



# Annual Report 2014

# Summary of Main Achievements in 2014

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- > Governance was strengthened further and was endorsed by an independent review of compliance with The Governance Code, and an evaluation of board performance.
- > A positive audit report was received from the Dept of Foreign Affairs & Trade, and a positive report on internal financial controls was received from the company's auditors.
- > 479 project applications (under the Project Support Scheme (PSS), Micro Project Support Scheme (MPSS) and Emergency schemes) were processed. 356 were approved totalling €14,313,454 and distributed to members across 49 countries. This demonstrates a 75% application approval rate.
- > 50 applications were received for Emergency Funding with funding approvals amounting to €687,848. There were 29 Emergency applications approved totalling €428,240 for Ebola response measures in Sierra Leone, Liberia and Guinea.
- > Introduction of the following innovative options within the funding schemes:  
PSS Multi-Annual Multi Partner Scheme;  
Pilot PSS Capacity Development Scheme; and  
Pilot MPSS Multi-Annual Scheme.
- > 3,876 individuals benefited from training organised directly by Misesan Cara or by members with funding support from a variety of Misesan Cara funding schemes.
- > Funds accessed for organisational capacity development (OCD) under both the MPSS and PSS schemes represented €1,015,225 (68 MPSS and 6 PSS). 57% of all OCD grants was focused on institutional capacity development.
- > Increased support to members through a Quality Support Initiative (QSI) with a marked increase in all Project Support Scheme applications approved at a higher standard.
- > The policy framework was enhanced and two new policies were developed, namely: Partnership Policy; and Income Generating Activities (IGAs) and Livelihoods Funding Policy.
- > The Mentor Development Programme was extended covering four regions:  
Eastern Africa: Ethiopia; Kenya; Rwanda; South Sudan; Sudan; and Tanzania;  
Eastern & Central Africa: D.R. Congo; Malawi; Uganda; and Zambia;  
Southern Africa: Angola; Botswana; Lesotho; Mozambique; Namibia; and  
South West Africa: Cameroon; Cote d'Ivoire; Gambia; Ghana; Niger; Nigeria; and Africa; Swaziland; and Zimbabwe; and Sierra Leone.
- > During the inaugural board familiarisation visit to East Africa, four directors and the CEO visited 18 projects in Tanzania and Kenya, allowing members to demonstrate their initiatives in the fight against poverty and marginalisation.
- > Further engagement, learning and exchange with Missionary Development Officers through the initiation of 4 Sector Interest Groups (SIGs) in the areas of Education, Health, Human Rights and Income Generation and Livelihoods.
- > A consultation process was initiated to draft a Vision Statement on the future of Misesan Cara resulting in input from over two thirds of member organisations. The Vision Statement will be finalised in 2015.
- > The company's website was re-designed to include mobile-compatibility and an innovative low bandwidth component that allows users in areas of the world with limited broadband download capability to load the website quickly by omitting high density content. Social media reach was expanded with the launch of a LinkedIn Page and Twitter account.
- > There was a significant increase in our media presence with 30 articles appearing in print and online publications. Members took part in 17 radio interviews and two TV interviews, whilst 2 radio documentaries were broadcast nationally.



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Inside back cover: Misean Cara Member Organisations 2014





# SECTION 1

## Introduction

Ready set GO! Children from the slums of Indore, India enjoy a Sports and Games Day hosted by the Janvikas Society. Janvikas staff organised a variety of games to showcase some of the many talents of the children. Supported by the Divine Word Missionaries, the Janvikas Society helps children who work as domestic servants, rag pickers, and helpers in shops to go to school. Funded by Miseen Cara, the centre provides a happy and playful environment for children to learn and grow. Photo: Divine Word Missionaries.

# SECTION 1

## Misean Cara: About Us

### Who we are

Misean Cara is an Irish membership-based charity that provides funding, capacity building and other supports for the development work of our member organisations and their partners. Our members work in some of the world's most impoverished and disadvantaged regions in 50 countries in the global south. Our membership consists of 87 religious congregations and 2 lay missionary / volunteer sending organisations.

### What we do

Misean Cara accesses and distributes funds to support the international development work of our member organisations. We support them in increasing their capacity to deliver significant results through high quality development projects that meet good practice, and in providing effective oversight of grants through monitoring, evaluation, and audits that are policy based. Committed to the marginalised and most vulnerable people in the developing world, our member organisations work in the areas of education, health, livelihoods and human rights.

Our vision, mission, and values are expressed through our Statement of Strategic Intent.

## STATEMENT OF STRATEGIC INTENT

Inspired by God's message of love, justice and peace and by the experience gained from our ongoing response to our missionary call, we, the members of Misean Cara, are committed to working with and for the marginalised and most vulnerable people in the developing world. Our purpose is to be in solidarity with the poor in ways that transform lives while respecting the integrity of local cultures.

To give expression to this purpose the organisation of Misean Cara was established to support the marginalised and most vulnerable through the work of its member organisations and their partners by accessing funds and distributing them fairly and effectively according to agreed criteria and based on development effectiveness.

Misean Cara also provides ongoing capacity building support to enable this work to be of the highest quality, as demonstrated through significant results, as well as fulfilling an oversight function through monitoring, evaluation and auditing of interventions in line with good practice in the sector.

We the members, executive and board are working to build an effective organisation in which all who are part of it are:

- > working diligently and respectfully with each other;
- > in partnership with others who respect our core values;
- > guided by recognised good development practice;
- > addressing the causes and consequences of poverty;
- > working with the world's marginalised and most vulnerable and
- > working towards a more just world.

The Good Shepard Sisters empowerment programme in Embu, Kenya includes an income generating project for slum dwellers that makes and sells detergent to support other services. In this photo, during a recent monitoring visit Sr. Flora Nyawira introduced Project Officer Tom Carroll, and Development Mentor Paul Gichuki to some of the women from the slums who are finding sustainable ways out of poverty. Photo: Misean Cara.



“Ireland’s original pioneers and ambassadors in Africa were our missionaries, who began to arrive here in Malawi at the beginning of the last century,” said President of Ireland, Michael D. Higgins, at a reception for the Irish community in Malawi. The President said he and Mrs. Higgins were “always amazed” in their travels by the number of people whose lives have been changed by “the education and health services which are the legacy of these selfless, dedicated and committed individuals.”

The legacy of such people “continues today through the inspirational work of their successors here in Malawi and across the globe,” emphasised the President.

Michael D. Higgins, President of Ireland.

## Company Information

### BOARD OF DIRECTORS

Mr. Matt Moran – Chairperson  
 Sr. Uainín Clarke SSL  
 Fr. John Guiney SJ  
 Sr. Joanne Bierl MMM  
 Mr. John S. Pittock  
 (resigned 14 January 2014)  
 Ms. Lucy Franks  
 (co-opted 31 January 2014 &  
 elected 25 June 2014)  
 Mr. Noel Gilmer  
 (elected 25 June 2014)  
 Mr. Donal MacDonald  
 Ms. Maeve Bracken  
 Mr. Andy Cole  
 Br. Chris Glavey CFC  
 Ms. Pauline Conway

### BOARD COMMITTEES

#### Audit Committee

Sr. Joanne Bierl MMM  
 (Chairperson: January - June 2014)  
 Mr. Andy Cole  
 (Chairperson: June - December 2014)  
 Ms. Cora Petrie  
 (appointed 25 June 2014)  
 Mr. Michael Norton  
 Mr. Donal MacDonald  
 Mr. Gerry O’Neill

#### Governance Committee

Mr. Matt Moran  
 (Chairperson January - July 2014)  
 Ms. Lucy Franks  
 (Chairperson July - December 2014)  
 Sr. Uainín Clarke SSL  
 Fr. Gerry O’Connor CSsR  
 Ms. Maeve Bracken  
 Ms. Kate Quane  
 Mr. Ciaran Connolly

#### Programmes Oversight Committee

Br. Chris Glavey - Chairperson  
 Mr. Séamus Farrell  
 Dr. Patricia O’Hara  
 Mr. Larry O’Loughlin  
 Ms. Pauline Conway  
 Mr. John Grindle

### CHIEF EXECUTIVE OFFICER

Ms. Heydi Foster

### COMPANY SECRETARY

L&P Trustee Services Ltd.

### REGISTERED OFFICE

563 South Circular Road  
 Kilmainham  
 Dublin 8

### AUDITORS

Russell Brennan Keane  
 96 Lower Baggot Street  
 Dublin 2

### BANKERS

Bank of Ireland  
 Terenure  
 Dublin 6

### SOLICITORS

Eames Solicitors  
 2 Malthouse Square  
 Smithfield  
 Dublin 7

### CHARITY REGISTRATION NUMBER

20055325

### REVENUE CHY NUMBER

15772

### COMPANY REGISTRATION NUMBER

381117





Matt Moran Chairperson

**Sustainability is not only about financial aspects, it is equally about the social and environmental aspects of development.**

## Foreword by the Chairperson

2014 was a year of very significant change and renewal in Misesan Cara that is reflected throughout this report. Reviewing our 10th anniversary year is an opportunity to assess where the company is and its preparedness for the next phase in its development and growth.

