
Holy Faith Sisters	Redemptorists	Virgin Mary
Hospitaller Order of St John of God	Religious of Jesus and Mary	Ursulines of the Irish Union
Institute of the Blessed Virgin Mary (Loreto)	Religious of the Sacred Heart of Mary	Viatores Christi
Jesuit Missions	Religious Sisters of Charity (RSC)	Volunteer Missionary Movement



If you want to find out more information, contact:

**misean cara**

1st Floor, 563 South Circular, Kilmainham, Dublin 8, Ireland.

Tel: +353 (0) 1 405 5028/9 Fax: +353 (0) 1 405 5066

Email: [info@miseancara.ie](mailto:info@miseancara.ie) Web: [www.miseancara.ie](http://www.miseancara.ie)