



Annual Report 2011



misean cara
Mission Support from Ireland

Key achievements in 2011

- Effectively managed €16 million in funding from Irish Aid in support of work to improve the quality of life of people in some of the world's most economically disadvantaged regions.
- Successfully introduced new funding schemes that improve accountability and transparency, assure fair impartial assessment, encourage clear conceptualization of projects and assist in effective targeting of future funds and support.
- Successfully introduced a digital Management Information System (MIS), including an online application process that is password protected and accessible through the Misean Cara website.
- Effectively processed 346 project applications and distributed €14,807,744 in funding to members.
- Allocated €352,629 in support of members' emergency relief work.
- Broadened the monitoring and evaluation function of Misean Cara by placing emphasis on collaboration and learning: efforts were made to engage all relevant stakeholders fully in the evaluation design, the production of final reports, and in the implementation of findings.
- Continued to contribute to capacity building for members in Ireland and overseas through collaboration with training partner DTALK.
- Organised training events on child protection and safeguarding for members in Ireland in conjunction with DTALK and supported members to provide in-country child protection training.
- Continued to progress towards governance best practice by increasing the percentage of the board of directors who are not from member organisations: a further three non-member directors were appointed to the board, such that the representation on the board is now 5 member to 6 non-member directors.
- Ensured active engagement of the three sub-committees of the board that carry specific remits of responsibility, including the secondment of new participants with required experience and expertise.
- Facilitated a more collaborative, participatory, dialogical culture within the organisation, and addressed areas of concern, through the Joint Agenda Building process.
- Continued to communicate with the Irish public about how funding effectively supports poverty alleviation through the development work of missionaries.
- Conducted research and evolved policy to strengthen organisational practice in the key areas of capacity building, governance, monitoring and evaluation and child protection.



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SECTION 1

Introduction

- **Misean Cara: About Us**
- **Chairman's Foreword**

Ruth Msimuko working in the garden of the Bauleni Street Kids Project run by the Sisters of the Sacred Hearts of Jesus and Mary in Zambia.
(Photo: Amy Colley)



Introduction

Misean Cara: About Us

Who we are

Misean Cara is an Irish organisation that provides funding and support for the international development work of missionary organisations. We are membership-based and our 89 member organisations work in some of the world's most economically disadvantaged regions. Misean Cara's role is to support poor and oppressed people through development projects initiated by member organisations in pursuit of the vision of a just world, free from poverty. Misean Cara and its members are guided by the core values of commitment, service and hope.

What we do

Misean Cara's primary objective is to access, administer and distribute funds for the overseas

development work of its 89 member organisations. The organisation also provides support to members to increase their capacity to deliver development projects effectively. Since its establishment in 2004, Misean Cara has disbursed over €100 million in Irish public funding allocated by Irish Aid. In 2011 this funding assisted member organisations to undertake activities aimed at reducing poverty in more than 50 countries around the world. Our members work in the sectors of basic education, primary healthcare, rural development, urban community development, income generation, human rights and advocacy, water and sanitation, and the environment.

Our Mission

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.

Nurses in the maternity ward at the Chikuni Mission Hospital, Zambia, which is run by the Sisters of Charity. (Photo: Amy Colley)



Chairman's Foreword

2011 was Misesan Cara's seventh full year of operation and the penultimate year of our second strategic plan period (2009-12). With our present membership of 89, Misesan Cara serves a very significant network of missionary organisations. Within this network, each member organisation possesses its own particular charism, which is expressed through their distinctive approaches to holistic human development.

The number of religious personnel working in solidarity alongside the poor and the marginalised around the world is very substantial and, in the proud tradition of Irish missionaries, our members continue to make an exceptional contribution in this field. Particularly encouraging is the way in which the next generation of missionaries, largely from developing countries, are taking over the development work torch and ensuring that the legacy of Irish missionary development initiatives will be lasting.

The board, management and staff of Misesan Cara, together with member organisations and the beneficiaries of development projects that members undertake, are highly appreciative of the fact that even in these very difficult economic times the Irish government, through Irish Aid, has seen fit to continue to honour its commitment to providing public funds to assist those less fortunate in the developing world.

In turn, Misesan Cara is particularly proud of the progress made in 2011 towards improving further our accountability, transparency and ability to ensure the best use of these funds. This was achieved primarily through the introduction of revised funding schemes. The new schemes, divided between large and micro projects, required a significant adjustment in the way in which our members apply for funds, both technologically (the web-based online system) and in terms of project design (the structure and content of the questions asked in the application forms) and in reporting.

We acknowledge that this transition was a significant challenge for some members, so we therefore provided training, mentorship and funding support to assist members to meet the challenge successfully. The board appreciates very much the commitment of staff and members in navigating together the change process associated with the introduction of the new schemes and the online application mechanism.

During the second half of 2011 a consultant-led, collaborative review of the new funding schemes commenced. This continued into 2012 when both schemes were refined and simplified to make them

more user-friendly whilst keeping the focus on quality and good development practice. Again, the board and management greatly appreciate the willing co-operation of members in this review process.

A second strategic step forward in the way we operate as an organisation that took place in 2011 was the introduction of the Joint Agenda Building (JAB) process. Facilitated by industrial psychologist, Gay Redmond, the process aimed to provide a forum for all stakeholders within Misesan Cara to be heard and engaged in a collaborative, dialogical, participatory manner. The main topics addressed through the process were how to improve relationships and communications between different levels of the organisation, to clarify roles and responsibilities, and to gain clarity and agreement around core issues such as the identity of Misesan Cara, the missionary approach to development, and the organisation's future strategic direction. My thanks to all those who volunteered to participate in the process and delivered such high quality results that we are now implementing.

I would like to thank the management and staff, and my fellow directors and committee members, for their dedication and continuing hard work on behalf of Misesan Cara and its members. In particular, I mention my predecessor, Sr. Maeve Guinan (SJC), along with Fr. Paul Byrne, (OMI), Mr. Rory Dowling, Br. Declan Power (CFC) and Sr. Christine Heverin whose terms of office expired during the year. We were happy to welcome Sr. Uainín Clarke (SSL), Sr. Joanne Bierl (MMM), Fr. John Guiney (SJ), Mr. John Grindle, Mr. Donal Mac Donald and Ms. Mary McKeown onto the board. I am personally honoured to have been elected as chairman of the board, and, along with the vice-chairperson, Sr. Uainín Clarke, I hope to continue the excellent leadership shown by my two predecessors.

The dedication and commitment of our staff, management, board directors and committee members is a core strength of our organisation. That commitment and dedication will ensure that Misesan Cara continues to evolve, with Gospel values and professional standards permeating and motivating all we do.



A handwritten signature in black ink that reads "Matt Moran".

Matt Moran
Chairman of the Board

SECTION 2

How we provide funding support

- **The New Funding Schemes**
- **The Project Support Scheme (PSS)**
- **The Micro Project Support Scheme (MPSS)**
- **The Emergency Funding Scheme (EFS)**
- **The Submission, Assessment, Approvals and Reporting Process**
- **Support to Members in Adapting to the New Funding Schemes**
- **A Review of the New Funding Schemes**

Sr Yvonne Mwila (SSHJM), Education Co-ordinator, Households in Distress HIV/AIDS Awareness Prevention Programme Mbala with Astone Mukangwe, a participant in the home-based education programme for children and adults with special needs run by the Sisters of the Sacred Hearts of Jesus and Mary, Mbala, Northern Province, Zambia.
(Photo: SSHJM)



How we provide funding support

The New Funding Schemes

In 2011, Misesan Cara managed a funding allocation of €16 million from Irish Aid. The most important achievement for the year was the introduction of new funding schemes, which fundamentally restructured the mechanisms through which Misesan Cara provides funding support to members.

With the exception of the Emergency Funding Scheme (EFS), which remains unchanged, the functions of all of the previous funding schemes are now fulfilled under two new schemes, the Project Support Scheme (PSS) and the Micro Project Support Scheme (MPSS).

The application forms for the new schemes require significantly more detail about projects than was previously the case. This ensures that all aspects of projects are clearly conceptualised in advance, which promises to assist effective project implementation

and increase the value and impact for beneficiaries. It provides Misesan Cara with the levels of information necessary for the substantive reporting required to meet contemporary best practice standards with regard to transparency and accountability. Importantly it also generates a more substantial data base about the work being undertaken by members, which will assist in the effective targeting of support provided by Misesan Cara to members in the future.

The second modification to the funding process is that application forms are now all online. Adapting to this logistical change demanded significant effort from many members and from Misesan Cara staff, but by the end of 2011 the transition largely had been accomplished.

MEMBER ORGANISATIONS THAT RECEIVED THE MOST FUNDS IN 2011

	PSS	MPSS	EFS	Total €
Missionary Sisters of the Holy Rosary	455,610	235,498	14,745	705,853
Spiritans	485,738	82,190	119,684	687,612
Volunteer Missionary Movement	467,036	152,744	45,000	664,780
Christian Brothers	525,002	99,981		624,983
Sisters of Our Lady of the Apostles	570,012	26,060		596,072
De La Salle Brothers	551,594	39,565		591,159
Franciscan Sisters of the Immaculate Conception	499,000	71,087		570,087
Medical Missionaries of Mary	483,605	74,600		558,205
Jesuit Missions	491,575	65,700		557,275
The Redemptorists	399,800	96,572	30,000	526,372
Total	4,928,972	943,997	209,429	6,082,398

The Project Support Scheme (PSS)

The Project Support Scheme (PSS) is Misesan Cara's principal scheme for supporting projects. The PSS offers member organisations the opportunity to apply for grants from €20,000 to €100,000 in eight key sectors. A total of €12,396,141 was allocated under this scheme in 2011. 178 applications representing eight sectors were approved.