Firstly, Heydi Foster joined us as CEO bringing her style of management based on consultation and a strong focus on leadership and the management of relationships with stakeholders. The board approved the recruitment of additional staff to ensure our strategic objectives are met. Additionally, we positioned four mentors in Africa to ensure improved capacity development for member organisations there.

The Dept. of Foreign Affairs & Trade carried out its first audit of Misesan Cara, and we were pleased to receive a clean audit on our policies, practices, and procedures. Additionally, we asked our own auditors to undertake a check of internal financial controls, and that too delivered a clean audit.

In accordance with good governance practice and for compliance with The Governance Code we undertook an evaluation of the board's performance supported by an independent review of our governance policies and procedures. The independent consultant gave strong positive endorsement to our governance and compliance with the Code which are our top priority.

In order to strengthen our Code of Conduct for Directors we introduced a Conflict of Interest Policy that also covers employees and contractors. For compliance with the Protected Disclosures Act 2014, we introduced a Confidential Disclosure (Whistle-blowing) Policy.

2014 was the 'year of policies'. We developed a suite of policies covering each of the sectors that we fund, as well as M&E, capacity building, audit, and anti-fraud. These will ensure that we operate within a sound policy framework.

During the year we reviewed and updated our Risk Policy & Register in line with enterprise-wide risk management (ERM) principles. Accountability for public funds now demands that the management of risk must extend to grant recipients. In early 2015 we will issue Guiding Principles for Financial Management as a capacity building tool for members, particularly at field level.

Membership is a very strong model of partnership, but we strengthened it by introducing a Partnership Policy that brings our existing policies, procedures, and contracts together under one umbrella. This policy recognises the missionary values that drive members' activities in support of and in solidarity with the poor and the marginalised.

We are in the era of results based management, necessitating the demonstration of results and impact that development work is achieving for those for whom it is undertaken. We recognise that measuring the impact of social transformation programmes is often difficult in the short term, and it is necessary to design methodologies to clearly demonstrate to donors the holistic totality of impact including healthy lifestyles and well-being as recognised by the Sustainable Development Goals (SDGs). Sustainability is not only about financial aspects, it is equally about the social and environmental aspects of development.

The inaugural board familiarisation visit to Tanzania and Kenya was an insightful experience



During the inaugural board familiarisation visit to East Africa, Human Resource & Administration Officer Chris Goro Akun assists Chairperson Matt Moran as he plants a tree in the grounds of Kuap Pandipieri in Kisumu in Central Kenya. The tree is a symbol of energy and growth that is renewed annually during the cycle of the seasons. Photo: Lucy Franks.

**Missionaries recognise that public funding to support their work is not charity, rather it is an investment by the state in the impact they are delivering, often under very adverse conditions.**

of the valuable work being undertaken there by member organisations. The dedication and passion of the missionaries whom we met demonstrated the true Christian values that motivate them to work tirelessly for the poor. Dedicating their lives to the poor plus their holistic and authentic approach in development is a unique and distinguishing feature of their work. These are the same values that drive Misesan Cara as an organisation. The real benefits of that visit will emerge in the future thinking and actions of the board and CEO in devising appropriate policies that meet real needs.

In a study released in 2007 by the WHO, Dr Kevin De Cock, Director of its Department of HIV/AIDS said:

“Faith-based organizations are a vital part of civil society. Since they provide a substantial portion of care in developing countries, often reaching vulnerable populations living under adverse conditions, FBOs must be recognized as essential contributors towards universal access efforts”. We experienced that access and deep level of care during our visits to diverse projects in East Africa.

Missionary development is an integral part of Ireland’s overseas aid programme. Missionaries recognise that public funding to support their work is not charity, rather it is an investment by the state in the impact they are delivering, often under very adverse conditions. Missionary development extends the reach of Ireland’s aid programme in a way that other donor states do not enjoy.

As Government Ministers and Presidents have often stated, Ireland’s aid programme was influenced by the work of our missionaries and is now recognised as one of the best in the world. Many international donors and agencies, such as the WHO and UNAIDS, recognise the benefits of faith-based approaches in mobilising community leaders to respond to core issues affecting communities such as HIV & AIDS, maternal and child death, gender equality, gender-based violence and child safeguarding. In their partnership agreements with FBOs, agencies like UNAIDS and UNHCR recognise the absolutely critical importance that faith-based values are not compromised. That is and will remain a core principle for missionaries in the future.

### **Looking Towards the Future of Misesan Cara**

Misesan Cara as an organisation is now in a very strong position with a good structure and excellent



**It has been a great privilege for me to journey with missionaries as a director of Misean Cara over the past 5 years of significant change and growth at many levels. The experience has been truly humbling and a constant reminder to me of my own faith and values.**



A special 'Thank you' from the students of Busao High School, in the Philippines! The Divine Word Missionaries commemorated the first anniversary of the earthquake that rocked the country last year. More than 10 million people were affected by the 7.2 earthquake, and despite the overwhelming response people are still trying to recover. "One year has quickly passed and except for a few, most of the people have gone back to normal lives. Bridges and roads have been repaired and made passable, houses have been reconstructed and many of the infrastructures, both private and public, are now under reconstruction. Nevertheless, full recovery remains a challenge for the people in general and may never be achieved in the near future," says Fr. Jingjong Rocha, SVD in Bohol, the Philippines. Photo: Divine Word Missionaries.

governance. The Mission Today & Tomorrow Conference in 2013 began to concentrate collective minds on the future challenge and opportunities of mission with declining numbers of Irish-born missionaries active in the global south. Two priorities that emerged from that conference were the need for: a) continuation of public funding for missionary development as part of Ireland's overseas aid programme irrespective of the place of birth of the missionaries, and b) better focused capacity development that is customised to the real needs of missionaries in the field. These priorities are central to Misean Cara strategy.

Then Minister of State, Joe Costello TD told conference delegates: "I want to emphasise today that I see missionaries as key civil society partners in the achievement of the goals of the Government's development cooperation programme...There are many young people in Africa and elsewhere who continue to join religious orders. These young men and women are ready and willing to engage with development processes in their own countries and neighbouring regions. It is important that we continue to support them in seeking solutions to the perennial problems of poverty and inequality". Concluding he said: "I am now convinced that we must capitalise on this huge pool of experience and knowledge in carrying forward the legacy of the missionaries in the years ahead".

Currently, there are under 1,500 Irish-born missionaries ministering in the global south alongside an estimated 3,500 local colleagues. President Michael D. Higgins spoke during his visit to Africa last November about how he was 'always amazed by the number of people whose lives have been changed by the education and health services which are the legacy

of these selfless, dedicated and committed individuals'. The legacy of such people he said: "continues today through the inspirational work of their successors here in Malawi and across the globe".

Focus on continuing and sustaining that legacy must now be the highest priority objective of the board and CEO in partnership with Irish Aid and hopefully other donors.

## Conclusion

I thank everyone involved - directors, committee members, staff, member organisations, and Irish Aid - in bringing about the achievements recorded in this annual report. The level of volunteer commitment was quite unique, and it augers well for the future. Sharing of God given talents and meaningful collaboration is the only way forward.

It has been a great privilege for me to journey with missionaries as a director of Misean Cara over the past 5 years of significant change and growth at many levels. The experience has been truly humbling and a constant reminder to me of my own faith and values. The missionary influence reaches in many directions, and I have learned a lot about and from the work undertaken with such compassion, dignity, and humility. I wish the organisation every success and blessing in its next phase of support to those whom it serves in accordance with Christian values.

Chairperson

## Overview by the Chief Executive Officer



In 2014, Misesan Cara celebrated 10 years of achievement, of successes and of transforming lives. Funded by Irish Aid, Misesan Cara's unique partnership is evidenced via its membership. Misesan Cara has a total of 89 member organisations working in over 50 countries. Members are based in some of the remotest and most isolated parts of the world, dedicated and committed to alleviating the pervasive poverty in their communities. They have stood in solidarity with communities during times of trouble; responding to some of the most grave humanitarian crises of recent times - earthquakes in Pakistan, Haiti and the Philippines; the genocide in Rwanda; the Asian Tsunami; and violence and famine in South Sudan.

2014 was no different. I was proud to witness the courage of our members during the Ebola outbreak in West Africa. I would like to pay tribute to our very own Ebola fighters - Irish and local missionaries who, through their sheer determination have shown true bravery in the face of a crisis which gripped the attention of the world. And whilst many of our members are mourning the loss of friends and colleagues, they continue to serve their communities by opening the schools, clinics and food banks. This is what our members and Misesan Cara do best. We adapt and

change to respond to the needs of the most vulnerable.

I saw this flexibility in action first hand during the board familiarisation visit to Tanzania and Kenya. As I travelled through remote villages, walked the narrow paths in the slums and slept under the buzzing mosquito nets, I was reminded of the reality our members and partners live on a daily basis. I met young people with renewed hope, who through education and vocational skills will be able to carve out a living. Families who once would have been decimated by HIV are now accessing lifesaving anti-retro viral treatment. This is the true value of missionary development work.

Throughout this year, Misesan Cara has undergone a major transformation - overhauling systems and internal structures, and re-defining the vision and strategic direction of our organisation.

Our team has grown. I'm happy to welcome five new staff to our office in Ireland, and a Development Mentor in Ghana who extends our support to members to western Africa. But as our organisation has evolved, we have stayed true to the tenets that make Misesan Cara unique - prioritising the needs of the most vulnerable and marginalised.

