



misean cara
Mission Support from Ireland

Strategy 2017 - 2021

Walking together to transform lives



Front Cover photos

Top right: Fr. Richard O'Dwyer, a Jesuit missionary from Ireland, talks with women at the Multi-Agricultural Jesuit Institute of Sudan (MAJIS), an agricultural school located outside Rumbek, South Sudan. Fr. O'Dwyer is the school's former director. Photo: Paul Jeffrey.

Middle right: Rejoice Martin attends to a patient in a neonatal incubator at the St. Daniel Comboni Catholic Hospital in Wau, South Sudan. Martin, a paediatric nurse, is a 2013 graduate of the Catholic Health Training Institute in Rumbek. Supported by the Franciscan Missionary Sisters for Africa, a Misesan Cara member organisation, the St. Daniel Comboni Catholic Hospital is making great inroads in maternal and child health. Photo: Paul Jeffrey.

Middle left: Some of the kindergarten students celebrate the construction of the Marist Education and Community Centre in Ranong, Thailand. The centre will support Burmese migrants, and provide three key programmes for Burmese migrant children - Kindergarten, Secondary Level education, and Child Support. Photo: Marist Mission Ranong (MMR).

Bottom left: María Dorila Márquez de Márquez and her team from the Association for the Promotion of Human Rights El Mozote. Supported by the Sisters of the Sacred Heart of Jesus and Mary (Chigwell), a Misesan Cara member organisation, María and her team have fought 35 years for justice. Photo: Misesan Cara.

Inside front cover: Esther, a young student, is dressed up by her classmates in exam papers as is custom to mark the end of exam time at the Ndeini Primary School in Kenya. The Edmund Rice Network (ERN) has been instrumental in ensuring students receive a nutritious meal every day in school by mobilising parents of students to contribute maize and beans, and fulfilling shortfalls of supplies for students whose families cannot afford the extra expense. ERN has also planted fruit trees around the school grounds, which offer additional food for students, and provided large rain water collection tanks to water the trees as the local water is not good for plants. Photo: Lar Boland.



Contents

Foreword from the Chair	ii
Introduction from the CEO	iii
Overview	1
Our Theory of Change	3
About Misean Cara	4
Global Consultation for Strategy Renewal	5
The Rationale and Structure of our Strategy Document	6
Our Strategic Direction	7
Learning from Global Consultation	7
Our World	8
The External Environment: Challenges and Opportunities Faced	8
The Missionary Approach to Development	8
Responding to Emergencies	9
From Vision to Reality	9
Our Commitment	9
Goal 1: Uphold the Right to Quality Education	10
Goal 2: Uphold the Right to Better Health, Clean Water and Sanitation	12
Goal 3: Uphold the Right to Sustainable Livelihoods	14
Goal 4: Uphold and Advocate for Human Rights	16
Goal 5: Enhance and Promote the Missionary Approach to Development	18
Making it happen	20
Conclusion	20



FOREWORD FROM THE CHAIR

The adoption, in September 2015, by the UN General Assembly of the 17 Sustainable Development Goals (SDGs) was warmly welcomed at the time by Misean Cara. The Goals are rooted in the issues that missionaries and their partners have been working to address as part of local communities for decades – the eradication of poverty, hunger and disease; the provision of education; peace, justice and respect for human dignity and rights; striving for equality and gender rights; cherishing the earth and sustaining its wealth of natural resources; and stable economies, infrastructure and housing.

In responding to these challenges, and in working to realise our vision of vulnerable and marginalised people achieving a better life for themselves and their children, the unifying and motivating force amongst all of us at Misean Cara is faith. It is this lived faith, this courageous work of witness, that inspires and drives our missionaries to dedicate their skills and lives to supporting the integral human development of the communities in which they live and work, and which underpins our core values of respect, justice, commitment, compassion and integrity. Our Theory of Change is built on these values.

The missionary movement, at its heart, is about accompaniment. This is the essential ingredient in forging bonds of trust within vulnerable and hard-to-reach communities, in reassuring people that they will not be abandoned. It is what we mean by the notion of leaving no-one behind. The long-term commitment and presence within communities in turn fosters an incremental development approach and a strong culture of learning together. This holistic view, which focuses on the needs of the whole person, is a factor in deepening the quality and positive impact of the change brought about through our development work.