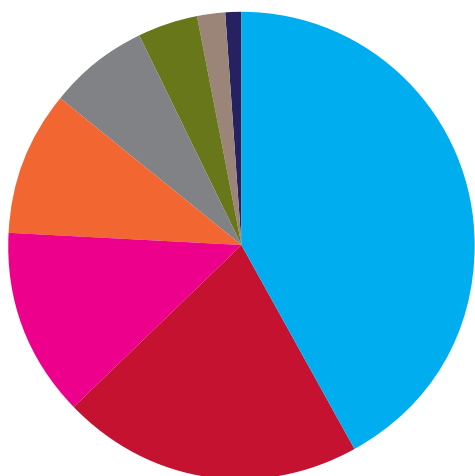
Basic Education was the most supported sector in 2011. Within this sector the range of projects funded included new primary and secondary school construction, expansion of schools, equipping science and IT facilities, adapting schools for people with disabilities, security equipment and support for key staff involved in project delivery.

Primary Health Care was the second most funded sector in 2011. Supported projects included healthcare centre construction, outreach healthcare, HIV/AIDS awareness raising and prevention, nutrition, equipping medical facilities and training for healthcare workers.

The approved PSS applications were from 39 different countries.

PROJECT SUPPORT SCHEME (PSS) - FUNDING BY SECTOR

General Sector	Total €	%
Basic Education	5,194,659	42
Primary Health Care	2,550,272	21
Urban Community Development	1,624,202	13
Rural Development	1,208,851	10
Human Rights	831,352	7
Income Generation	485,202	4
Water/Sanitation	383,517	2
Environment	118,086	1
Total	12,396,141	100



THE FIVE COUNTRIES THAT RECEIVED THE MOST PPS FUNDING IN 2011

Country	Total €
Kenya	1,494,221
South Africa	1,377,963
Nigeria	1,039,631
Zambia	914,051
Uganda	676,156
Total	5,502,023

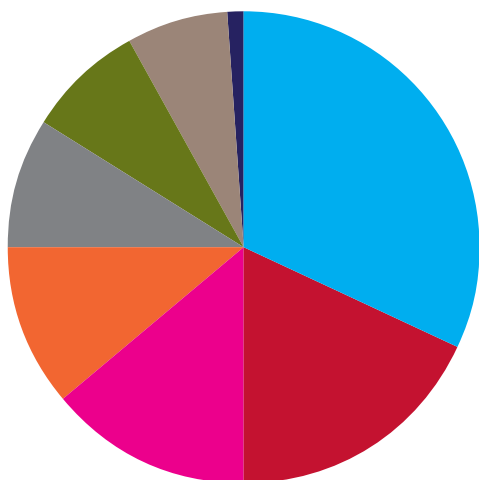
The Micro Project Support Scheme (MPSS)

The Micro Project Support Scheme (MPSS) provides members with the opportunity to access micro grants (less than €20,000) for small development projects, organisational development activities, media development awareness and training initiatives.

In 2011 a total of €2,411,603 in funding was allocated under this scheme to 168 applications from 44 members across eight sectors.

FUNDING BY SECTOR (MPSS)

General Sector	Total €	%
Basic Education	768,526	32
Primary Health Care	436,507	18
Human Rights	331,650	14
Urban Community Development	258,690	11
Rural Development	209,456	9
Income Generation	201,076	8
Water/Sanitation	165,698	7
Environment	40,000	1
Total	2,411,603	100



THE FIVE COUNTRIES THAT RECEIVED THE MOST MPSS FUNDING IN 2011

Country	Total €
Kenya	481,352
Zambia	205,475
Uganda	205,254
Nigeria	174,614
Tanzania	166,263
Total	1,232,958

FUNDING BY GRANT TYPE (MPSS)

MPSS Type	No. of Projects	Total €
Organisational Development	29	373,188
In-Country Training	17	124,520
Small Development Projects	117	1,882,945
Missionary Development Awareness Scheme (MDAS)	5	30,950
Total	168	2,411,603



Emergency Food Relief provided by the Mill Hill Missionaries in response to floods in Pakistan. (Photo: Mill Hill Missionaries)

The Emergency Funding Scheme (EFS)

The Emergency Funding Scheme (EFS) is designed to enable members to submit applications for funding of up to €15,000 per project that can be processed in a fast and efficient manner, enabling them to respond quickly to emergency situations. 24 applications from 12 member organisations were approved throughout 2011 under the Emergency Funding Scheme. The total amount allocated was €352,629 to seven countries. Sixteen applications were approved for Kenya in response to the severe drought in East Africa. Three applications were approved for Pakistan to assist in flood relief. Funding was also provided to assist the following emergency situations: flood relief in Thailand; landslides and flooding in El Salvador; families affected by fires in the Philippines; flood relief in Sri Lanka and support to Ivorian refugees in Liberia.

The Submission, Assessment, Approvals and Reporting Process

In 2011 there were three funding rounds for the Project Support Scheme (PSS) and five funding rounds for the Micro Project Support Scheme (MPSS).

Applications were submitted online through the Miseen Cara website. Projects were assessed according to the ten criteria laid out in the funding guidelines, and whether they fulfil Miseen Cara's child protection requirements. A panel of assessors was assembled through an open tender process and 25 applicants were appointed based on qualifications, prior assessment experience and sector experience. Three briefing sessions for assessors took place during the year.

Each application is reviewed internally by a Miseen Cara staff member and externally by an assessment panel assessor. The results are examined at a Project Assessment Committee meeting where an overall recommendation is made. This is presented to the Development Sub-Committee of the board, which presents its recommendations to the board. The board

makes the final decision whether to approve or reject each application. In accordance with governance policy, board members do not participate in decisions relating to projects submitted by organisations of which they are members.

Members are required to report on PSS and MPSS grants within three months of project completion, or 15 months of the release of the funding. The report format is designed to ensure coherence with the application form so that the information provided at the time of application is reported on. The reporting process is online like the application process.

Support to Members in Adapting to the New Funding Schemes

To assist members to adjust to the new funding schemes Mísean Cara delivered a range of supports throughout the year.

A Special Support Fund (SSF) was initiated to support those member organisations that had applications rejected in the first funding rounds, and that required assistance to maintain their operations while working on resubmitting their applications. A small grant of up to €2,000 per member organisation was also made to enable them to engage additional support to assist them in improving the quality of their applications, and to submit the applications online.

A funding application support workshop was provided by DTALK, and Mísean Cara staff ran two information sessions on the new schemes. In these sessions participants were taken through the guidelines and application forms, and feedback was given on reasons why applications were successful or rejected. Further, an on-line demonstration session was held to illustrate step by step how to use the on-line application system.

A series of three technical updates were circulated to members during the year. These updates assisted members to address technical problems relating to the online application system. A “Frequently Asked Questions” support document was sent to all Liaison Officers and published on the Mísean Cara website.

Additional “Help Notes” documents were made available prior to application deadlines. Members also received explanatory notes on the scoring criteria and the assessment process.

Mísean Cara staff were in regular contact with members on an individual basis regarding proposed applications, rejected applications, and other queries related to the new schemes.

A Review of the New Funding Schemes

Late in 2011 Mísean Cara conducted a review of the new funding schemes. Recommendations for the refinement of the schemes and their digital platform were implemented prior to the first funding round of 2012. This review was led by an external consultant and was strongly participatory in approach. Consultations took place with board members, member organisations (represented both by Liaison Officers in Ireland and members working in the field), the Project and Micro Project Assessment Committees, and Mísean Cara staff.

The review reported a positive response from members specifically in relation to the way in which the application form stimulates clear, comprehensive project conceptualisation. The design of the schemes was deemed to be in line with the requirements of the Irish Aid-Mísean Cara Memorandum of Understanding, particularly regarding the requirement to subsume the funding of personnel into project funding.

The review found that the Project Support Scheme (PSS) was understood and accepted by the majority of members, as were the MPSS Organisational Development, In Country Training and Media Development Awareness sub-schemes. However, it was recommended that the Micro Project Support Scheme (MPSS) application form be significantly simplified.

The review resulted in the redesigning of the guidelines and application forms. This redesign process was undertaken in a participatory manner and collective feedback from members, board and staff was taken into account.

SECTION 3

Work we support

- **Health and Environment: Nigeria**
- **Education and Disability: Zambia**
- **Rural Development: Ethiopia**
- **Human Rights, Advocacy and Education: South Africa, Kenya, Nigeria and Zambia**
- **Country Focus: Uganda**