Notwithstanding this, as my first year with the organisation, I have met with nearly two thirds of our membership individually. Member engagement is a priority and I believe a key to our mutual success. These one-to-one meetings have been an integral part in learning what we do well, where we could improve and what we should do more of. In essence, this has been a great precursor to re-defining our vision and strategic direction.

During 2014 we enjoyed considerable success. We introduced

multi-annual funding schemes to support members in accessing longer term funds with an underlying intention of fostering sustainability. We launched sector interest groups covering our four focus areas to provide a forum for dialogue, learning and exchange for members.

To further peer-to-peer learning, we started the first of what I hope will be many member-led train-the-trainer workshops on the Missionary Approach to Development. To reinforce our child safe-guarding policy, we set up an Expert Advisory Group. We have made great efforts to reinforce transparency and accountability to ensure that we meet the high standards in the charity sector. We also developed the two remaining policy and guideline documents outlining our priorities, and objectives for Income Generation (IGA) and Livelihoods and Partnership.

Misesan Cara is in a unique position to respond to the needs of today, with energy, courage and bold commitment. The organisation is well placed to support real and meaningful change. Our diverse team brings ambition, innovation and reassurance to the journey for members in maintaining and increasing their effective role in the lives of beneficiaries.

2015 offers many opportunities with the European Year for Development, and the unveiling of the Sustainable Development Goals, which will set targets for the future of international development.

This impetus propels us forward, regenerating momentum, excitement and conviction in the work that we undertake for our beneficiaries in the developing world.

A handwritten signature of Heydi Foster in black ink.

**Heydi Foster**  
CEO



# SECTION 2

## Funding

Students at St Joseph's School, Blama, Sierra Leone. Photo: Edmund Rice Development.





A Doctor performs tests in a lab at the Ruben Health Clinic, Nairobi, Kenya. The clinic offers a comprehensive range of health services to the entire community of Mukuru, a slum with a population of over 600,000 people. Photo: Edmund Rice Development.

**We support the projects of member organisations and their partners that reinforce efforts to achieve the Millennium Development Goals (MDGs), and which express the enduring values and distinctive ethos that missionaries bring to development work.**

## SECTION 2

### Funding High Quality Development Work

We support the projects of member organisations and their partners that reinforce efforts to achieve the Millennium Development Goals (MDGs), and which express the enduring values and distinctive ethos that missionaries bring to development work.

We have four strategic objectives that underpin the development work we fund:

- > Support high quality formal and informal education initiatives.
- > Support high quality health care initiatives.
- > Support high quality income-generation and livelihoods initiatives.
- > Support high quality advocacy and human rights initiatives aimed at challenging the structural causes of poverty, marginalisation and injustice.

We continued our commitment to enhancing the quality of the projects we fund, with a particular emphasis on demonstrating results and increasing impact, through a number of mechanisms.

- > We rolled out a multi-annual option in the Project Support Scheme (PSS) on a permanent basis, and initiated a pilot multi-annual Micro Project Support Scheme (MPSS) on a permanent basis, having piloted this initiative in 2013. We also fund multi-annual projects over a 2-3 year period. We piloted an initiative to fund multi-partner multi-annual projects. A strategic health project, bringing together 5 members and a local

implementing partner to shape a new way of working with the Government in South Africa has been funded for €879,918 over a three year period, and a second project is at the early stages of investigation and analysis.

- > We delivered on our funding policy commitment that only PSS applications meeting a higher standard would be funded.
- > We ran a Quality Support Initiative for PSS applications to provide assistance in preparing for submissions to funding rounds. 76 projects were supported in this way, 67 of which were re-submitted leading to 47 additional approvals.
- > We tracked the poverty focus of all the projects we funded, to provide better evidence to support the conviction that missionary development work has a particular emphasis on the marginalised and most vulnerable.
- > We established four Sector Interest Groups (SIGs) to bring members together by specific areas of interest. In initial meetings a primary focus for each group was on how sector funding policies can support joint learning to improve the standards of the development work funded by Misesan Cara.
- > We rolled out our funding policies for each of the four sectors.

We also received 50 applications for Emergency Funding with funding approvals amounting to €687,848. There were 29 Emergency applications approved totalling €428,240 for Ebola response measures in Sierra Leone, Liberia and Guinea.

## ANALYSIS BY SECTOR OF FUNDING OF ALL SCHEMES

	Education	Health	IGA and Livelihoods	Human Rights	Emergency	Total
Total Amount	€7,007,587	€3,329,598	€1,335,073	€1,953,348	€687,848	€14,313,454
No. of Projects	166	65	36	42	47	356
No. of Members	41	25	18	22	16	53
No. of Multi-annual Projects	9	4	2	4	N/A	19
Amount of Multi-annual included in above	€990,971	€651,887	€287,431	€478,880	N/A	€2,409,169

Project funding applications from member organisations were processed under three funding schemes: the Project Support Scheme (PSS), the Micro Project Support Scheme (MPSS), and the Emergency Scheme. During the year 59 out of 89 member organisations applied for funding under these schemes, and 53 of them secured funding. The following table summarises the allocation of funding through each scheme.

## AMOUNT OF FUNDING AWARDED AND NUMBER OF APPLICATIONS APPROVED PER SCHEME

	PSS	MPSS	Emergency	Total
Members Applying to Scheme	46	45	16	N / A
No. of applications approved	139	170	47	356
Total Funding Approved	€11,315,700	€2,309,906	€687,848	€14,313,45

## TOP 10 COUNTRIES BY LEVEL OF FUNDING APPROVED IN 2014

Country	PSS 2014	MPSS 2014	EME 2014	Country Total	%
Kenya	€1,823,090	€376,299	€119,572	€2,318,961	16.2%
India	€969,561	€63,634	€15,000	€1,048,195	7.3%
South Africa	€693,170	€145,159	0	€838,329	5.9%
Zambia	€595,343	€144,480	0	€739,823	5.2%
Ghana	€677,451	€46,997	€12,487	€736,935	5.1%
Uganda	€516,708	€210,207	0	€726,915	5.1%
Zimbabwe	€663,377	€28,363	0	€691,740	4.8%
Sierra Leone	€256,891	€60,524	€278,240	€595,655	4.2%
Malawi	€449,408	€95,560	0	€544,968	3.8%
South Sudan	€417,025	€69,900	€30,000	€516,925	3.6%
<b>Totals</b>	<b>€7,062,024</b>	<b>€1,241,123</b>	<b>€455,299</b>	<b>€8,758,446</b>	<b>N/A</b>

This table shows a breakdown of funding and schemes for the top 10 countries during 2014, which received 61% of all funding. In total funding was used to support projects in 49 countries.

SPENDING PER STRATEGIC OBJECTIVE



A girl fills a container with muddy water in the Ajuong Thok Refugee Camp in South Sudan. The camp, in northern Unity State, hosts thousands of refugees from the Nuba Mountains, located across the nearby border with Sudan. Photo: Paul Jeffrey.







Thanks to the Love and Hope Centre, Phoebe's health has improved, and she enjoys spending time with her family. She is one of the success stories from the cluster group. Photo: Pauline Conway.

## Story of change

### Against the odds

The reality of the HIV and AIDS pandemic hit home a few years ago for mother of six Phoebe when she learnt that she was HIV positive. Living in a mud house in a slum in Nakuru in the Rift Valley of Kenya, and struggling to care for her young family Phoebe became so ill that she had a 50:50 chance of survival.

"I was admitted to the Provincial General Hospital in December 2011 when I was very sick," said Phoebe, "during that time when I was released I found out about the Love and Hope Centre, and they helped to pay for some of the hospital bill. Shortly afterwards I found out about my status that I was HIV positive."

As Phoebe recounts her story, her sister takes care of her children outside as they play in the sand with their toys. "My CD4 count was around four, and I weighed just 18 kilograms [just over two stone].

I had lost hope, and I was thinking of committing suicide because I was stigmatised by my family. The centre helped with counselling, and support, and through this I was able to gain my strength and I joined a cluster group for support," said Phoebe.

The cluster group doesn't offer a hand out, it offers a helping hand to empower people living with HIV and AIDS to find their own way out of poverty. Underpinned by the mission of the Love and Hope Centre, cluster groups help restore dignity and alleviate the suffering of vulnerable and marginalised communities.

Founded by the Franciscan Missionary Sisters for Africa in 1998, the Love and Hope Centre has evolved into an integrated HIV and AIDS programme that includes home based care, an Education for Life programme, support groups, and 20 Community Health Volunteers. Since 2010, support from Misesan Cara has provided funding for counselling and testing, leadership training, advocacy training on child rights, income generating activities for households, and a savings club.

For Phoebe, the cluster group has been the catalyst that has helped her and husband Steven to earn a regular income to support their family. "The cluster group gave me a loan to help me set up a café business, which has been successful," said Phoebe, "and I have already repaid the loan. The money I make pays for school fees for my children, and vegetables to eat."



Br. Hugo Cacéres celebrated with the other teachers this year when the school received the best results in second grade in reading and math. Photo: Edmund Rice Development.

## Paving the way to a brighter future

Fe y Alegría School offers an oasis of learning with an inclusive, holistic approach to education which targets impoverished and excluded groups with a focus on the importance of community involvement.