The process which produced this Plan reflected the Misean Cara movement at its very best. Throughout the period of consultation, whether in small groups or large, remotely or face-to-face, the energy and enthusiasm for the work of missionaries was both inspiring and infectious. At one of the meetings in Ireland, someone said “We are Misean Cara: no strength except working together”, echoing the old Irish saying “Ní neart go cur le chéile”. Another added that they “felt proud, wonderful and amazed at the talent” around them. Others added that the “unity of purpose and direction” echoed by all was heart-warming and encouraging and that everyone in Misean Cara was “walking together with joy”. As Chairperson, I feel privileged and humbled to be part of this strong, vibrant and forward-looking movement.

This Strategy embodies our ongoing commitment to leverage our strengths as a missionary movement in deepening our rights-based focus in the key areas of quality education, health, clean water and sanitation, sustainable livelihoods, and human rights. We will also continue to embed the accompaniment model and demonstrate greater collective impact through enhancing and promoting the missionary approach to development. With renewed hope and determination, we look forward to deepening our contribution to the global sustainable development movement for change, walking together to transform lives.

A handwritten signature in dark ink, reading 'Lucy Franks'.

Lucy Franks Chairperson



INTRODUCTION FROM THE CEO

Missionaries speak from personal knowledge of the human suffering and injustice caused by poverty and the denial of basic human rights. Through our strategic planning process, we have been constantly confronted with these challenges. But we have also heard of the great resourcefulness and creativity of missionaries and the missionary movement in transforming these situations. We have heard real-life stories of missionaries working to support refugees, rescuing children from abuse, providing vital services for mothers and children, building educational possibilities for children, addressing the participation of people with disabilities as full members of local communities and training people to achieve sustainable livelihoods. Again and again presidents, ministers, development professionals and the media have been amazed by the important work done by missionaries through their connection with people, their long term commitment, their networking and the faith in God that inspires them. Such comments demonstrate the continuing influence of the work of missionaries on how Irish people view development and our responsibility to the Global South.

This strategy is the culmination of a remarkable global process. Never before has Misesan Cara so deeply engaged its members and wider stakeholders about its future direction. Far more people expressed their voice than during any previous strategy development cycle. They let us know what matters most: we listened and the strategy was shaped accordingly. To our members I say "Thank you." I am confident in expressing what many of them said to us as the consultation reached its conclusion: "This is our strategy. I am proud and inspired to have the privilege of contributing to an organisation that serves the people that are often forgotten and treated without the respect and dignity they deserve."

So, what is this strategy? It is an ambitious renewal of Misesan Cara and what we stand for. It represents an ongoing commitment to education, health, sustainable livelihoods and human rights. It marks a step change in the way we support and accompany our members; in the way we inculcate and promote a missionary approach to development; in the way we contribute to a rapidly increasing global movement for positive change; and in the way we proactively engage with human rights. It provides a clear and compelling vision. In the implementation plans and processes that derive from it, the strategy will have all the rigour, measurement and attention to detail that is expected. It is a timely response to the world in which we live.

This strategy embraces three different yet complementary perspectives, i.e. the missionary approach to development, contemporary best practices in development and a human rights focus. This human rights focus is a thread throughout all five strategic goals. From the global consultation process we will target marginalised communities with a particular focus on women and children, refugees, displaced people and people with disabilities. The importance of addressing climate change is connected with our continuing work on livelihoods and income generation.



Misean Cara CEO Heydi Foster, and Irish Chief Commissioner for Human Rights and Equality Emily Logan at the launch of the 'Make Human Rights Work' handbook to help everyone take action for human rights. Led by Franciscans International, a Misean Cara member organisation, workshops to train human rights activists on the handbook have taken place in more than 10 countries. Photo: Tommy Clancy.

The missionary approach to development reflects the unique contribution of our members. The accompaniment approach involves unparalleled long-term commitment, working in communities from a strengths-based perspective, and based on a fundamental belief in the worth of each individual as a human being. This same accompaniment approach frames our support for members. It provides a compelling case for our prioritising member capacity development. This strategy is our commitment to our members, it came from them and we hold ourselves accountable to them for delivering on our shared goals. It is our road map for building the future together. It is our opportunity to ensure that the voices of the vulnerable and marginalised are heard, and to put those who are at the edges of society at the heart of ours. "Together we go further. We are a global family united in one purpose – walking side by side with the marginalised" (Misean Cara Global Consultation participant).