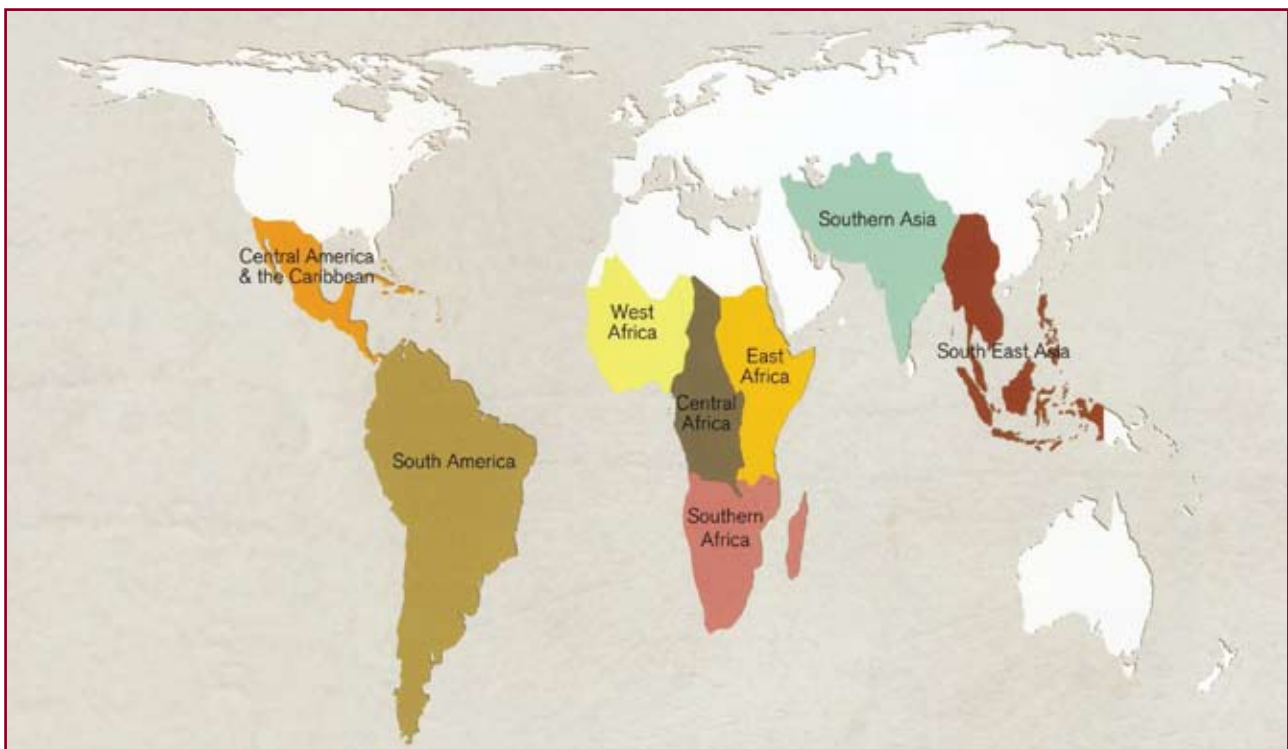
Sr. Petronilla Irozuru, Medical Missionaries of Mary, working in St Mary's Hospital, Ibadan, Oyo State, Nigeria. (Photo: Noel Gavin/All Pix)



Work We Support

In 2011 Misesan Cara supported members' work in the areas of basic education, primary healthcare, rural development, urban community development, income generation, human rights and advocacy, water and sanitation and the environment. All applications are assessed against the highest standards of international development best practice. Here we highlight aspects of some projects that are particularly innovative and inspiring.

Where Misesan Cara supported development work in 2011



<p>American Samoa Angola Argentina Benin Bolivia Bosnia-Herzegovina Botswana Brazil Burkina Faso Cambodia Cameroon Chad Colombia</p>	<p>Democratic Republic of Congo Côte d'Ivoire Ecuador El Salvador Eritrea Ethiopia Gambia Ghana Haiti Honduras India Indonesia Ireland</p>	<p>Italy Kenya Liberi Madagascar Malawi Mexico Mozambique Myanmar (Burma) Nicaragua Niger Nigeria Pakistan Peru Philippines</p>	<p>Sierra Leone Solomon Islands South Africa South Sudan Sri Lanka Sudan Tanzania Thailand Togo Trinidad & Tobago Uganda Zambia Zimbabwe</p>
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Health and Environment: Nigeria

The Medical Missionaries of Mary manage the Mile Four Hospital in Abakaliki, Ebonyi State, Nigeria, which provides quality care to mothers and babies at birth. A total of 29,655 women attended antenatal clinics and 3,115 women delivered in the hospital in 2011. One of the most difficult problems the hospital faces is the lack of a continuous, reliable power supply: power sharing across the national grid results in regular power cuts and it is too expensive to run the emergency generator very often or for very long. As a result, doctors and midwives conduct vital operations and deliveries under poor lighting such as that supplied by a battery powered torch.

The solution proposed by the Medical Missionaries of Mary was the installation of a solar energy supply system, similar to a system that has made a large positive impact in another hospital the congregation runs: Mother Mary Centre in Benin City, Nigeria. Miseen Cara found the proposal innovative, not least because of the interesting way in which primary goals within the health and environment sectors intersect. In itself solar power is still not competitive economically with grid electricity. Simply put, the cost of the power is paid up front in the form of high capital outlay per unit of electricity generated. The longer the system lasts the more cost effective the investment becomes, but it is still relatively expensive. Therefore if solar power is to be a compelling solution to a power deficit problem it must offer other significant advantages.

The Mile Four Hospital solar energy installation project does. First, the reliability of solar power will ensure safer deliveries and other vital procedures, which will significantly improve the health of mothers and infants, and reduce mortality. The 24 hour supply of power will also enable other general hospital procedures and facilities, such as laboratory testing and drug preservation, to continue without interruption. Overall the services the hospital offers will become safer, and more effective and efficient.

In this instance, however, there is also a compelling economic argument for the installation of solar power relating to access. Many of Mile Four Hospital's patients are subsistence farmers, and 40% are not able to access enough cash to pay for treatment. It is central to the charism of the Medical Missionaries of Mary to render effective and quality service to the marginalised, particularly the most vulnerable amongst mothers and children. Therefore those who are unable to pay are treated for free.

However, the hospital is largely self-funded and income from the 60% of paying patients must be stretched to pay for the care of everybody. In this situation reducing large energy bills, whether for grid electricity when available or for fuel for the diesel generator, contributes significantly to reducing running costs and increasing the financial sustainability of the hospital. The energy bill cost saving is 'recycled' back into the initiative by increasing the funding available to subsidise care for the 40% of patients unable to pay. In other words the solar power system directly facilitates access to quality health care for the most marginalised. Double value is extracted from one investment: a desirable outcome from any funder's perspective.

Solar Panels installed at Mile Four Hospital, Abakaliki, Nigeria.
(Photo: Medical Missionaries of Mary)



Education and Disability: Zambia

Basic education is the sector for which Misesan Cara provides the greatest amount of funding on an annual basis. Since the organisation's establishment it has allocated just over €2.1 million to Zambia for basic education projects, making the country the largest recipient of funding for this sector. In 2011, therefore, Misesan Cara evaluated education projects in Zambia, with a particular focus on the facilitation of access to education for vulnerable and marginalised children.

A number of members' education projects aim to assist orphans and vulnerable children, and provide access for children with disabilities. One of the most innovative initiatives is the Bauleni Street Kids Project (BSKP) run by the Sisters of the Sacred Hearts of Jesus and Mary (SSHJM) under the auspices of the Archdiocese of Lusaka. Providing education and other support for marginalised people, particularly those with disabilities, is central to the SSHJM's charism and is core to the congregation's activities around the world.

The Bauleni Street Kids Project (BSKP) opened in 1998 in Bauleni compound on the south-eastern edge of Lusaka. It is now a multi-faceted project offering a broad range of services. These include two schools that cater for children with disabilities and orphans and vulnerable children, a home-based education (HBE) programme, two hostels, a vocational training programme, and various income generating activities. The latter accounted for 56% of BSKP's income in the year ending March 2011.

The external consultant who reviewed the Bauleni Street Kids Project found that it is both effective and innovative. Its school for children with disabilities is rated by impartial interviewees as one of the top four Zambian schools of its type. Through two initiatives in particular the project is becoming increasingly recognised as a field-leader in the country. The special school's Lowani class and the home-based education (HBE) service offer education to children with complex multiple needs who otherwise would be excluded entirely from education services, and whose families would receive little support of any kind.

The special school's Lowani class is particularly highly regarded in the disability sector in Zambia. Lowani means "all are welcome" and the class caters for children with severe intellectual impairments and autism. There are 10 students in Lowani at present, with three members of staff.

It is, however, the home-based education programme that is widely regarded as the BSKP's flagship initiative. The Sisters of the Sacred Hearts of Jesus and Mary introduced home-based education into Zambia in 1994. Presently the programme supports 24 children in the Bauleni locality, along with almost 3000 others in 12 zones throughout the country. These include other districts of Lusaka, villages in the Lusaka hinterland, and in other parts of Zambia - Kasama, Livingstone, Mamba and Mbala. The SSHJM mission in Mbala runs the HBE programme there. In most other places the programme is coordinated from the Project at Bauleni.

The education content of home-based education is based on the Portage approach, which was developed in Portage, Wisconsin, USA, in the 1970s. The programme was adapted to the Zambian context with permission from the publishers of the Portage Programme, and new appropriate manuals and materials were developed. In Zambia home-based education is offered to children with significant impairments up to the age of 14 who are not attending school. The Portage approach is conceptualised as a partnership between the child, the family and the visiting teacher (usually a volunteer teacher or other community-based volunteer). Based on emerging skills, and using an adapted workbook, visiting teachers conduct 45 to 60 minute sessions weekly in which they assess progress and assist children to develop competence in activities of daily living such as eating independently, play and communication skills. Where possible, aspects of basic education are also provided. Recently modules on child protection and counselling have been introduced.

As well as teaching children using small steps and positive reinforcement, Portage aims to support and empower families, and to engender positive attitudes towards the children and their achievements. Home-based education reaches far more, and more isolated, children than any school-based programme ever could, and has shifted attitudes from stigmatisation



Tawanda Mwale at Bauleni Special School, Bauleni, Lusaka, Zambia.
(Photo: Sisters of the Sacred Hearts of Jesus and Mary)

and discrimination towards acceptance and participation. Prior to the introduction of home-based education many parents were at a loss as to what to do with their significantly disabled children as there was no educational support available.

Furthermore, BSKP's model of home-based education offers benefits beyond the education of individual children. Examples of important additional impacts include: village leaders are more involved and now record the incidence of disability in their village books; there is a decrease in stigmatisation in rural areas through showing that respected people like teachers value children with disabilities; the value of education in general is demonstrated in remote locations, leading to families sending their non-disabled children to school for the first time.