In an area like Canto Grande with high levels of poverty, poor living conditions and where a lack of family support has placed many students at risk of delinquency, drug dealing, and teenage pregnancy. Br. Hugo Cacéres, who teaches at the school in primary level, sees first-hand the results of this form of holistic education.

"I began this adventure with this school 20 years ago. It's a very poor area outside Lima called Canto Grande. We provide education to 1,700 students of 1,000 families, and healthy food in a moment when TB tuberculosis is really growing. This year we got the best results in second grade in reading and math," says Br. Hugo Cacéres.

The school is located in one of the poorest areas of Lima (Canto Grande, San Juan de Lurigancho District). The school is supported by a community of six Brothers and offers access to education to over 1,700 students. The Christian Brothers are involved in diverse activities including teaching at

both primary and secondary level, coaching sports, the school band, pastoral activities and Christian formation. They are helped by a staff of lay-people who for the past 30 years have shown their commitment to offering the children the best possible educational opportunity despite their humble origins.

The added benefits of good education are helping to develop students into civic minded individuals set on making positive change in their communities. Fe y Alegría School also offers opportunities for students to volunteer to give something back to their communities.

"I've been studying here for 10 years, and I'm attending the fourth year of secondary school. My experience in this school is great, says 16 year old student Jesus, "in the last few years, I've been supporting, and working with the Christian Brothers in activities such as repairing houses; helping poor people and socialising with others. I also participate in the school band where I play the trumpet."

Support from Misesan Cara is tackling some of the challenges faced by many families in Canto Grande through four initiatives.

1. The Buen Gusto Nutrition Programme addresses poor nutrition, which can diminish the attention span of children who are too hungry and too tired to study.
2. Behavioural issues are addressed by the Psychology and Support Programme that helps children deal with drug use / abuse and violence.
3. Children from very poor families take part in the Maths and Literacy Programme to help them catch up to the other students.
4. The Environmental Project has assigned vegetable plots to students and their families to grow a variety of vegetables that are brought home to feed the entire household.

Story of change





# SECTION 3

## Support Services

Three Village Leaders from the Unyamikumbi ward in Singida, Tanzania share how they chose 20 volunteers from their villages to undertake training at the Faraja Centre run by the Medical Missionaries of Mary. Over a two week training course, volunteers learned about malaria, HIV and AIDS, tuberculosis and malnutrition from Faraja staff and government personnel. After the course, each volunteer drafted a work plan to conduct training sessions in their areas where they are from. Each volunteer was awarded a certificate, and given a bicycle for transport. Photo: Tara Finglas.



Our capacity development programmes are designed to enhance the quality, effectiveness, and impact of the development work by our members and their implementing partner organisations for the benefit of the most vulnerable and marginalised people in the developing world.

## SECTION 3

### Support Services

#### Capacity Development

Our members have decades of extensive experience in the inception and implementation of projects. We can learn from each other and continue to up-skill. Our capacity development programmes are designed to enhance the quality, effectiveness, and impact of the development work by our members and their implementing partner organisations for the benefit of the most vulnerable and marginalised people in the developing world.

- > **Policy and Guidelines:** We finalised our Capacity Development Policy and associated Guidelines and Procedures in January 2014. Support of the policy's implementation relies upon the support role of Missionary Development Officers, and is complemented by the roles of Development Mentors and staff right across the organisation. It is worth noting for example that staff in the Funding team currently play an important role in the provision of capacity development support to members. A review of our capacity development initiatives will take place in early 2015, to ensure existing initiatives are enhanced further and to explore how funding support can be best complemented by capacity development support to members.
- > **Tools:** A number of 'home-grown' Capacity Development tools that reflect and support members' missionary approach to development were introduced. These enhance

Misean Cara's commitment to recognising the importance and value of the missionary approach to development. The tools developed in 2014 were:

- 1) A Training-of-Trainers Manual to accompany the Organisational Self-Assessment Tool for the Missionary Approach to Development. This was presented during a training course for members in January 2014 with further member-led training-of-trainers events taking place during the year.
- 2) An interactive toolkit called 'Teach Yourself Project Planning and Proposal Development.'

#### > Training Courses and Workshops:

While this element of Misean Cara's capacity development initiatives was scaled back from previous years, the following training took place in Ireland and overseas:

- > **Ireland:** One MDO induction and one workshop on financial auditing - 32 participants;
- > **Angola:** Results-based management workshop - 13 participants;
- > **Peru:** Results-based management workshop - 12 participants;
- > **Zimbabwe:** Regional workshop with members and the regional mentor - 12 participants;
- > **South Africa:** Regional workshop with members and the regional mentor - 27 participants; and
- > **Kenya:** Regional workshop with members and the regional mentor - 54 participants.



Sometimes you have to think outside the box and use some old-fashioned shoe leather! Amy is a volunteer with the Mukuru Home Based Care Clinic in the Mukuru slum in Nairobi, Kenya. Everyday she walks the narrow mud streets of the slums with her megaphone encouraging people to go to the clinic. Supported by the Mercy Sisters, the clinic is one of few located in the heart of the slum. Photo: Lucy Franks.

> **Funding Schemes:** We provided significant support to members to develop their capacity at a variety of levels. To increase the effectiveness of this support, we introduced a Pilot PSS Capacity Development Scheme in line with our Funding Policy. Through this initiative, members were invited to submit single integrated proposals for up to €75,000 aimed at strengthening their ability to deliver sustainable development initiatives. Six initiatives received €396,570 through this pilot scheme in 2014. In addition a further €618,655 was distributed to 68 organisational capacity development projects through the MPSS Scheme to 30 members for a range of initiatives.

> **Member-led Capacity Development Initiatives:** These included focused organisational capacity development projects funded under the PSS and MPSS funding streams; and components of capacity development support incorporated into other development projects.

## Capacity Development through Mentorship

> Key findings from an assessment of capacity development in 2013 found that mentorship is a significantly more effective approach than short training courses. As a result, during 2014 support from full-time mentors was extended to Eastern Africa in April and to Western Africa in December. By the end of 2014 the programme included four full-time mentors in Sub-Saharan Africa (covering countries to which 66% of 2014 funding was distributed); for a period, a part-time mentor based in Latin America (11% of 2014 funding);

and a number of task-focused consultants based in Dublin.

As of December 2014, the following 25 countries were allocated to four full-time mentors:

- > Eastern Africa: Ethiopia; Kenya; Rwanda; South Sudan; Sudan; and Tanzania.
- > Central Africa: D.R. Congo; Malawi; Uganda; and Zambia.
- > Southern Africa: Angola; Botswana; Lesotho; Mozambique; Namibia; South Africa; Swaziland; and Zimbabwe.
- > Western Africa: Cameroon; Cote d'Ivoire; Gambia; Ghana; Niger; Nigeria; and Sierra Leone.

An analysis of the mentorship programme in 2014 shows that:

- > 182 project teams received mentorship support, and that 20% of this support was at a higher level, meaning that it involved a level of support for more than two days.

## Capacity Development: Quality Support Initiative (QSI)

> Establishing a mechanism to make it possible for members to receive comprehensive feedback on the funding proposals in a supportive and learning environment was identified as a priority. This was pursued through the QSI process, wherein 76 PSS projects were supported (52 in Round 1 and a further 24 in Round 2). Out of all PSS applications approved in 2014, one third benefitted from QSI support.

**Misean Cara's activities in the areas of monitoring, evaluation and research enable us to verify and demonstrate the results being achieved, and to capture and share learning in ways that enhance the impact and quality of future development initiatives.**



Sister Flora Nyawira, a Good Shephard sister, tells Misean Cara Development Mentor Paul Gichuki about their Empowerment Programme. The project generates income for people living in Glogon and Shauri Yako, which are two of the poorest urban slums in Embu, Kenya. The enterprise is managed by women, and the detergents they produce are in high demand with local schools and supermarkets already their customers. Support from Misean Cara has funded a market survey, developed an improved business plan, conducted an audit on their business model, and provided training on detergent production techniques, administration and business skills. Photo: Tom Carroll.

## Research, Monitoring and Evaluation

Misean Cara's activities in the areas of monitoring, evaluation and research enable us to verify and demonstrate the results being achieved, and to capture and share learning in ways that enhance the impact and quality of future development initiatives.

### Monitoring

We monitored the progress of our work through a variety of mechanisms. These include:

- > Guided by the Monitoring and Evaluation Policy developed in 2013, we carried out monitoring visits to projects that are in receipt of €3,795,297 in funding. These included two visits to Brazil and one visit each to Zimbabwe, Uganda, and Kenya. In 2014, 66 projects undertaken by 13 members were monitored across three continents. Projects that were monitored were largely in the sector of education (39%) which is congruent with Misean Cara funding. After education, rural development, multi-sector (integrated projects) and urban community development were the sectors of focus; this was primarily due to the sector focus visits in 2014 being on education and livelihoods.
- > Over 350 final project reports were reviewed and analysed. This showed that the projects had met their initial objectives as set out in the primary application. An improved format was introduced to record and to review project reports. There was strong reporting by members. We use reports to demonstrate the impact and results achieved.