Our strength is founded upon a movement of missionary organisations, striving for best practice and innovation in contemporary development. They work in close collaboration and learn from each other whilst retaining their uniqueness and independence.

This is a crucial period for Misean Cara. In an increasingly broken world our gifts, resources and influence as a missionary movement are strengths on which Misean Cara will create a better future for those in greatest need.

Heydi Foster CEO

Overview

This document is Misesan Cara's strategy for the period 2017-2021. It has been inspired, informed and shaped by the voices of Misesan Cara members and the poor and marginalised communities we serve. Having engaged with over 1,000 people across nine countries, this new strategy will build upon considerable progress in the recent past and, in keeping with our deeply-held values, further transform the effectiveness and impact of Misesan Cara.

Among the many important insights coming out of our consultations and reflected in the strategy is a deepening of our human rights focus, so that we now see human rights both as a priority area in itself and as a key element underpinning work in all areas. From the global consultation process, health, education, sustainable livelihoods and human rights continue to remain highly relevant. We will target marginalised communities with a particular focus on

women and children, refugees and displaced people, and people with disabilities. For example, this brings a strengthened focus on gender equality to end the injustice, discrimination and violence suffered by women and girls throughout the world. There is also greater focus on environmental sustainability to help communities confront the effects of climate change.

The essential elements of our strategy, including our strategic purpose, vision and mission, are summarised in the graphic below.

The five values of respect, compassion, justice, commitment and integrity that form the foundation represent the missionary approach to development, which makes our members' work in development distinctive and adds value to the work. This approach is reflected throughout the strategy.

This values-based approach is also part of Misesan Cara's institutional Theory of Change, and the strategy represents the putting into practice of this theory.

OUR PURPOSE:

To enable missionaries to facilitate effective development work

OUR VISION:

A future where people who live on the margins of society will be empowered to achieve a better quality of life

OUR MISSION:

To facilitate missionary development work with the marginalised and most vulnerable in the Global South

Our work is underpinned by the Missionary Approach to Development

Promoting change



Uphold the Right to Quality Education



Uphold the Right to Better Health, Clean Water and Sanitation



Uphold the Right to Sustainable Livelihoods



Uphold and advocate for Human Rights



Enhance and Promote the Missionary Approach to Development

Values

Respect

Due regard for the feelings, needs and rights of others and the environment

Justice

Solidarity with those who are marginalized and advocacy for what is right, fair and appropriate

Commitment

Long-term dedication to and accompaniment of people amongst whom we live

Compassion

Empathy with and understanding of the reality others live

Integrity

Transparency and accountability in all our activities

At the centre of the strategy are five strategic goals:



GOAL 1: UPHOLD THE RIGHT TO QUALITY EDUCATION

Work together to ensure quality education and learning opportunities for all.



GOAL 2: UPHOLD THE RIGHT TO BETTER HEALTH, CLEAN WATER AND SANITATION

Work together to increase awareness, and access to better health for all.



GOAL 3: UPHOLD THE RIGHT TO SUSTAINABLE LIVELIHOODS

Work together to enable sustainably improved livelihoods for all.