BSKP is committed to supporting children with disabilities within the family setting. This achieves greater community impact, reduces alienation, and ensures that families do not abrogate their responsibilities towards their disabled members. The external evaluator noted how rare this approach is

in Zambia, and that it is significantly enhancing the development of social solidarity between disabled and non-disabled Zambians. Respondents interviewed for the evaluation expressed appreciation for the way in which the BSKP approach focuses on family and community participation, and offered examples of significant attitudinal change towards disability and reduction in stigmatisation. Proving such children's competency in everyday tasks was identified as particularly important in raising the social status and acceptance of disabled people. Another positive change noted was that children who previously were hidden away by their families now take part in public activities such as church and going to market.

As one respondent put it, "these children would not have had a future without this project". Another said, "This is a school of hope. Zambia's development depends on such projects." The BSKP in general, and the Lowani class and the home-based education programme in particular, show what "education for all" means in practice, and provide a realistic methodology and approach for achieving this ideal.

Rural Development: Ethiopia

In November 2011 Misean Cara staff conducted a monitoring visit to Ethiopia. For Misean Cara the aim of staff monitoring visits is more to facilitate understanding than it is to inspect. In-person visits help staff to comprehend better the detail and complexity of members' work and working contexts, and to learn from innovative and best practices in order to facilitate knowledge sharing between members. Staff also dialogue with project officers and offer recommendations in the spirit of mutual learning.

With regard to opportunities for knowledge sharing, Misean Cara staff thought that a number of aspects of a livelihoods and food security initiative run by the Spiritans (the Congregation of the Holy Spirit) in Dega Chengie, Ethiopia, were particularly interesting and noteworthy.

The Spiritans' project functions under the auspices of the Integrated Community Development Programme (ICDP) run by the Catholic Church of South Omo and Gamo Gofa, which has a strong team of experienced, dedicated and talented staff. Led by Father Paddy Moran (CSSP) who has been the Development Director of the ICDP in Gamo Gofa since September 2010, the 15 member team operates from an ICDP office in Arba Minch.

Dega Chengie is a particularly marginalized and underdeveloped rural area in Arba Minch Woreda, Gamo Gofa Zone. With a poor road and communications infrastructure, Dega Chengie is characterized by high human and livestock disease rates, widespread illiteracy and patriarchal treatment of women. The main livelihood strategy is mixed traditional agriculture augmented by off-farm income generating activities such as petty trade. However, the population is increasing rapidly and already households have insufficient land to produce enough food to service their needs. There is intensifying soil erosion and depletion of natural resources.

In 2009, on the strength of the success of a similar initiative, the ICDP was invited by the government to run a poverty reduction, livelihoods enhancement

intervention to address the most pressing issues in Dega Chengie. A close co-operative relationship with the relevant government departments has characterized project implementation throughout, and the exit plan, including the handing over of assets to the community and the office of Agriculture and Rural Development, was part of the project design from the outset. On completion the ICDP intends to replicate the programme in a new area selected in dialogue with the government. In this way all the experience and local knowledge and understanding developed by ICDP staff is not lost as their team will continue to work in the broader region.

What is particularly impressive, and most valuable as an opportunity for learning between Misean Cara members, is the way in which a short-term, finite intervention is encapsulated within the framework of the long term commitment and presence that is one of the hallmarks and great strengths of the missionary approach to development. In this model the risk of establishing relationships characterized by dependency, or of creating structures parallel to those of government, is avoided.



Mesfin Shifferaw, Project Coordinator, Integrated Community Development Project (ICDP), Arba Minch, Ethiopia. (Photo: Zélie McGrath)

Another particularly salutary aspect of the Dega Chengie food security and livelihoods initiative is that gender and environmental sustainability are not additional cross-cutting issues, they are core to the project design and implementation.

Recognizing the foundational threat that environmental degradation poses to livelihoods



Asegedech Sankura, Berhannesh Assha, Masingie Malle, Mulunesh Tsanno and Zenebech Edannae, members of the ICDP Dega Chengie Savings Project, Arba Minch, Ethiopia. (Photo: Zélie McGrath)

when most people are subsistence agriculturalists, there is a strong focus on soil and vegetation rehabilitation and on renewability with regard to the harvesting of natural resources. Some of the best results in the domain of agriculture and natural resource improvement are in new food preservation techniques. Previously, food loss eliminated 50% of what was produced. Food preservation skills introduced through the project are making a significant difference, particularly for women.

Overall, some of the greatest impact of the initiative is in the domain of gender relations, particularly the empowerment of women. The project design demonstrates a good understanding of government policies throughout. It is, however, in relation to women's policy that the project has demonstrated particular success in the implementation phase. For instance, one of the key recommendations of the Ethiopian government's Women in Development (WID) report was to achieve "increased access of women to economic and productive resources", that is to "increase women's access to land and natural resources, [and] facilitate entry of poor women into labour markets through access to credit".

During their visit Misean Cara staff observed a strong involvement of women in community activities. For

instance about 70 women attended the open air meeting, as compared to the three women who had presented themselves to community leaders three years previously at the start of the initiative. At the time the ICDP was told that this was because it was taboo for women to speak out publicly.

Accounts offered by women participants provided convincing evidence of significant women's empowerment. This was particularly as a result of the literacy and numeracy classes (which rendered them less vulnerable when taking part in financial transactions), along with access to informal savings groups and more formal micro-credit savings and the Credit Co-op. The Saving and Internal Lending Communities (SILC) scheme, which charges interest at 7.5%, achieved a particularly impressive 85% repayment rate, as compared to government micro-finance institutions, which charge 17% interest and are repaid by less than 50% of borrowers. The SILC scheme was successful in encouraging women to find new ways of generating income and in promoting self- and mutual-help. Initially men had been against the idea of women making their own money. Now men predominantly support women, and encourage them to generate income. This is seen by women as a significant and welcome change.

Human Rights, Advocacy and Education: South Africa, Kenya, Nigeria and Zambia

The Damietta Peace Initiative (DPI) is a Franciscan, inter-faith driven, community-based peace enterprise whose vision is an Africa where peace through non-violence is a way of life, and people are motivated by the values of right relationships, harmony, reconciliation and care of creation. The problem that the DPI aims to address is conflict and violence, which hinders the eradication of poverty and sustainable development across the continent.

Straddling the sectors of human rights, advocacy and education, the Damietta Peace Initiative's primary activity is establishing and nurturing community-based groups called PACTs (Pan African Conciliation Teams). PACTs are always formed of people considered diverse in their community, and within PACTs diversity is respected, appreciated and celebrated, and a culture of non-violence is promoted as an instrument of personal growth and societal transformation. The Damietta Peace Initiative sees the formation and training of PACTs as a practical way of working towards achieving attitudinal change resulting from the internalization of new values.

PACTs are trained in a way of non-violence that functions not only as an ideological tool, but also as a technique to make real changes that can bring about peace. Their training aims to achieve both personal self-transformation and group formation through relationship-building: they approach non-violence as an ethic, a value and a practice. This enables PACT groups and individual members to become agents for positive change and conflict transformation in violent and conflicted contexts. PACTs are trained to monitor tensions and conflict in their local areas in order to intervene quickly when tensions and conflicts might give rise to violence. Their approach is proactive and they aim to preempt hostility between different faiths, genders, races, ethnic groups or any form of categorization of 'the other' that might facilitate derogatory or aggressive behaviour.

What is so interesting about the DPI model and approach is that it is unlikely to have evolved, and probably could not effectively be emulated, by a secular development or advocacy organisation. For this reason it offers a unique practical and philosophical faith-based approach to the broader not-for-profit sector.

The core of DPI's structure is a model of spiritual formation, personal transformation and community building transferred from the faith domain into the development domain. It is based on the premise that everything is founded on values, that changing people's ideology – the way they see the world – must be the foundation on which everything else works. Thus the primary work and most resources are committed to training to achieve attitudinal change, which includes relationship building and community formation.

Similarly, the educational approach to how this is achieved is akin to that of the process of spiritual formation in a faith community: there is a regular meeting of like-minded people who have chosen to follow a particular path of understanding; a process of personal transformation is supported by, and enacted through, the community accompanied by leaders who are further along the path. The premise is that people who internalize a particular ideal will act to fulfil this ideal and therefore become a powerful force for positive change.

At a fundamental level this approach differs from most secular peace-building programmes, which tend to be relatively technical, focusing primarily on the development of practical skills and the accumulation of knowledge. The point is that the DPI approach works. There are many stories of small and large impacts that PACTs and their members have made on and in their communities. Some are quite high profile, such as the situation in the city of Jos in Nigeria, which is plagued by inter-faith violence and killing: the areas where PACTs are based are islands of peace surrounded by conflict. There are also a number of stories of incidents during the post-election violence in Kenya in 2008 in which PACT members protected other group members who were at risk from the surrounding community. In one instance Muslim PACT members surrounded a church and stopped it from being attacked by Muslim youths. In South



A Damietta Peace Initiative street soccer tournament organised by PACTs in the Pretoria-Attridgeville area, South Africa, 2010. (Photo: Martin Mande)

Africa much vital work has been done in the wake of the xenophobic violence of 2008. In some parts of the country the threat of new outbreaks of violence is ever present. In one instance relationships built up through Damietta between members of the ANC Youth League and Ethiopian immigrants prevented lives from being lost in a planned clash. The violence was reduced and all the stock and most of the shops belonging to the targeted Ethiopian businessmen were not burnt as planned.

One of the most fortunate unintended consequences of the DPI method is that it has revealed a possible answer to one of the most intransigent problems in development: how to ensure that cooperatives and other communal groups stay together productively through the inevitable challenges and conflicts that occur in the life cycle of a project. All too often as soon as problems occur, or as soon as money is present, the group disintegrates as a result of infighting.

As PACTs mature they start to initiate group projects of various types. This cements group cohesion because it increases the shared interests and commitments between diverse members. Some of these projects

are primarily about team- and relationship-building (such as the soccer peace-cup teams for youth in South Africa). Some start as self-help or mutual support initiatives. Some are income generating, and others combine self-help with income generating goals. One example of the latter is Al-Shadai crèche in central Pretoria, South Africa. This was started by members so that their own children could be looked after safely and well while they sought work. Gradually other people asked whether their children could be accommodated and today the project is a fully fledged crèche.