- > Our monitoring systems were strengthened by standardising processes that guide monitoring visits, and highlighting the learning function of monitoring. For example, a monitoring visit to Zimbabwe highlighted the role of school fees in the provision of education, a consideration that subsequently informed Misean Cara's funding policy. In addition, monitoring highlighted both the social justice emphasis and the missionary approach to development that are integrated into so much of our members' work.
- > In 2014, all monitoring visits but one to Brazil were carried out directly by staff. Additionally, we carried out two visits with a sector focus (Education in Zimbabwe; Livelihoods in Kenya) to maximise sector learning for both Misean Cara and members.
- > There was also greater engagement with members regarding terms of reference for monitoring visits, reports and the reporting process from monitoring visits.





Staff member Lukas Waitheka Chege tends to plants at a tree nursery at the Peace and Environment Centre at Baraka Agricultural College in Molo, Kenya. Managed by the Franciscan Brothers, the tree nursery provides tree seedlings to local farmers at affordable prices. Support from Misesan Cara has funded the establishment of the centre, and peace programme for youth who live nearby. Photo: Tom Carroll.

**There are six main areas of focus for research in Misesan Cara; these are the broad areas of education; health; livelihoods; human rights and advocacy; building resilience; and future challenges and opportunities.**

## Evaluation

In 2014, we made a concerted shift towards evidence-based evaluations using the findings to inform decision-making and to demonstrate results.

- > Four evaluations were commissioned in 2014, two of which are ongoing. Evaluation topics were chosen for their learning potential and/or areas of strategic importance for Misesan Cara. The topics for 2014 included volunteer sending agency (VSA) models, and construction and learning outcomes in education in Zambia and Nigeria respectively.
- > Learning from the VSA evaluations proved very insightful in understanding successful models in terms of the capacity development results of volunteering. The evaluations also examined the additionalities of the models.
- > Due to Misesan Cara's sizeable funding to construction projects in education, and as a result of a recommendation made in a 2013 Irish Aid review of Misesan Cara an evaluation was commissioned to assess the outcomes of construction projects. Particular emphasis was placed on innovation and value for money with a view to developing construction guidelines for members.
- > Misesan Cara's evaluation of funding of education projects in Nigeria under the PSS and MPSS funding schemes employs a contribution analysis to examine the change that the funding has brought for beneficiary communities there. The evaluation which is ongoing and due to be completed in mid-2015, will produce an informed

theory of change model that can enhance learning in this area of work by many of our members.

## Research

In 2014, we developed an inaugural research strategy (Research Strategy 2014-2016) to outline Misesan Cara's position on research. The process involved exploring Misesan Cara's potential in terms of contributing to research/knowledge sharing for both members and the development sector.

The overall objective of research funding in Misesan Cara is to strengthen and support research of relevance that will contribute to fighting poverty and improving the lives of the most marginalised and vulnerable people in developing countries.

To achieve this overall objective the research strategy has four main aims:

1. To build the research capacity of members;
2. To link members to existing knowledge and research resources within the membership and the wider research community;
3. To produce research of relevance for developing countries; and
4. To produce research of relevance for our membership.

There are six main areas of focus for research in Misesan Cara; these are the broad areas of education; health; livelihoods; human rights and advocacy; building resilience; and future challenges and opportunities. Building resilience was chosen as a good lens to understand certain characteristics of our members' approach within humanitarian response/

## 2014 heralded a new departure in communications and public relations for Misesan Cara. We focused on re-defining the platforms we use to communicate with our member organisations, the media and the public.



Earlier this year, Dublin footballer, Ciaran Kilkenny was injured while playing a league match against County Kildare. The injury required surgery, which was a success but he needed to take time off from the game. During his recovery, Ciaran visited Mazabuka and Kabwe in Zambia to meet the children and young people in the schools and youth projects run by Edmund Rice Development missionaries and the local communities. Supported by Misesan Cara, Ciaran is pictured with children from Changa Changa Primary School, Mazabuka, Zambia. Photo: Jennifer Barrett.

development. Further research in this area will take place early in 2015, with a particular focus on faith and humanitarian action through the lens of resilience, based on the involvement of Misesan Cara members who responded to the devastation of Typhoon Haiyan in the Philippines in 2013.

It is anticipated that the four Sector Interest Groups (SIGs) formed during 2014 will offer an interactive platform through which our members' research capacity and knowledge can be captured, shared and built upon for future work across the membership.

Internal research projects were also carried out in 2014; the main focus of which was to examine Misesan Cara funding in terms of spend and results achieved.

### Communications and Public Relations

2014 heralded a new departure in communications and public relations for Misesan Cara. We focused on re-defining the platforms we use to communicate with our member organisations, the media and the public.

- > Ebola was our most covered topic by the media with 17 different pieces of coverage.
- > A radio documentary was broadcast on Newstalk FM about well-known human rights activist Fr. Jim Crowe, Saint Patrick's Missionary Society, who mobilised 300,000 people to demand peace in one of the most violent places on earth - Jardim Ângela favela in São Paulo, Brazil.
- > We deepened our relationship with Newstalk FM by commissioning one of its prominent journalists, Ms Susan Cahill, to create four documentaries and two radio

discussion segments about five of our members in Ireland and Haiti who work with refugees and displaced people. These broadcasts highlight the issue of statelessness.

- > We provided co-funding to television episode, Warships plough on - Jeju Island, South Korea for Series 8 of What in the World.
- > We reinforced the organisation's online presence with the launch of our new website. This new mobile compatible site enhances members' experience with its user-friendly layout, and showcasing the results of funded projects. The website now includes an innovative low bandwidth component that allows people in slow internet areas of the world to load the website quickly by omitting high density content.
- > Misesan Cara complies with the Dóchas Code on Images and Messages. As a member of the Dóchas Code group, the Communications Officer participated in finalising content for the new Illustrative Guide to the Code.
- > A key element of internal communication is the communiqué issued by the board after its meetings to inform member organisations and staff about its discussions and decisions.
- > The monthly e-newsletter, MissionAid was redesigned to include key organisational updates from the CEO, and to direct readers to content on the website.
- > Four member events were held. The AGM was attended by 120 representatives from 52 organisations. We hosted a social event in July bringing together Missionary Development Officers (MDOs), returned missionaries, and missionaries visiting Ireland. A members' meeting

**In terms of organisational development, Mísean Cara is a member of Dóchas, The Wheel, and Irish Charities Tax Research. These affiliations facilitate networking and learning. Other online networks are used to keep up-to-date with discussions and trends in the international development sector.**

- was also held to initiate consultation on the vision process.
- > To strengthen the interview skills of members, we commissioned an interactive media training course in which 12 missionaries participated.
  - > In the latter part of the year, we collaborated with a committee of members to organise a Mass and celebration event to mark 10 years of Mísean Cara. Over 100 missionaries attended the celebrations.

### **Governance and Organisational Development**

Considerable work in the areas of Governance and Policy was continued during 2014, namely:

- > The Board updated the Governance Manual that is fully aligned with The Governance Code for the community, voluntary and charitable sector and to which the board has signed up;
- > The Board also approved a Code of Conduct for Directors, and a Conflict of Interest Policy for the company;
- > A range of policies were implemented. These included Sector Funding Policies, Capacity Development Policy & Guidelines and the Monitoring and Evaluation Policy
- > An Income Generation and Livelihoods Policy was approved;
- > A Partnership Policy was approved. This policy provides a detailed understanding of the basis upon which Mísean Cara works with its member organisations and their partners. It clearly sets out the criteria for membership; Mísean Cara's understanding of partnership in a membership organisation; the instruments governing working relationships within

- Mísean Cara; and a set of requirements for working relationships between Mísean Cara and its members and between member organisations and their partners in Mísean Cara funded projects. The partnership policy also gives clear expression to Mísean Cara's commitment to accountability and risk management in the administration and use of public funds;
- > The Audit and Fraud policies, and the Risk Policy & Register were revised;
  - > A Reserves Policy was developed; and
  - > Work began on the drafting of a Confidential Disclosure (Whistle-blowing) Policy for compliance with the Protected Disclosures Act 2014.

As mentioned in the Foreword to this report, the board:

- > Undertook a familiarisation visit to East Africa to see first-hand the work being funded, how policies are being implemented, and to build relationships;
- > Carried out an evaluation of its performance supported by an independent review of governance policies and procedures; and
- > Accepted the positive audit report carried out by the Dept. of Foreign Affairs & Trade, and the positive report on internal financial controls carried out by the company's auditors.

In terms of organisational development, Mísean Cara is a member of Dóchas, The Wheel, and Irish Charities Tax Research. These affiliations facilitate networking and learning. Other online networks are used to keep up-to-date with discussions and trends in the international development sector.



**During the Beijing20 'A woman's place is in the world!' Conference, Assistant Secretary General and Deputy Executive Director of UN Women Ms. Lakshmi Puri described faith based organisations 'levers of change in the world.' Hosted by The Irish Human Rights and Equality Commission and National Women's Council of Ireland, the conference marks the 20th anniversary of the Beijing Declaration and Platform for Action.**

During his official visit to Ethiopia in 2014, President Michael D Higgins and his wife Sabina met Sr. Medhin Tesfay, Regional Co-ordinator at the Daughters of Charity St. Louise Eye Clinic in Mekelle. Mrs Higgins' sister, Sr. Margaret Coyne founded the clinic and worked there for over 23 years. Photo: Chris Bellew / Copyright Fennell.