GOAL 4: UPHOLD AND ADVOCATE FOR HUMAN RIGHTS

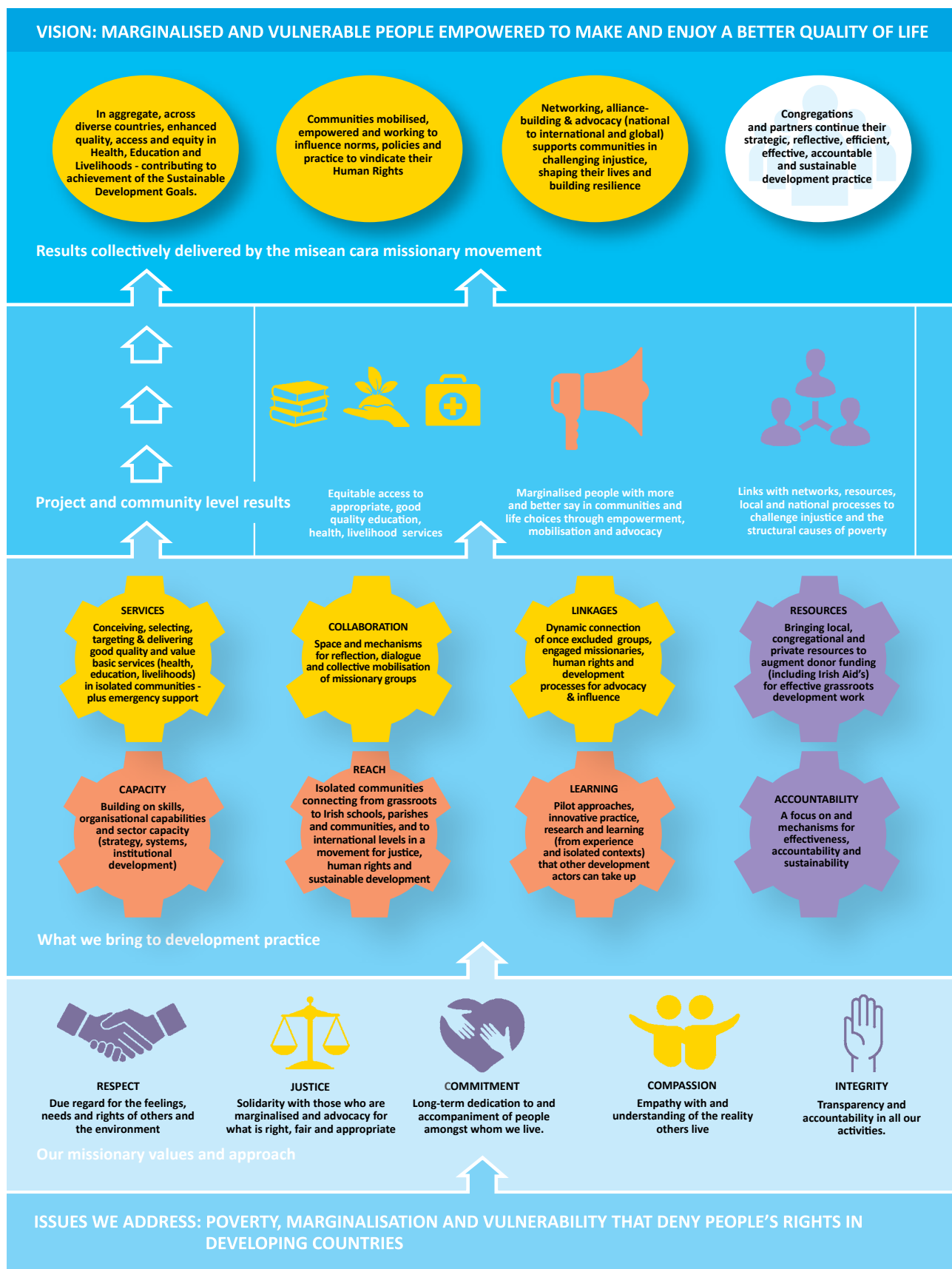
Work together to influence policy and enable the most marginalised to find their voice and shape the future.



GOAL 5: ENHANCE AND PROMOTE THE MISSIONARY APPROACH TO DEVELOPMENT

Work together to embed the accompaniment model and to demonstrate greater collective impact.

Our Theory of Change



About Misesan Cara

Misesan Cara is an international and Irish faith-based missionary movement working with some of the most marginalised and vulnerable communities in developing countries. We are working to realise their human rights through delivery of basic services in the areas of education, health, livelihoods and income generation, as well as advocacy, networking and community mobilisation. Our movement is made up of 90 member organisations working in over 50 countries.

As women and men acting as healers in a broken world, missionaries are inspired by a common belief in a compassionate God who cherishes all creation. Missionaries hold as core ideals the call to respect the dignity of each human being, the universal destination of the goods of the earth, and the primacy of the common good. Their dedication, capacity, learning and resources are the foundation for a collective mission to force the dawn of a more just and sustainable world.

Misesan Cara and our members work collectively and individually through the missionary approach to development. This values-based framework has five defined values: respect, justice, commitment, compassion and integrity. Together these establish the basis for the shared approach of missionaries to good development practice. Our members live and work long-term in communities in some of the world's most

impoverished and disadvantaged regions. They work in the areas of education, health, income generation and livelihoods, environmental sustainability and human rights.

Misesan Cara provides a range of supports for the international development work of our members. We access and distribute funding for high quality development initiatives, providing effective oversight through monitoring, evaluation and audit. We support the enhancement of their capacity to deliver significant results through mentorship, research, learning and development activities and quality support.