The difference between the cooperative projects run by PACTs and those that are initiated for the sake of the project from the outset is that PACTs continue to work on relationship-building and conflict resolution throughout. This means that they are well equipped to work through problems as they arise, with the result that PACT projects have a much better chance of being sustainable and of achieving a significant long term impact. In short, they demonstrate the foundational importance of values, and ultimately the value of the faith-based approach to development.

Country Focus: Uganda

As a result of its rapidly growing population of over 35 million, Uganda faces significant economic and development challenges. There is particular pressure on the delivery of services in vital sectors such as education and health.

Irish missionary organisations have a long tradition of providing a wide range of educational and healthcare services in Uganda. Misesan Cara has supported such work since 2004, and in 2011 allocated a total of €1.985 million to projects in the country.

In October 2011 Misesan Cara went to Uganda with three journalists representing a number of Irish national and regional newspapers to see how taxpayers' money is being put to good use through the work of our member organisations. Here are some stories from projects visited.

Education for Women: Kangole Girls Senior Secondary School

Education is seen as a key to bringing progress and to overcoming conflict in the semi-arid region of Karamoja in northern Uganda.

With the introduction of universal secondary school education in Uganda – which means second level tuition fees are paid for by the government – significant strain has been placed on the sector to maintain good standards whilst accommodating increasing numbers of students.

In Karamoja, however, education service providers face additional challenges such as the difficulties brought by drought and tensions over limited access to resources.

'Before I came to Karamoja the security situation was quite dangerous', said Sr. Bernadette McArdle, RSCJ, School Bursar at Kangole Girls Senior Secondary School in Moroto, Karamoja. 'But following efforts by the government, the police and negotiations with local people, a process of disarmament was initiated. This was generally successful. There are still isolated incidents such as night-time gun battles between

police and livestock raiders, but security has improved greatly.'

At Kangole Girls Senior Secondary School staff have continued to provide a high standard of education to its 600 plus female student population regardless of difficulties. This government-aided school, managed by the Society of the Sacred Heart for the last three decades, has progressively upgraded much of its facilities to cater for students coming from a diversity of backgrounds.

According to Sr. Bernadette McArdle, access to education for females is significant for shaping the kind of person they want to be in the future: 'I think it gives them an opportunity in life. Women are going to be the influence in families in later life. I think the possibility and opportunities that education opens to them are vast – without it they have very little possibility beyond village life.'

Kangole has had many graduates that have gone on to excel in their chosen fields, including a Minister for Education and a Ugandan ambassador. The majority of graduates however have gone onto careers in education and health.

'The hope is if they can make the most of this opportunity for education they would develop not only themselves but their communities and ultimately their country. Our ethos is trying to make them responsible, caring people who will give back something to their communities.'



Sr. Bernadette McArdle (RSCJ) School Bursar at Kangole Girls Senior Secondary School in Moroto, Karamoja. (Photo: Jean Curran)



Sr. Mary Costello (SHJM), Women and Children First Organisation (WAFCO), Uganda. (Photo: Jean Curran)

Early Childhood Education

Early childhood education is one of a number of measures being used to help bring reconciliation to a region that has been torn apart by atrocities and violence for a generation. That is according to Sr. Mary Costello who works with communities in resettlement camps near Gulu town in Northern Uganda.

The Sisters of the Sacred Hearts of Jesus and Mary (SHJM) arrived in the region in 2004, around the time the Lord's Resistance Army (LRA) was at its most active. The LRA is infamous for abducting children and turning them into child soldiers. Initially Sr. Mary and the SHJM set up a community based organisation – the Women and Children First Organisation (WAFCO) – to provide emergency support alongside other NGOs in Pabo camp, which at its height provided refuge for 63,000 people from neighbouring towns and villages.

'What I thought would be the big problem in the camp was nothing like the real problem. I thought there would be a lot of malnutrition, but that was not so. But there were thousands of children under five running around, playing in the dirt of the camp - it was just awful. All the children from seven upwards were in school. But the younger children had nothing to do.' Although the camp was dismantled once the threat from the LRA waned, problems continue to persist in the region.

'It's all internal strife and fighting over the land. People are killing each other over land issues. Much of the land is lying idle because nobody will agree to renting it and that is a shame,' said Sr. Mary.

'One thing that is needed is to get a change of attitude from early childhood. That is, to create an atmosphere where the children can enjoy themselves and be happy and then the feuding families can see that their children can grow up together and not be fighting.'

In response to this need WAFCO, under Sr. Mary's directorship, has established an early childhood education programme, one of several community based projects WAFCO is operating in the region. Early childhood education is a type of informal teaching and care of young children by trained professionals, and takes place in the village setting. In 15 settlement villages around Pabo, WAFCO has plans to train local people in early childhood education. Trainers can work with up to 200 children aged between three and six in each village, including orphans and children with disabilities.

'What I would like to see is a total change in northern Uganda with regards to early childhood education, because before not enough value was being placed on it. I would hope that in the future we would have an educated, well integrated people in Northern Uganda, starting with the very young children,' she said.

Healthcare: HIV and AIDS palliative care outreach programme

Uganda has often been held up as a model in the fight against HIV and AIDS. However in recent years the prevalence of HIV and AIDS in the country has increased, with the current figure estimated at 6.5% of the population.

The Daughters of Mary and Joseph (DMJ) provide a Palliative Care Outreach service to ten neighbouring villages and communities outside the large town of Mbarara in the south west of Uganda.

Over the last ten years, DMJ Project Coordinator Sr. Rosemary Kamahoro has noticed complacency emerging with regards to contracting the deadly virus: 'When there was a lot of sensitisation everyone was aware of it (HIV and AIDS). That slowed down the spread of the virus,' she explained. 'With the coming of anti-retroviral drugs (ARVs) people have put on weight and have started to look very well. They say: "we look well – our lives are normal, so we can live normally." We have a great duty now to educate

people about their sexual lives. Even if they look well the virus remains in the blood. People have to know that still they live with the virus and they can spread it if they are sexually irresponsible.'

At the start of each month, Sr. Rosemary and her team set about preparing medicines and vitamins that are administered to individuals at a one-day clinic in each village. Although they are not charged with administering the ARVs, they are responsible for providing vitamins that play an important role in the bodies of people living with HIV and AIDS.

Also, during the clinics, the team provides a one-to-one counseling service for people who request it, and offer general health education sessions to larger groups.

More recently Sr. Rosemary and her team have started to provide a skills training programme in counseling, agriculture and financial management in order to enable those living with HIV and AIDS to build new lives to bring themselves out of poverty and enable them to cope with their condition more effectively.

Sr. Rosemary Kamahoro (DMJ), Project Coordinator, Palliative Care Outreach Service, Mbarara, Uganda. (Photo: Jean Curran)



SECTION 4

Other support activities

- **Capacity Building**
- **Communications**
- **Research, Monitoring and Evaluation**
- **Governance and Organisational Development**

Delicate beadwork by the Nama skills training group established by the Sisters of the Sacred Hearts of Jesus and Mary, Mukono, Uganda.
(Photo: Jean Curran)



Other support activities

Apart from providing funding for development projects, Misesan Cara is active in a number of other domains in support of member organisations and their work. The most important of these domains are: capacity building; communications; research, monitoring and evaluation; governance and organisational development.

Capacity Building

Support for Liaison Officers and Field Officers

The primary aim of the capacity building and training offered by Misesan Cara in 2011 was to assist members to adapt to the new funding schemes. Training on the content of the new funding schemes and on the web-based application process accompanied written funding guidelines. Given that the new funding schemes are based on the Project Cycle Management approach to development, the capacity building and training offered to members in Ireland and project countries focused on this approach. Training provided through the year included participatory needs assessments and project identification, participatory planning, monitoring and evaluation, reporting, and financial management, including fundraising.

Induction for new Liaison Officers was provided during the year. Ongoing training on child protection was also offered.

Child Protection Training and Support

During the year the commitment of the membership to the safeguarding of children continued. Significant advances in both thinking and practice regarding child protection were made – from recognition of the existence of child abuse in the developing world and the formulation of good child protection policies, to the implementation of processes required to ensure effective child safeguarding. Child protection training overseas was supported through the funding schemes. Members are increasingly recognising child protection and safeguarding as a core element of their mission.

Much of the training support throughout the year was delivered by DTALK, which provided an effective service valued by Misesan Cara staff and members.

Support for Returned Missionaries

Misesan Cara allocated €50,000 in funding to the Irish Missionary Union (IMU) to support ongoing returning missionaries' activities. This was used by the IMU's Returned Missionaries Desk, to offer support to missionaries who are returning home to Ireland permanently and to provide assistance to those who are on home leave. The activities supported were: seven spring and winter workshops to provide ongoing support for returned missionaries; five "Our Irish Heritage" workshops; a seven day residential course for missionaries and development workers; a two day welcome home workshop for recently returned missionaries; a five day "Exploring Transitions" course; two sessions on "Ageing"; twenty-four sessions on "Stress Management"; eight sessions on "Mindfulness".

Children studying in Uganda. (Photo: Jean Curran)

Communications

External Communications

Misean Cara continued throughout 2011 to communicate with the Irish public about how funding effectively supports poverty alleviation through the development work of missionaries.

Journalists participating in the press trip to Uganda visited projects in Kampala, Masaka, Mbarara, Mukono and Jinga run by the Sisters of the Sacred Hearts of Jesus and Mary, the Jesuit Fathers, the Medical Missionaries of Mary, the Daughters of Mary and Joseph and the Religious of the Sacred Heart. Outcomes of the trip included articles in the *Irish Times* and the *Irish Farmers' Journal*, amongst others, and generated a database of photographs available for the promotion of members' work.