A review of skill-sets on the board and its committees was initiated towards year-end to ensure adequacy in the years ahead.

## Restructuring

A review of the organisation's human resources identified the requirement to augment existing organisational staffing in order to continue to deliver on our strategic commitments. To date five new Irish-based staff have been recruited. This included replacing departing staff (Learning and Development Manager and Project Officer) and creating three new positions (Project Officer, Learning and Development Officer and Executive Development Officer). Recruitment of a Child Safeguarding Officer, as well as a new finance position is currently underway.

All staff are Garda vetted and undertake Child Safeguarding Training as part of their induction.

## Systems Development

We developed the following systems:

- > UPSI (Unique Project Series Identifier) is the development of our data management system in

Misean Cara. Previously, the system served the function of storing data in relation to applications and reports. To improve information storage and data management, the UPSI aims to centralise and link data and systems in the organisation; that is connecting information on project funding and results, monitoring and evaluation, finance, governance and risk. This will contribute to an improvement in how we capture results, and administer grants.

- > Monitoring systems: An Overseas Travel and Risk Assessment Policy was drafted. Procedures were developed to standardise the processes relating to monitoring visits and reports. These procedures support our annual monitoring planning and the processes by which monitoring feeds into accountability and learning. The monitoring reporting framework was further developed in 2014 to increase the effectiveness and efficiency of our monitoring visits. As mentioned above, the report review system was also strengthened in 2014 which brings greater focus to results.



**Misean Cara is committed to learning, recording, and using lessons learned from its own activities, the work of member organisations, and from other organisations in the development sector.**



During a recent monitoring visit, Development Mentor Andrea Cortemiglia and Project Officer Anthony Hannon enjoyed some lessons with Mrs. Jonga's pre-school class in the Hop House school in Mutare, Zimbabwe. The school is managed by sisters of the Religious of the Sacred Heart of Mary. Photo: Misean Cara.

## Adherence to standards

Misean Cara is a signatory to the following codes:

- > Dóchas Code on Images and Messages; and
- > Principles of Good Governance under the Governance Code for the Community, Voluntary and Charitable (CVC) sector.

Misean Cara promotes high standards in the projects it funds through its good practice funding policies.

## Lessons Learned

Misean Cara is committed to learning, recording, and using lessons learned from its own activities, the work of member organisations, and from other organisations in the development sector. The following are some of the lessons learned during 2014:

- > The application and reporting system will be reviewed to best capture data and demonstrate results. We will seek ways to simplify the process. We will ensure that systems are in line with good practices in development, accountability and risk management.
- > We introduced a pilot capacity development grant of up to €75,000 within the PSS scheme. We will continue to encourage members to avail of the organisational capacity development support that is focused on institutional strengthening.
- > The Mentor Programme was expanded to cover four regions in Southern, Eastern, Western and Central Africa, and resulted in increased capacity development in application preparation and the project management cycle. Its overall

success can be enhanced further by the support and guidance provided by MDOs. The introduction of Guiding Principles for Financial Management will complement this as well as up-skilling MDOs where agreed as being necessary.

- > Establishing a mechanism to make it possible for members to receive comprehensive feedback on their funding applications in a supportive and learning environment was identified as a priority. This was advanced through the Quality Support Initiative (QSI) process.
- > Some monitoring visits were used as an opportunity to introduce mentors in a seamless way and to provide clarity on their role.
- > The funding policies can contribute to ensuring projects meet minimum standards, and we will continue to promote them to members to ensure they are utilized for maximum effectiveness.
- > The Capacity Development Review in August 2013 found that mentorship is a more effective approach to capacity development among member organisations rather than short training courses.
- > Follow up by mentors after capacity development courses helps to embed learning more effectively.
- > UPSI (Unique Project Series Identifier) is the development of our data management system. The development of the UPSI will allow us to have increased oversight, strengthen our ability to capture results and improve our capacity to effectively administer grants.



# SECTION 4

## Financial Statements

War War Zaw is a teacher and graduate of the Marist Education Programmes in Ranong. She completed the secondary education programme supported by Misesan Cara, and she progressed to the University Online Diploma Programme. Ranong is a fishing town where only 20% of children go to school, and War War Zaw makes a difference by giving children a positive education experience. All of the children that complete the pre-school programme continue onto school. Photo: Marist Mission Ranong (MMR).



# SECTION 4

## Financial Statements

The Auditor's Report and the financial information on the following pages have been extracted from the 2014 Directors' Report and Financial Statements of Misean Cara. These have been distributed to all the members and will be filed with the Registrar of Companies. This information will be made available on the website of Misean Cara following the Annual General Meeting.

### Independent auditors' report to the members of misean cara

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. We have audited the financial statements of Misean Cara for the year ended 31 December 2014. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and Promulgated by Chartered Accounts Ireland (Generally Accepted Accounting Practice in Ireland).

### Respective responsibilities of directors and independent auditors

As explained more fully in the Directors' responsibilities statement, the Directors (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements, and for being satisfied that they give a true and fair view.

Our responsibility is to audit, and express an opinion on the financial statements in accordance with Irish Law and International Standards on

Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors. This report is made solely to the Charity'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 members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and its members, as a body, or our audit work, for this report, or for the opinion we have formed.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the directors' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- > give a true and fair view of the state of the Company's affairs as at 31 December 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- > have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland; and
- > have been prepared in accordance with the requirements of the Companies Acts, 1963 to 2013.

### Matters on which we are required to report by the companies acts, 1963 to 2013

We have obtained all the information and explanations which we consider 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.

### Matters on which we are required to report by exception

We have nothing to report in respect of the provision in the Companies Acts, 1963 to 2013 which require us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions specified by law are not made.

**Russell Brennan Keane Business Advisors**  
Chartered Accountants & Registered  
Auditors 96 Lower Baggot Street,  
Dublin 2

# Statement of Financial Activities

(Incorporating income and expenditure account) for the year ended 31 December 2014

	1\Note	Unrestricted funds 2014 €	Restricted funds 2014 €	Total funds 2014 €	Total funds 2013 €
<b>INCOMING RESOURCES</b>					
Voluntary income					
Irish Aid	2	960,000	15,040,000	16,000,000	16,000,000
Bank interest receivable	3	41,888	-	41,888	114,363
<b>TOTAL INCOMING RESOURCES</b>		<b>1,001,888</b>	<b>15,040,000</b>	<b>16,041,888</b>	<b>16,114,363</b>
<b>RESOURCES EXPENDED</b>					
Charitable activities:					
Funding Schemes	5	539,832	14,244,022	14,783,854	14,337,002
Organisation Development	9	1,096	28,928	30,024	29,813
Capacity Building	10	11,865	313,078	324,943	204,488
Research and Development	11	3,724	98,260	101,984	41,852
Monitoring, Evaluation & Audit member/projects	12	14,301	377,424	391,725	194,172
Returned Missionaries	13	417	11,001	11,418	48,330
Costs of generating funds	14	80,737	34,759	115,496	137,821
Governance costs	15	161,587	-	161,587	185,975
<b>TOTAL RESOURCES EXPENDED</b>		<b>813,559</b>	<b>15,107,472</b>	<b>15,921,031</b>	<b>15,179,453</b>
<b>MOVEMENT IN TOTAL FUNDS FOR THE YEAR -</b>					
<b>NET INCOME/(EXPENDITURE)</b>					
<b>FOR THE YEAR</b>		<b>188,329</b>	<b>(67,472)</b>	<b>120,857</b>	<b>934,910</b>
Total funds at 1 January 2014		1,051,490	846,089	1,897,579	962,669
<b>TOTAL FUNDS AT 31 DECEMBER 2014</b>		<b>1,239,819</b>	<b>778,617</b>	<b>2,018,436</b>	<b>1,897,579</b>

All activities relate to continuing operations.

The Statement of Financial Activities includes all gains and losses recognised in the year.



**Mr. Matt Moran**  
Director



**Ms. Lucy Franks**  
Director

Date: 17th April 2015

# Balance Sheet

as at 31 December 2014

	Note	€	2014 €	2013 €
<b>FIXED ASSETS</b>				
Tangible assets	19		52,647	46,512
<b>CURRENT ASSETS</b>				
Debtors and Prepayments	20	25,444	128,228	
Cash at bank and in hand		5,745,333	4,509,611	
		5,770,777	4,637,839	
<b>CREDITORS: amounts falling due within one year</b>	21	(3,804,988)	(2,786,772)	
<b>NET CURRENT ASSETS</b>			1,965,789	1,851,067
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>2,018,436</b>	<b>1,897,579</b>
<b>CHARITY FUNDS</b>				
Restricted funds	22	778,617	846,089	
Unrestricted funds	22	1,239,819	1,051,490	
<b>TOTAL CHARITY FUNDS</b>			<b>2,018,436</b>	<b>1,897,579</b>

These financial statements were approved by the directors on 17 April 2015 and are signed on their behalf by:



**Mr. Matt Moran**  
Director



**Ms. Lucy Franks**  
Director

Date: 17th April 2015

Since the second closure of the St. John of God Catholic Hospital in Lunsar, Sierra Leone Hospital Manager Br. Michael Koroma, and his staff started an outreach programme of food and other essential items to quarantined families. This life-line has been a great opportunity to provide health education, monitor their symptoms, and administer malaria treatment when necessary. Photo: St. John of God Brothers.