Our members' holistic approach to eliminating poverty works through the implementation of locally appropriate programmes and projects that target the root causes of social inequalities. This work is undertaken in partnership with local communities and local, national and international agencies. Our results demonstrate that it makes a significant and sustained difference to the lives of the poorest.

Misesan Cara and our members work collectively and individually through the missionary approach to development.



During the strategy consultation process, we also came to a deeper appreciation of the importance of strengthening the culture of the organisation.

Global Consultation for Strategy Renewal

In early 2016 our members, staff and Board committed to an extensive consultation process that has led to the creation of this new strategy for the Misean Cara movement for 2017-2021. It was the first time Misean Cara undertook such an extensive consultation process with its members. It saw us hold sessions in nine countries with over 1,000 people. In addition to the in-country consultations, eight sessions, with over 250 people, were held in Dublin. A dedicated workshop was held with over 120 members at our AGM in June 2016. Across all three strands of our organisation - Board, staff and members - there was considerable common ground, particularly in the strengths that people saw in the Misean Cara family and the direction we should take together. These have been captured and used to determine Misean Cara's strategic priorities.

During the strategy consultation process, we also came to a deeper appreciation of the importance of strengthening the culture of the organisation. We have mapped out ways we will do this in relation to key areas such as the stories we tell, the symbols we use, our structures and control systems.

Acknowledging the changing times in which we live, we have identified the potential for improvements to be made within the organisation in order to respond effectively, and to evolve and adapt within a dynamic environment to meet the needs of our members. Misean Cara funding has been demand-led. Our new strategy lays out how Misean Cara can have greater and more effective impact. A higher level of focus and prioritisation are embedded into the strategy so as to simultaneously meet member needs as well as address the challenges faced by the marginalised in the world today.

During the strategy renewal process, it was acknowledged that we are living in moments of transition, and that Misean Cara must find stability in instability. This new strategy allows us to preserve and build on our considerable strengths while making the changes needed to succeed into the future.

Our consultations for this strategy were global with **10 sessions in 9 countries** with more than **1,000 members and beneficiaries**.

We also hosted **9 sessions in Ireland**.

Democratic Republic of the Congo
Ethiopia
Ghana
India
Kenya
Nigeria
Peru
South Africa
Tanzania

The Rationale and Structure of our Strategy Document

Our 2013-2016 strategy enabled us to deliver considerable impact in our four key areas of focus – health, education, livelihoods and human rights – as well as contribute extensively to the organisational capacity development of our members and their partners. In this new strategy we will build on these successes and the learning from them.

This new Strategy is built on a foundation of experience, expertise, learning and research. Adapting to the current global realities and increasing complexities, Misean Cara will strive to work in a more integrated way to address the multiple and often intersecting vulnerabilities experienced by communities in the Global South.

After setting out our strategic vision, this document then lays out the current context of Misean Cara's world – presenting the challenges and priorities as we see them and the opportunities identified to make an impact. Next, we outline how Misean Cara is committed to bringing about positive changes. We then highlight the direction our movement is heading before detailing the strategic goals that will enable us to get there.

This new Strategy is built on a foundation of experience, expertise, learning and research.



Top Right: MDO Sr. Felicia Matola from the Franciscan Missionary Sisters for Africa shares some of her group's ideas for the new strategy at the plenary session at the 2016 Misean Cara AGM. Photo: Zélie McGrath.

Middle Right: Sr. Veronica Commeh from the Sisters of Our Lady of the Apostles, Br. Patrick Nuanah, Christian Brother, and Sr. Afoma Osigwe from the Missionary Sisters of the Holy Rosary prepare their feedback for the strategy consultation in Tamale, Ghana. Misean Cara Project Officer Zélie McGrath and Development Mentor Michael Osei Nkrumah led the session. Photo: Misean Cara.

Bottom Left: Thirty-six members attended the strategy consultation session in Chennai, India, which was hosted by the Presentation Sisters. Misean Cara CEO Heydi Foster led the session, and also took the opportunity to visit seven member projects for further feedback at project level. Photo: Misean Cara.

Our Strategic Direction

Learning from Global Consultation

In our consultations with Misesan Cara members and stakeholders in 2015 and 2016, we identified three areas of focus for our strategic direction:

1. Enable people who are marginalised and vulnerable to have a sustainable future.
2. Continue focusing on our existing four core areas of education, health, livelihoods and human rights.
3. Support our members in demonstrating and raising awareness of the impact of missionary development work.