The Media Development Awareness component of the new Micro Project Support Scheme (MPSS) enabled members to engage with the Irish media and raise public awareness of their development work overseas. For instance, a press trip was funded to showcase an initiative in which several Misean Cara member organisations are working with Solidarity with Southern Sudan (SSS) to create a new paradigm for peace-building and reconciliation. Journalists took videos of the work taking place in each community, interviewed Misean Cara members working within SSS, and had discussions with local beneficiaries. This media project engaged audiences through the different mediums of print, television documentary, photographs and video.

Work on compliance with the Dóchas Code of Conduct on Images and Messages continued throughout 2011, and Misean Cara was accepted as a signatory once again.

Internal Communications

Misean Cara's internal communications aim to support and provide information to members, as well as to facilitate inter-member collaboration and learning. In 2011 Misean Cara used various communication tools to achieve these ends. Liaison officers, field officers, leadership and the wider membership were engaged

through members' events, the Annual General Meeting, the Misean Cara website and the monthly e-newsletter *MissionAid*. Towards the end of the year the newsletter was augmented with a communiqué following board meetings.

The main achievement was the development of a digital Management Information System (MIS), including the introduction of a web-based application system for the new funding schemes.

The most influential of the members' meetings were those convened specifically for the purpose of the Joint Agenda Building process, which contributed to the formulation of Misean Cara's future direction and priorities.

The Misean Cara website underwent significant redevelopment in the early part of the year in which content was updated and made compliant with the Dóchas Code of Conduct on Images and Messages. In order to assist members to make use of contemporary social networking channels and engage more actively with one another, a members' online forum was created. Discussions initiated through the online forum platform engaged topics such as the new funding schemes, the online funding application system and child protection.

Research, Monitoring and Evaluation

The aim of the research, monitoring and evaluation activities for 2011 was to strengthen Misean Cara's role as a learning organisation dedicated to good development practice.

Research

Research activities for the year were focused on evolving policy in order to strengthen organisational practice in key areas, namely capacity building, governance, monitoring and evaluation and child protection.

The primary research focus of the year was on strengthening child protection and safeguarding. An internal review of Misean Cara's child protection

policy was undertaken in the first quarter of the year, which recommended specific areas of elaboration and revision. The revised policy was approved by the board in May, disseminated to all members and published on the website. Misesan Cara also continued to engage with and support members who are actively embracing their responsibility to safeguard those children with whom they work.

Extensive work was carried out to draft a new Governance Manual in partial fulfillment of Misesan Cara's ongoing commitment to ensuring that the organisation adheres to governance best practice.

A draft monitoring and evaluation policy was developed in line with commitments set out in the annual programme plan. The policy aims to assure transparency and accountability, using monitoring and evaluation to demonstrate clearly how funding is used to achieve the objectives for which it was granted. Importantly the policy also views monitoring and evaluation as a service to members that helps identify priority areas for future funding support. Improving the targeting of support ultimately aims to increase value for beneficiaries.

Monitoring and Evaluation

Core to Misesan Cara's approach to Monitoring and Evaluation is the facilitation of learning, which manifests in a process defined by participation, collaboration and dialogue. The terms of reference for evaluation are discussed with members, and field officers facilitate the research process during visits. Report drafts are circulated to participants and their Liaison Officers, and feedback is incorporated into the final report. Recommendations are discussed with relevant stakeholders and formal responses are requested from members. Misesan Cara also identifies issues and best practice examples relevant to other members and disseminates this learning through its various communications channels.

Misesan Cara's internal monitoring visits are usually conducted by country, and in 2011 staff travelled to Ethiopia. Focusing on the Addis Ababa and Arba Minch areas, Misesan Cara staff visited projects run by member organisations in the sectors of education, health, rural development, and urban community development. These included initiatives that facilitate youth development and the empowerment of women. Misesan Cara's approach to evaluation is based on the principles and guidelines provided by the OECD's Development Assistance Committee (DAC),

Teacher Edith Niinsima at Coloma Primary School run by the Daughters of Mary and Joseph outside Mbarara, Uganda. (Photo: Jean Curran)



which have been adopted by all major development agencies internationally. These examine the efficiency, effectiveness, sustainability, relevance and impact of selected projects. The resulting in-depth evaluations provide an important means of reviewing how funding has been spent, and to suggest ways in which outcomes and impact of funding could be strengthened in the future. For Misesan Cara their objective is both to produce recommendations that are of value to the projects in question, and are of interest to other members working in similar areas.

In 2011 Misesan Cara structured its external evaluations by sector. Basic Education is the sector for which Misesan Cara provides the greatest amount of funding annually, and the country that has received the most funding in this sector is Zambia. Therefore the 2011 evaluations engaged education work in Zambia, with a particular focus on access for those who are customarily marginalized. Three evaluations reviewed eight initiatives run by four Misesan Cara member organisations. Particular attention was paid to access for those with disability and orphans and vulnerable children through formal education structures, skills training centres, and open community schools.

Governance and Organisational Development

In 2011 Misesan Cara took a number of vital steps forward with regard to governance and its development as an organisation.

Governance

The Misesan Cara board met nine times during the year, and also attended a meeting with the Civil Society Section of Irish Aid in January. The independence of board members was further enhanced: by the end of the year six of the eleven members of the board did not belong to missionary congregation member organisations that receive funding from Misesan Cara.

The three standing committees of the board (the Audit, Risk and Compliance Committee; the

Nominations, Governance and Staffing Committee; and the Development Committee) continued to support the board. Towards the end of the year the Nominations, Governance and Staffing Committee was strengthened by the addition of two external members with relevant expertise. This committee will oversee the implementation of improvements in governance in 2012.

At the close of the year the board outsourced the role of Company Secretary to a company that specialises in the provision of such services.

A draft Governance Manual was produced, and the board participated in governance training in March.

Organisational Development

Two reviews relating to the development of Misesan Cara as an organisation were planned for 2011. However, the organisational review was subsumed into the board-led Joint Agenda Building (JAB) initiative, and the mid-term strategic plan review was postponed to 2012.

The Joint Agenda Building process aimed to be fully inclusive of all stakeholders, and was participatory in its methodology and driving principles. Participants consisted of Misesan Cara staff, board members and member organisations represented by their Liaison Officers (LOs) based in Ireland. The four key challenges engaged through the Joint Agenda Building process were:

- to improve relationships between the board, staff and members;
- to build a common understanding of application systems and procedures (specifically the new funding schemes);
- to improve decision-making processes and procedures between the board and management;
- to clarify and agree on the identity of the missionary development approach.

Groups of volunteers worked on each challenge and reported back to the general assembly during a members' meeting. Recommendations were considered by the board and brought to bear on decision-making broadly in the organisation.

SECTION 5

Company information and financial statements

The effect of drought on the environment, Todenyang, Turkana, Kenya.
(Photo: Tim Flynn, Volunteer Missionary Movement)



Board of Directors

Sr. Maeve Guinan (SJC) (Chairperson) - retired September 2011
Mr. Matt Moran - elected Chairman in October 2011
Mr. Rory Dowling - retired September 2011
Sr. Christine Heverin (MSHR) - retired April 2011
Br. Declan Power (CFC) - retired September 2011
Fr. Paul Byrne (OMI) - retired September 2011
Fr. Sean O'Leary (CSSp)
Fr. John Dunne (SMA)
Dr. Jim Kinsella
Mr. Seamus Farrell
Sr. Uainín Clarke (SSL) - elected September 2011
Fr. John Guiney (SJ) - elected September 2011
Sr. Joanne Bierl (MMM) - elected September 2011
Mr. John Grindle - elected September 2011
Mr. Donal MacDonald - elected September 2011
Ms. Mary McKeown - elected September 2011

Board Committees

Audit, Risk and Compliance Committee:

Mr. Rory Dowling (Chairperson)
Sr. Maeve Guinan (SJC) - retired September 2011
Mr. Owen McCabe
Mr. Michael Norton
Sr. Joanne Bierl (MMM) - joined October 2011
Secretary - Ms Bridget O'Sullivan and Mr John Brady

Nominations, Governance and Staffing Committee:

Br. Declan Power (CFC) - Chairperson
Mr. Matt Moran - joined October 2011
Fr. Gerry O'Connor (CSSR)
Sr. Uainín Clarke (SSL) joined October 2011
Secretary - Mr. Séamus O'Gorman

Development Committee

Fr. John Dunne (SMA) Chairperson
Dr. Jim Kinsella
Mr. Seamus Farrell
Fr. Joe Whelan (MHM)
Mr. John Grindle - joined October 2011
Secretary - Mr. Séamus O'Gorman

Secretary

Mr. Séamus O'Gorman

Chief Executive Officer

Mr. Mike Greally

Registered Office

1st Floor
563 South Circular Road
Kilmainham
Dublin 8

Auditors

Mr. 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

Constitution and Objects

The organisation 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 Activity

The main activities of the company are the accessing of funds for the company's principal objectives, and 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 members are listed above.

Independent Auditor's Report

The Auditor's Report and the financial information on the following pages have been extracted from the 2011 report (including the Director's Report) and financial statements of Mísean Cara. These have been distributed to all members and will be filed with the Registrar of Companies. This information will be made available on the website of Mísean Cara following the Annual General Meeting.

Independent Auditor's Report

We have audited the financial statements of Mísean Cara for the year ended 31 December 2011, 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 2009. 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 2011 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 2009.