# Cashflow Statement

For the year ended 31 December 2014

	Note	2014 €	2013 €
Net cash flow from operating activities	24	1,218,296	369,658
Returns on investments and servicing of finance	25	41,888	114,363
Capital expenditure and financial investment	25	(24,462)	(4,126)
<b>INCREASE IN CASH IN THE YEAR</b>		<b>1,235,722</b>	<b>479,895</b>
<b>RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS FOR THE YEAR ENDED 31 DECEMBER 2014</b>			
		2014 €	2013 €
Increase in cash in the year		1,235,722	479,895
<b>MOVEMENT IN NET FUNDS IN THE YEAR</b>		<b>1,235,722</b>	<b>479,895</b>
Net funds at 1 January 2014		4,509,611	4,029,716
<b>NET FUNDS AT 31 DECEMBER 2014</b>		<b>5,745,333</b>	<b>4,509,611</b>

A lot of the work during the last 10 years has been in response to some of the worst humanitarian crises - earthquakes in Pakistan, Haiti, the Philippines, the genocide in Rwanda, the Tsunami, violence and famine in South Sudan - unfortunately the list goes on, said Misesan Cara CEO Heydi Foster. "During these turbulent times, missionaries were the first people there to offer hope, food, shelter and medical care. For many in chaos, they were and remain the only constant," said Ms. Foster during the Remembrance Ceremony as part of the Anniversary Celebration to mark 10 years of Misesan Cara. Photo: Tommy Clancy.



# Details of Main Funding Scheme Grants

For the year ended 31 December 2014

## 1. VOLUNTARY INCOME

	Unrestricted funds 2014 €	Restricted funds 2014 €	Total funds 2014 €	Total funds 2013 €
Irish Aid - block grant	960,000	15,040,000	16,000,000	16,000,000

## 2. INVESTMENT INCOME

	Unrestricted funds 2014 €	Restricted funds 2014 €	Total funds 2014 €	Total funds 2013 €
Bank Interest Received	41,888	-	41,888	114,363

## 3. EXPENDITURE ON CHARITABLE ACTIVITIES

Expenditure on charitable activities includes transfer of grant funds overseas and the costs of goods, services, salaries and support costs related to development activities. The expenditure on charitable activities are analysed in detail in the notes 5 to 14 below.

## 4. FUNDING SCHEMES

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Micro Project Support Scheme Fund	85,927	2,267,264	2,353,191	2,674,308
Project Support Scheme Fund	427,836	11,288,910	11,716,746	11,315,976
Emergency Funding	26,069	687,848	713,917	346,718
<b>Total</b>	<b>539,832</b>	<b>14,244,022</b>	<b>14,783,854</b>	<b>14,337,002</b>



## 5. MICRO PROJECT SUPPORT SCHEME FUND

	Unrestricted	Restricted	Total 2014	Total 2013
	€	€	€	€
Capuchin Order	-	21,423	21,423	26,890
Carmelite (OCD)	-	-	-	18,095
Missionary Society of St. Columban	-	152,334	152,334	62,056
Daughters of Charity of St Vincent de Paul	-	49,547	49,547	51,336
Daughters of Mary and Joseph	-	-	-	18,750
Daughters of Our Lady of the Sacred Heart	-	-	-	20,000
De La Salle Brothers	-	50,000	50,000	35,497
Society of the Divine Word	-	16,165	16,165	9,999
The Congregation of Dominican Sisters	-	9,999	9,999	-
Edmund Rice Development	-	64,441	64,441	192,097
Faithful Companions of Jesus	-	10,000	10,000	-
Franciscan Brothers	-	11,112	11,112	54,500
Franciscan Missionaries of Divine Motherhood	-	-	-	9,990
Franciscan Missionaries of St Joseph	-	46,917	6,917	59,020
Franciscan Missionary Sisters for Africa	-	172,910	172,910	188,039
Franciscan Missionary Union	-	30,000	30,000	14,498
Franciscan Sisters of the Immaculate Conception	-	43,357	43,357	23,610
Good Shepherd Sisters	-	17,333	17,333	92,128
Institute of Blessed Virgin Mary (Loreto)	-	44,074	44,074	7,015
Irish Ursuline Union	-	20,000	20,000	-
Jesuit Missions	-	53,948	53,948	121,293
Little Company of Mary	-	19,777	19,777	-
Little Sisters of the Assumption	-	111,653	111,653	64,073
Marist Brothers	-	39,975	39,975	9,990
Medical Missionaries of Mary	-	30,691	30,691	50,351
Congregation of the Sisters of Mercy	-	(18,702)	{18,702}	79,557
Missionary Sisters of the Holy Rosary	-	181,069	181,069	238,620
Missionary Sisters of the Assumption	-	19,999	19,999	25,846
Notre Dame des Missions	-	-	-	20,000
Missionary Oblates of Mary Immaculate	-	9,999	9,999	19,125
Pallottine Fathers	-	-	-	20,000
Patrician Brothers	-	60,091	60,091	28,744
Poor Servants of the Mother of God	-	-	-	29,620
Presentation Sisters of the Blessed Virgin Mary	-	74,804	74,804	29,950
Presentation Brothers	-	20,000	20,000	9,900
Religious of the Sacred Heart of Mary	-	74,412	74,412	46,052
Hospitaller Order of Saint John of God	-	26,663	26,663	31,687
Salesians of Don Bosco	-	13,563	13,563	44,312
Salesian Sisters	-	51,516	51,516	171,555
Religious Sisters of Charity (RSC)	-	14,625	14,625	45,822
Sisters of the Cross and Passion	-	-	-	19,500
Sisters of Our Lady of the Apostles	-	-	-	8,500
Sisters of Sacred Hearts of Jesus and Mary (Chigwell)	-	18,500	18,500	29,525
Sisters of St. Joseph of Annecy	-	19,373	19,373	9,786
Sisters of St. Joseph of Cluny	-	1,445	1,445	3,150



## MICRO PROJECT SUPPORT SCHEME FUND (continued)

	Unrestricted	Restricted	Total 2014	Total 2013
	€	€	€	€
Sisters of St. Louis	-	27,755	27,755	5,386
Society of African Missions	-	4,209	4,209	-
Congregation of the Holy Spirit (Spiritans)	-	73,516	73,516	66,550
Society of the Divine Saviour	-	40,510	40,510	2,565
Congregation of the Most Holy Redeemer (Redemptorists)	-	33,800	33,800	75,607
Viatores Christi	-	149,186	149,186	97,813
The Congregation of the Mission (Vincentian Fathers)	-	9,625	9,625	-
Volunteer Missionary Movement (VMM)	-	325,978	325,978	239,067
MPSS Applications Assessment Cost	-	19,672	19,672	17,895
Support Costs	85,927	-	85,927	128,947
<b>Total</b>	<b>85,927</b>	<b>2,267,264</b>	<b>2,353,191</b>	<b>2,674,308</b>

Misean Cara Development Mentor Andrea Cortemiglia recently visited St. Andrew's Primary School in Khomasdal in Windhoek, Namibia, which is managed by the Franciscan Missionary Union. During the visit he met Ms. A. Mujoro, and her Grade 1 class who are aged between 6 and 7 years old. St. Andrew's Primary School has a strong academic record with 100% of Grade 7 children passing their year-end examination last year. Photo: Andrea Cortemiglia.



## 6. PROJECT SUPPORT SCHEME FUND

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Missionary Society of St. Columban	-	335,289	335,289	365,000
Daughters of Charity of St Vincent de Paul	-	170,035	170,035	609,578
Daughters of Our Lady of the Sacred Heart	-	34,000	34,000	76,540
De La Salle Brothers	-	713,933	713,933	537,391
Society of the Divine Word	-	-	-	(132,810)
The Congregation of Dominican Sisters	-	-	-	100,000
Edmund Rice Development	-	1,087,124	1,087,124	546,757
Faithful Companions of Jesus	-	67,025	67,025	139,582
Franciscan Brothers	-	166,877	166,877	154,719
Franciscan Missionaries of the Divine Motherhood	-	18,000	18,000	-
Franciscan Missionaries of St Joseph	-	485,958	485,958	294,259
Franciscan Missionary Sisters for Africa	-	543,612	543,612	605,008
Franciscan Missionary Union	-	250,000	250,000	200,000
Franciscan Sisters of the Immaculate Conception	-	200,000	200,000	(100,000)
Good Shepherd Sisters	-	818,694	818,694	771,084
Institute of the Blessed Virgin Mary (Loreto)	-	267,776	267,776	415,586
Jesuit Missions	-	754,708	754,708	728,001
Little Sisters of the Assumption	-	119,320	119,320	48,695
Little Company of Mary	-	41,805	41,805	36,800
Marist Brother	-	100,000	100,000	48,000
Marist Fathers	-	67,363	67,363	-
Medical Missionaries of Mary	-	199,895	199,895	404,612
Congregation of the Sisters of Mercy	-	116,742	116,742	87,441
Missionaries of Africa	-	51,020	51,020	-
Missionary Sisters of the Assumption	-	-	-	221,053
Missionary Sisters of the Holy Rosary	-	86,323	86,323	274,970
Notre Dame des Missions	-	250,000	250,000	150,000
Missionary Oblates of Mary Immaculate	-	-	-	88,463
Patrician Brothers	-	94,064	94,064	-
Presentation Sisters of the Blessed Virgin Mary	-	-	-	100,000
Presentation Brothers	-	100,000	100,000	-
Religious of the Sacred Heart of Mary	-	326,833	326,833	379,872
Rosminian Fathers	-	91,053	91,053	-
Hospitaller Order of Saint John of God	-	437,552	437,552	377,637
Saint Patrick's Missionary Society	-	74,412	74,412	190,437
Salesian Sisters	-	493,483	493,483	284,507
Salesians of Don Bosco	-	115,000	115,000	173,636
Religious Sisters of Charity (RSC)	-	71,963	71,963	78,517
Sisters of the Infant Jesus	-	-	-	95,000
Sisters of Our Lady of the Apostles	-	-	-	100,000
Sisters of Sacred Hearts of Jesus and Mary (Chigwell)	-	338,792	338,792	436,150
Sisters of St. Joseph of Annecy	-	85,545	85,545	(38,606)
Sisters of St. Joseph of Cluny	-	150,000	150,000	211,678
Sisters of St. Louis	-	467,462	467,462	100,000