Critically, the 2016 strategy consultation revealed that these three areas of focus still have a powerful resonance within Misesan Cara as part of a wider missionary movement and are consistent with the direction in which we are now heading.

These consultations also confirmed the support for our continuing promotion of the missionary approach to development. In that, accompaniment is seen as highly relevant both to the approach of projects we support and in prioritising capacity development.

During consultations we were encouraged to target marginalised communities with a particular focus on women and children, refugees and displaced people and people with disabilities. The importance of human rights was emphasised by many during the consultation process.

Environmental sustainability as a way to address climate change and mitigate its impact also emerged as a key priority for our members. As this is inextricably linked to the issue of livelihoods, it is sensible for Misesan Cara to integrate the sustainability focus into the livelihoods area of work. This has the potential to bring environmental action into the heart of our work with the marginalised, enabling greater financial and social sustainability through enhanced livelihoods, whilst simultaneously providing support towards a sustainable environment. To put all of this into practice, and produce concrete results, Misesan Cara therefore needs to:

- continually improve funding processes;
- reinforce accompaniment;
- invest more in learning;
- strengthen our work on impact; and
- diversify our funding base.

We were encouraged to target marginalised communities with a particular focus on women and children, refugees and displaced people and people with disabilities.



War War Zaw is a teacher and graduate of the Marist Education Programmes in Ranong, Thailand. 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).

Our World



The External Environment: Challenges and Opportunities Faced

Change continues to happen at a rapid pace in our world. We live in an era of complexity, fragility and uncertainty, confronted by profound political, social, economic and technological changes. Climate change, food shortages and forced migration are just a few of the critical challenges facing the global community today and into the future.

In September 2015, the 193 countries of the UN General Assembly adopted 'Transforming our world: the 2030 Agenda for Sustainable Development' – commonly known as the 17 Sustainable Development Goals.

The goals have their roots in the same issues that missionaries and their partners have been working to address with local communities for decades. Missionaries were ahead of their time, and their work to eradicate poverty, hunger, disease; provide access to education; peace, justice and respect for human dignity and rights; strive for equality and gender rights; cherish the earth and sustaining its wealth of natural resources; and stable economies, infrastructure and housing is in harmony with the Sustainable Development Goals.

The Missionary Approach to Development

Whilst the SDGs are universal and inherently challenging, at their heart there is a deep-rooted message of a holistic and all-encompassing approach to development. This message is one that echoes the missionary approach to development, which is embodied by Misesan Cara and its members, and involves working to achieve positive, lifelong change at a grassroots level in some of the poorest and most marginalised communities in the world.

Furthermore, Gospel teachings and other faith traditions show us that it is through every aspect of our lives that we can spread peace, love and justice. Living as responsible global citizens we can live this vocation for the common good in our world. These teachings lead us not only to pursue peace and care for people living in poverty, but also to respect the life and dignity of the human person. Indeed, many of our missionaries whose lives are guided by a framework of Justice, Peace and Integrity of Creation develop this further by intertwining a human rights focus with core environmental considerations. Human beings, all forms of life and the very fabric of our planet that sustains life all have an inherent and immeasurable worth. For this reason, a human rights focus, with due consideration for wider issues, is embedded at the heart of Misesan Cara's work.

Misesan Cara is thus in a unique position to be able to harness the profound commitment of its members alongside their faith-based values for positive change, including advocating for systemic change in human rights at local, national and international level.

Responding to Emergencies

With its network of member organisations working at community level throughout the developing world, Misesan Cara is ideally placed to respond to humanitarian crises as they occur. Missionaries have a deep knowledge of a community's challenges and needs, and have strong relationships built over years of living and working in solidarity with people who often feel disproportionately the impact of floods, cyclones, earthquakes, or more complex disasters brought about by war and displacement. Within its resources, Misesan Cara will respond to events such as these when they occur, and where member organisations can deliver humanitarian assistance in an efficient and effective manner to affected communities.

From Vision to Reality

The global consultation process has given us a vision of the future for our members and the communities they work with. To achieve this vision:

- We will continue to focus on our existing four core sectors of education, health, sustainable livelihoods and human rights.
- We will prioritise interventions in support of communities experiencing vulnerability, particularly key target groups including women and children, refugees and displaced people, and people with disabilities.
- We will target our resources strategically, supporting work in locations where our members have a strong presence and potential to leverage greater change.
- We will promote outstanding initiatives that demonstrate the missionary approach to development.
- We will continue to support members who take risks and break new ground to address new challenges.
- We will prioritise areas facing extreme poverty and inequality.