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
Ireland & Registered Auditor
24 - 26 City Quay
Dublin 2
Ireland

Date: 25th May, 2012

Statement of Financial Activities

(Incorporating an Income and Expenditure Account) for the year ended 31 December 2011

Incoming Resources

	Restricted	Unrestricted	Total 2011	Total 2010
	€	€	€	€
Voluntary income				
Irish Aid	15,040,000	960,000	16,000,000	16,000,000
Bank interest receivable	-	158,900	158,900	50,699
Total income resources	15,040,000	1,118,900	16,158,900	16,050,699

Resources expended

- Charitable activities

Integrated Block Funding	-	-	-	4,073,462
Personnel Funding	-	-	-	5,391,622
Missionary Development Fund	(75,507)	-	(75,507)	3,489,663
Micro Project Support Scheme Fund	2,437,090	106,961	2,544,051	-
Project Support Scheme Fund	12,452,125	549,804	13,001,929	1,731,369
Special Support Fund	69,250	3,071	72,321	-
Organisational Development Fund	55,944	2,831	58,775	722,662
Capacity Building	193,913	8,601	202,514	-
Research and Development	(200)	-	(200)	38,600
Monitoring and Evaluation	94,426	4,188	98,614	150,411
Returned Missionaries	50,000	2,218	52,218	52,253
Emergency Fund	352,629	15,640	368,269	307,459
Total Charitable Expenditure	15,629,670	693,314	16,322,984	15,957,501

Costs of Generating Funds	17,679	105,596	123,275	91,702
Governance Costs	-	166,497	166,497	195,181

Total resources expended in the year	15,647,349	965,407	16,612,756	16,244,384
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Net incoming (outgoing) resources	(607,349)	153,493	(453,856)	(193,685)
Transfers	81,045	(81,045)	-	-
Fund balances brought forward	526,304	707,061	1,233,365	1,427,050

Fund balances carried forward	-	779,509	779,509	1,233,365
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All of the activities of the company are classed as continuing. The company has no recognised gains or losses other than the results for the period as set out above.

These financial statements were approved by the directors on the 25th of May, 2012, and are signed on their behalf by:



Matt Moran
Director



Sr. Joanne Bierl (MMM)
Director

Balance sheet

as at 31 December 2011

	2011 €	2010 €
Fixed Assets		
Tangible assets	74,921	92,819
Current Assets		
Debtors & prepayments	25,312	16,330
Cash at bank and on hand	1,877,170	3,737,751
	1,902,482	3,754,081
Creditors (amounts falling due within one year)	(1,197,894)	(2,613,535)
Net Current Assets	704,588	1,140,546
Total Assets less current liabilities	779,509	1,233,365
The funds of the charity		
Restricted Funds	-	376,304
Unrestricted Funds	779,509	857,061
Total Charity funds	779,509	1,233,365

These financial statements were approved by the directors on the 25th of May, 2012, and are signed on their behalf by:



Matt Moran
Director



Sr. Joanne Bierl (MMM)
Director

Cashflow Statement

for the year ended 31 December 2011

	2011 €	2010 €
Cash flow statement		
Net cash inflow from operating activities	(2,017,080)	989,010
Purchase of tangible fixed assets	(2,401)	(17,801)
Interest received	158,900	50,699
Net cash (outflow) inflow	(1,860,581)	1,021,908
Reconciliation of net cash flow to movement in cash at bank		
Cash at bank at beginning of year	3,737,751	2,715,843
Cash at bank at end of year	1,877,170	3,737,751
(Decrease) increase in cash	(1,860,581)	1,021,908
Reconciliation of net incoming resources to net cash inflow from operating activities		
Net incoming resources	(453,856)	(193,684)
Depreciation	20,299	22,551
Loss on disposal of fixed assets	-	1,877
(Increase)/Decrease in debtors	(8,982)	(2,550)
(Decrease)/Increase in creditors	(1,415,641)	1,211,515
Interest receivable	(158,900)	(50,699)
Net cash inflow from operating activities	(2,017,080)	989,010

Details of Main Funding Scheme Grants

for the year ended 31 December 2011

Integrated Block Funding

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Missionary Society of Saint Columban (Columban Fathers)	-	-	-	361,920
Daughters of Charity of Saint Vincent de Paul	-	-	-	384,000
Franciscan Missionary Sisters for Africa	-	-	-	465,046
Medical Missionaries of Mary	-	-	-	745,713
Congregation of the Sisters of Mercy	-	-	-	445,880
Missionary Sisters of the Holy Rosary	-	-	-	650,302
Rosminian Fathers	-	-	-	141,000
Sisters of Our Lady of Apostles	-	-	-	199,559
Congregation of the Holy Spirit (Spiritans)	-	-	-	504,372
Support Costs (see note 12c)	-	-	-	175,670
	-	-	-	4,073,462

Note: The funding schemes were revised in 2010 with new funding schemes in place for the later part of 2010 and into 2011. In 2011 there are two primary funding schemes in place, the Project Support Scheme (PSS) and the Micro Project Support Scheme (MPSS). The integrated block funding scheme ceased to operate in 2010.

Personnel Funding - Block

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Augustinian Fathers	-	-	-	13,000
Capuchin Order (OFM Cap)	-	-	-	26,000
Carmelites (OCD)	-	-	-	26,000
Christian Brothers	-	-	-	156,000
Daughters of Mary and Joseph	-	-	-	57,200
Daughters of Our Lady of the Sacred Heart	-	-	-	52,000
De La Salle Brothers	-	-	-	104,000
Society of the Divine Word (Divine Word Missionaries)	-	-	-	26,000
The Congregation of Dominican Sisters	-	-	-	143,000
Faithful Companions of Jesus	-	-	-	13,000
Franciscan Brothers	-	-	-	78,000
Franciscan Missionaries of the Divine Motherhood	-	-	-	78,000
Franciscan Missionaries of Mary	-	-	-	39,000
Franciscan Missionaries of Saint Joseph	-	-	-	91,000
Franciscan Missionary Union (OFM)	-	-	-	26,000
Franciscan Sisters of the Immaculate Conception	-	-	-	34,667
Good Shepherd Sisters	-	-	-	26,000
Institute of the Blessed Virgin Mary (Loreto)	-	-	-	99,324
Irish Ursuline Union	-	-	-	70,200
Jesuit Missions	-	-	-	260,000
La Sainte Union	-	-	-	39,000
Little Sisters of the Assumption	-	-	-	117,000

Personnel Funding Block (continued)

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Little Company of Mary	-	-	-	26,000
Marist Fathers	-	-	-	13,000
Marist Sisters	-	-	-	13,000
Mill Hill Missionaries	-	-	-	104,000
Missionaries of Africa	-	-	-	13,000
Missionaries of the Sacred Heart	-	-	-	13,000
Missionary Sisters of the Assumption	-	-	-	104,000
Missionary Sisters of Saint Columban	-	-	-	108,333
Marie Auxiliatrice Srs	-	-	-	26,000
Notre Dame des Missions	-	-	-	15,180
Missionary Oblates of Mary Immaculate	-	-	-	39,000
Pallottine Fathers	-	-	-	57,200
Patrician Brothers	-	-	-	104,000
Poor Servants of the Mother of God	-	-	-	78,000
Presentation Brothers	-	-	-	104,000
Presentation Sisters of the Blessed Virgin Mary	-	-	-	273,000
Congregation of the Most Holy Redeemer (Redemptorist Fathers)	-	-	-	57,200
Religious of Jesus and Mary	-	-	-	26,000
Religious of the Sacred Heart of Mary	-	-	-	96,200
Saint John of God Brothers	-	-	-	39,000
Saint John of God Sisters	-	-	-	31,200
Saint Patrick's Missionary Society	-	-	-	234,000
Salesians of Don Bosco (Salesian Fathers)	-	-	-	26,172
Salesian Sisters	-	-	-	39,000
Religious Sisters of Charity (RSC)	-	-	-	104,000
Sisters of the Cross and Passion	-	-	-	156,000
Missionary Sisters of the Holy Spirit	-	-	-	54,167
Sisters of the Infant Jesus	-	-	-	83,200
Sisters of Our Lady of Charity	-	-	-	26,000
Sisters of Our Lady of Sion	-	-	-	39,000
Sisters of the Sacred Hearts of Jesus and Mary	-	-	-	225,333
Sisters of Saint Joseph of Annecy	-	-	-	104,000
Sisters of Saint Joseph of Cluny	-	-	-	70,200
Sisters of Saint Louis	-	-	-	117,000
Society of African Missions	-	-	-	91,000
Society of the Sacred Heart	-	-	-	39,000
Viatores Christi	-	-	-	181,130
Vincentian Fathers	-	-	-	57,200
Volunteer Missionary Movement	-	-	-	598,000
Support Costs (see note 12c)	-	-	-	232,516
	-	-	-	5,391,622

Note: In line with the review of funding schemes the Personnel Funding Scheme ceased to operate in 2010.

In 2011 there are two primary funding schemes in place, the Project Support Scheme (PSS) and the Micro Project Support Scheme (MPSS).