## 6. PROJECT SUPPORT SCHEME FUND (continued)

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Society of African Missions	-	100,000	100,000	80,000
Sisters of the Holy Cross	-	100,000	100,000	-
Society of the Divine Saviour	-	150,000	150,000	200,000
Congregation of the Holy Spirit (Spiritans)	-	255,832	255,832	117,309
Congregation of the Most Holy Redeemer (Redemptorists)	-	424,355	424,355	639,941
Viatores Christi	-	233,410	233,410	250,530
Volunteer Missionary Movement	-	135,705	135,705	260,630
PSS Applications Assessment Cost	-	97,950	97,950	75,816
Support Costs	427,836	-	427,836	532,193
<b>Total</b>	<b>427,836</b>	<b>11,288,910</b>	<b>11,716,746</b>	<b>11,315,976</b>

## 7. EMERGENCY FUNDING

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Daughters of Charity of St. Vincent de Paul	-	30,000	30,000	15,000
Edmund Rice Development	-	15,000	15,000	-
Franciscan Missionaries of Mary	-	15,000	15,000	-
Good Shepherd Sisters	-	15,000	15,000	45,000
Jesuit Missions	-	14,882	14,882	15,000
Missionary Sisters of the Holy Rosary	-	60,000	60,000	-
Missionary Oblates of Mary Immaculate	-	7,547	7,547	-
Congregation of the Most Holy Redeemer (Redemptorists)	-	-	-	60,000
Religious of the Sacred Heart of Mary	-	-	-	30,000
Salesians of Don Bosco	-	15,000	15,000	15,000
Salesian Sisters	-	15,000	15,000	45,000
Sisters of Sacred Heart of Jesus and Mary (Chigwell)	-	15,000	15,000	15,000
Sisters of St. Joseph of Cluny	-	195,000	195,000	-
Sisters of St. Joseph of Annecy	-	15,000	15,000	-
Society of African Missions	-	15,000	15,000	-
Congregation of the Holy Spirit (Spiritans)	-	119,690	119,690	90,000
Hospitaller Order of Saint John of God	-	87,487	87,487	-
Volunteer Missionary Movement	-	53,242	53,242	-
Support Costs	26,069	-	26,069	16,718
<b>Total</b>	<b>26,069</b>	<b>687,848</b>	<b>713,917</b>	<b>346,718</b>



## 8. ORGANISATION DEVELOPMENT

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Management Information Systems	-	23,285	23,285	15,129
Vision Documents	-	5,643	5,643	-
Strategic Plan	-	-	-	2,152
Miscellaneous Expenses	-	-	-	74
Research on the interactive relationship between Misean Cara and its members	-	-	-	10,485
Support Costs	1,096	-	1,096	1,973
<b>Total</b>	<b>1,096</b>	<b>28,928</b>	<b>30,024</b>	<b>29,813</b>

## 9. CAPACITY BUILDING

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
In Country – Mentorship	-	245,589	245,589	101,926
Finance Training	-	-	-	10,954
Refining Missionary Approach to Development	-	-	-	8,610
Project Cycle Management	-	7,836	7,836	38,189
Funding Application Training	-	-	-	6,990
Self Assessment Tool-Training	-	1,739	1,739	-
Child Safeguarding Audit	-	-	-	1,500
Salaries Allocation	-	16,325	16,325	19,624
Development of Interactive Programme on Project Planning	-	-	-	6,835
Quality Support Initiative	-	25,432	25,432	-
Southern Africa Network Workshop	-	10,157	10,157	-
National Board Safeguarding of Children	-	6,000	6,000	-
Support Costs	11,865	-	11,865	9,860
<b>Total</b>	<b>11,865</b>	<b>313,078</b>	<b>324,943</b>	<b>204,488</b>

## 10. RESEARCH AND DEVELOPMENT

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
Policy & Guidelines Review Consultancies	-	7,495	7,495	27,834
Funding Research	-	1,540	1,540	-
Capacity Building Research	-	18,750	18,750	-
Research Projects	-	47,310	47,310	-
Database Analysis	-	3,000	3,000	12,000
Developing Linkages & Networks	-	4,000	4,000	-
Review Child Safeguarding	-	16,165	16,165	-
Support Costs	3,724	-	3,724	2,018
<b>Total</b>	<b>3,724</b>	<b>98,260</b>	<b>101,984</b>	<b>41,852</b>

## 11. MONITORING, EVALUATION AND AUDIT MEMBERS/PROJECTS

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
<b>11.a Monitoring and Evaluation</b>				
Child Safeguarding Evaluations	-	(891)	(891)	11,382
Evaluation Projects - Southern Africa	-	56,395	56,395	18,667
External Monitoring	-	24,010	24,010	-
Monitoring Projects - South America	-	11,200	11,200	-
Health Projects - Eastern Africa	-	9,182	9,182	12,513
Monitoring Projects - Southern Africa	-	1,802	1,802	9,055
In Country Mentors Monitoring Costs	-	54,316	54,316	-
Reviewing Members Reports	-	4,500	4,500	9,383
Staff Allocations	-	154,778	154,778	105,024
Board Familiarisation Visit	-	23,798	23,798	-
Support Costs	12,851	-	12,851	8,411
<b>Sub-total</b>	<b>12,851</b>	<b>339,090</b>	<b>351,941</b>	<b>174,435</b>
<b>11.b Audit Members/Projects</b>				
Staff Allocations	-	17,699	17,699	18,785
Internal Field Audits	-	20,635	20,635	-
Support Costs	1,450	-	1,450	952
<b>Total</b>	<b>14,301</b>	<b>377,424</b>	<b>391,725</b>	<b>194,172</b>

## 12. RETURNED MISSIONARIES

	Unrestricted €	Restricted €	Total 2014 €	Total 2013 €
IMU Workshops/Courses	-	11,001	11,001	46,000
Support Costs	417	-	417	2,330
<b>Total</b>	<b>417</b>	<b>11,001</b>	<b>11,418</b>	<b>48,330</b>

Misean Cara received a very warm welcome from Kuap Pandipieri when a Board and staff delegation, including Chairperson Matt Moran and CEO Heydi Foster, visited them during the inaugural board familiarisation visit to East Africa. Located in Kisumu in Central Kenya, Pandipieri has three programmes - Children's Services, Community Health and Development. Managed by the Franciscan Missionaries of St. Joseph, it uses an integrated approach to development, and works across 17 communities. Misean Cara has supported KUAP Pandipieri since 2011 across a variety of activities - water and sanitation; maternal and child health; and HIV prevention and care. Photo: Lucy Franks.





# Misean Cara Member Organisations 2014

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Augustinian Fathers	Missionary Sisters of the Holy Rosary
Capuchin Order	Missionary Sisters Servants of the Holy Spirit
Carmelites (OCD)	Missionary Society of Saint Columban (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 (Redemptorists)	Pallottine Fathers
Congregation of the Passion	Patrician Brothers
Congregation of the Sisters of Mercy	Poor Servants of the Mother of God
Daughters of Charity of Saint Vincent de Paul	Presentation Brothers
Daughters of Mary and Joseph	Presentation Sisters of the Blessed Virgin Mary
Daughters of Our Lady of the Sacred Heart	Religious of Jesus and Mary
Daughters of the Holy Spirit	Religious of the Sacred Heart of Mary
De La Salle Brothers	Religious Sisters of Charity (RSC)
Dominican Fathers	Rosminian Fathers
Edmund Rice Development	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
Hospitaller 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	Viatores Christi
Missionary Sisters of Saint Columban	Volunteer Missionary Movement (VMM)
Missionary Sisters of the Assumption	



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Misean Cara has signed the Dóchas Code of Conduct for Non-Governmental Development Organisations on Images and Messages.

Would you like to tell us how we are doing in relation to the Code?

Send your feedback to [info@miseancara.ie](mailto:info@miseancara.ie), we'd be happy to hear from you.

Misean Cara adheres to the Principles of Good Governance under the national Governance Code for the Community, Voluntary and Charitable (CVC) sector.

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An Roinn Gnóthaí Eachtracha agus Trádála  
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