Missionary Development Fund

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Capuchin Order (OFM Cap)	-	-	-	148,740
Christian Brothers	-	-	-	374,850
Daughters of Mary and Joseph	-	-	-	12,200
De la Salle Brothers	-	-	-	42,235
Society of the Divine Word (Divine Word Missionaries)	-	-	-	147,398
The Congregation of Dominican Sisters	-	-	-	9,812
Franciscan Missionaries of Divine Motherhood	-	-	-	75,000
Franciscan Missionary Union	-	-	-	40,410
Holy Faith Sisters	-	-	-	50,000
Institute of the Blessed Virgin Mary (Loreto)	-	-	-	323,584
Jesuit Missions	-	-	-	100,559
La Sainte Union	-	-	-	100,000
Little Sisters of the Assumption	-	-	-	69,332
Little Company of Mary	-	-	-	122,295
Marist Brothers	-	-	-	100,000
Mill Hill Missionaries	-	-	-	116,250
Missionaries of Africa	-	-	-	40,800
Nazareth Sisters	-	-	-	33,282
Missionary Oblates of Mary Immaculate	-	-	-	104,450
Poor Servants of the Mother of God	-	-	-	7,057
Presentation Brothers	-	-	-	16,340
Presentation Sisters of the Blessed Virgin Mary	-	-	-	217,390
Congregation of the Most Holy Redeemer (Redemptorist Fathers)	-	-	-	144,120
Religious of Jesus and Mary	(422)	-	(422)	-
Religious of the Sacred Heart of Mary	-	-	-	225,259
Saint John of God Brothers	-	-	-	82,880
Saint John of God Sisters	-	-	-	1,800
Salesians of Don Bosco (Salesian Fathers)	-	-	-	123,600
Salesian Sisters	-	-	-	100,000
Religious Sisters of Charity (RSC)	-	-	-	44,000
Sisters of the Cross and Passion	-	-	-	96,679
Missionary Sisters of the Holy Spirit	(43,095)	-	(43,095)	-
Sisters of the Sacred Hearts of Jesus and Mary	(20,906)	-	(20,906)	34,638
Sisters of Saint Louis	-	-	-	73,108
Society of Africa Missions	(11,084)	-	(11,084)	-
Society of the Divine Saviour	-	-	-	61,000
Society of the Sacred Heart	-	-	-	16,000
Volunteer Missionary Movement	-	-	-	77,918
MDF Applications Assessment Cost	-	-	-	6,462
Support Costs (see note 12c)	-	-	-	150,215
	(75,507)	-	(75,507)	3,489,663

Note: In line with the review of funding schemes the Missionary Development Fund ceased to operate in 2010. In 2011 there are two primary funding schemes in place, the Project Support Scheme (PSS) and the Micro Project Support Scheme (MPSS). Negative values indicate refunds received from members for unspent balances on previous grants.

Project Support Scheme Fund

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Capuchin Order (OFM Cap)	25,000	-	25,000	100,000
Carmelites OCD	100,000	-	100,000	-
Christian Brothers	525,002	-	525,002	-
Missionary Society of Saint Columban (Columban Fathers)	319,468	-	319,468	-
Daughters of Charity of Saint Vincent de Paul	122,142	-	122,142	167,150
Daughters of Mary and Joseph	62,790	-	62,790	-
Daughters of our Lady of the Sacred Heart	293,950	-	293,950	86,000
De La Salle Brothers	551,594	-	551,594	-
Society of the Divine Word (Divine Word Missionaries)	154,333	-	154,333	-
The Congregation of Dominican Sisters	370,000	-	370,000	-
Franciscan Brothers	210,918	-	210,918	-
Franciscan Missionaries of Divine Motherhood	33,100	-	33,100	-
Franciscan Missionaries of Saint Joseph	409,494	-	409,494	-
Franciscan Missionary Sisters for Africa	378,446	-	378,446	244,500
Franciscan Sisters of the Immaculate Conception	499,000	-	499,000	-
Good Shepherd Sisters	197,277	-	197,277	197,100
Holy Faith Sisters	200,000	-	200,000	-
Institute of the Blessed Virgin Mary (Loreto)	196,774	-	196,774	100,000
Jesuit Missions	491,575	-	491,575	192,725
Little Sisters of the Assumption	79,470	-	79,470	-
Little Company of Mary	170,000	-	170,000	-
Marist Brothers	144,328	-	144,328	-
Medical Missionaries of Mary	483,605	-	483,605	-
Congregation of the Sisters of Mercy	242,536	-	242,536	-
Missionaries of Africa	73,991	-	73,991	-
Missionaries of the Sacred Heart	79,382	-	79,382	-
Missionary Sisters of the Holy Rosary	455,610	-	455,610	-
Missionary Sisters of Saint Columban	39,947	-	39,947	-
Missionary Oblates of Mary Immaculate	183,990	-	183,990	-
Poor Servants of the Mother of God	24,956	-	24,956	-
Presentation Sisters of the Blessed Virgin Mary	147,798	-	147,798	-
Congregation of the Most Holy Redeemer (Redemptorist Fathers)	399,800	-	399,800	161,600
Religious of Jesus and Mary	49,651	-	49,651	-
Religious of the Sacred Heart of Mary	413,603	-	413,603	100,000
Rosminian Fathers	236,987	-	236,987	-
Saint John of God Brothers	185,882	-	185,882	-
Saint John of God Sisters	64,220	-	64,220	-
Saint Patrick's Missionary Society	145,315	-	145,315	70,753
Salesians of Don Bosco (Salesian Fathers)	84,757	-	84,757	-
Salesian Sisters	341,434	-	341,434	-
Religious Sisters of Charity (RSC)	227,290	-	227,290	-
Sisters of the Cross and Passion	73,777	-	73,777	-
Sisters of the Holy Cross	74,825	-	74,825	-

Project Support Scheme Fund (continued)

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Sisters of Our Lady of the Apostles	570,012	-	570,012	-
Sisters of the Sacred Hearts of Jesus and Mary	256,091	-	256,091	135,322
Sisters of Saint Joseph of Annecy	100,000	-	100,000	-
Sisters of Saint Joseph of Cluny	85,840	-	85,840	-
Sisters of Saint Louis	219,981	-	219,981	-
Society of African Missions	50,000	-	50,000	-
Society of the Sacred Heart	140,000	-	140,000	-
Congregation of the Holy Spirit (Spiritans)	485,738	-	485,738	-
Society of the Divine Saviour	200,000	-	200,000	-
Sisters of the Infant Jesus	-	-	-	96,000
Viatres Christi	93,325	-	93,325	-
Vincentian Fathers	164,100	-	164,100	-
Volunteer Missionary Movement	467,036	-	467,036	-
PSS Applications Assessment Cost	55,985	-	51,750	5,803
Support Costs (see note 12c)	-	549,804	549,804	74,416
	12,452,125	549,804	13,001,929	1,731,369

Micro Project Support Scheme Fund

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Christian Brothers	99,981	-	99,981	-
Missionary Society of Saint Columban (Columban Fathers)	41,987	-	41,987	-
Daughters of Charity of Saint Vincent de Paul	76,858	-	76,858	-
Daughters of Mary and Joseph	8,294	-	8,294	-
De La Salle Brothers	39,565	-	39,565	-
Society of the Divine Word (Divine Word Missionaries)	21,340	-	21,340	-
Faithful Companions of Jesus	6,200	-	6,200	-
Franciscan Brothers	72,100	-	72,100	-
Franciscan Missionaries of Divine Motherhood	3,375	-	3,375	-
Franciscan Missionaries of Saint Joseph	1,800	-	1,800	-
Franciscan Missionary Sisters for Africa	121,014	-	121,014	-
Franciscan Sisters of the Immaculate Conception	71,087	-	71,087	-
Good Shepherd Sisters	53,998	-	53,998	-
Institute of the Blessed Virgin Mary (Loreto)	106,636	-	106,636	-
Irish Ursuline Union	34,150	-	34,150	-
Jesuit Missions	65,700	-	65,700	-
La Sainte Union	47,400	-	47,400	-
Little Sisters of the Assumption	67,068	-	67,068	-
Little Company of Mary	10,268	-	10,268	-
Marist Brothers	39,000	-	39,000	-
Medical Missionaries of Mary	74,600	-	74,600	-
Congregation of the Sisters of Mercy	78,987	-	78,987	-

Micro Project Support Scheme Fund (continued)

	Restricted €	Unrestricted €	2011 Total €	2010 Total €
Mill Hill Missionaries	13,920	-	13,920	-
Missionary Sisters of the Assumption	95,664	-	95,664	-
Missionary Sisters of the Holy Rosary	235,498	-	235,498	-
Missionary Oblates of Mary Immaculate	33,500	-	33,500	-
Pallotine Fathers	20,000	-	20,000	-
Patrician Brothers	98,321	-	98,321	-
Poor Servants of the Mother of God	17,730	-	17,730	-
Presentation Brothers	20,900	-	20,900	-
Presentation Sisters of the Blessed Virgin Mary	36,345	-	36,345	-
Congregation of the Most Holy Redeemer (Redemptorist Fathers)	96,572	-	96,572	-
Religious of the Sacred Heart of Mary	48,077	-	48,077	-
Rosminian Fathers	20,000	-	20,000	-
Saint John of God Brothers	34,650	-	34,650	-
Saint John of God Sisters	17,490	-	17,490	-
Saint Patrick's Missionary Society	19,500	-	19,500	-
Sisters of Our Lady of the Apostles	26,060	-	26,060	-
Sisters of the Sacred Hearts of Jesus and Mary	50,472	-	50,472	-
Sisters of Saint Joseph of Annecy	34,550	-	34,550	-
Society of the Sacred Heart	7,000	-	7,000	-
Congregation of the Holy Spirit (Spiritans)	82,190	-	82,190	-
Viatores Christi	109,012	-	109,012	-
Volunteer Missionary Movement	152,744	-	152,744	-
MPSS Applications Assessment Cost	25,487	-	25,487	-
Support Costs (see note 12c)	-	106,961	106,961	-
	2,437,090	106,961	2,544,051	-

Note: The Micro Project Support Scheme fund was introduced in 2011 and did not exist in previous years so there are no comparative figures for 2010.

List of Miseen Cara Members, 2011

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



Misean Cara is grateful to all who have contributed to the production of this report.

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Printed on recycled paper.

Design by Dara Ní Bheacháin.

Misean Cara gratefully acknowledges the funding support of:



Irish Aid

An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade

Cover photos:

A pupil at Sacred Heart-run St. Bernadette's Primary School, Jinga, Uganda.
(Photo: Jean Curran)

Teacher Ireen Shanteeb leading her Grade 1 students to class in their new building at Ana Amasiye, a community school run by the Jesuits in Matero, Lusaka, Zambia. (Photo: Amy Colley)