Our Commitment

Our Vision

A future where people who live on the margins of society will be empowered to achieve a better quality of life.

Our Purpose

To enable missionaries to facilitate effective development work.

Our Mission

To facilitate missionary development work with the marginalised and vulnerable in the Global South.

Our Values

Respect: Due regard for the feelings, needs and rights of others and the environment.

Justice: Solidarity with the marginalised and advocacy for what is right, fair and appropriate.

Commitment: Long-term dedication to and accompaniment of people amongst whom we live.

Compassion: Empathy with and understanding of the reality others live.

Integrity: Transparency and accountability in all our activities.



Representatives from ten Misesan Cara member organisations attended the strategy consultation session in Katanga, the Democratic Republic of the Congo, which was hosted at the Salvatorian Provincialate. Misesan Cara Head of Funding Séamus O'Gorman led the session. Photo: Misesan Cara.



GOAL 1: UPHOLD THE RIGHT TO QUALITY EDUCATION

Why this Goal?

Sustainable Development Goal 4 aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030. The importance of education cannot be underestimated. Not only is education a basic human right and a gateway out of poverty, the effects of education are significant across all development goals and it is a major catalyst for human development. For example, a child born to a mother who can read is 50% more likely to survive past the age of five.

Significant progress has been made in increasing enrolment rates in schools. However, many challenges remain to ensuring all children realise their right to an education that is relevant to their lives and of an acceptable quality. There are still over 120 million children and adolescents out of school. More than half of these live in sub-Saharan Africa and 35% live in conflict-affected areas. Marginalised children in particular have been left behind. In sub-Saharan Africa, 90% of children with disabilities are excluded from school and often experience social exclusion also. This marginalisation increases for girls with a disability or who live in a rural area. For those in school the quality of education is often strikingly low, with one in three children who complete primary education still not able to read a sentence. In many countries, the budget allocated to education is inadequate and donor aid, dropping by more than 14% between 2010 and 2014, does not offer a viable solution.¹ To achieve Misean Cara's strategic goal will require action and advocacy to improve the quality of

education and more effective ways to support children who are most marginalised and vulnerable.

For centuries, missionaries have provided a high quality relevant education to millions of children around the world. They use their expertise to shape each country's education agenda through advocacy, campaigning and influencing policy and practice. The holistic, empowering education they provide addresses the physical, intellectual, social, emotional and spiritual needs of those they reach. They encourage a love of learning and a critical questioning mind.

Misean Cara believes that education is the "key to unlocking a person's and a country's potential" (quote from Kenyan in-country consultation) and that an "integrated holistic education" (member consultation in Dublin) is vital for leadership, for enabling empowerment, for greater equality and for enabling communities to transform their reality.

Students take a break from their exams in Ndeini Primary School in Kenya. The school is located in Kibwezi a town in Makueni County where severe drought is a common occurrence. Managed by Edmund Rice Development, a Misean Cara member organisation, the school provides access to education to some of the poorest children in the area, many of whom are orphans. Photo: Lar Boland.

¹ Global Partnership for Education. 2015. Global Partnership for Education Financing & Funding Framework.

Key Priorities to Achieve Success

- Increase equity of access to education.
- Increase quality of education and learning outcomes.
- Contribute to education systems strengthening.



In time of crisis or disaster and in light of missionaries' presence on the ground we also support emergency responses that sustain people and communities as they rebuild their lives.



GOAL 2: UPHOLD THE RIGHT TO BETTER HEALTH, CLEAN WATER AND SANITATION

Why this Goal?

Sustainable Development Goal 3 aims to eradicate a wide range of diseases and seeks to address many persistent and emerging health issues. The Goal contains 13 ambitious targets to ensure healthy lives and promote the well-being for all ages by 2030. Whilst SDG 3 recognises significant strides have been made to reduce some causes of maternal and child mortality, rates of mortality remain high. Women in developing countries are 14 times more likely to die in childbirth than those in developed countries and every year around 6 million children die before their fifth birthday; of these, four out of every five deaths are in Africa and Southern Asia. This is compounded by some communities not having adequate access to sexual and reproductive health-care services.

Progress has been achieved in reducing malaria, tuberculosis, polio and the spread of HIV & AIDS. Despite this AIDS is the leading cause of death amongst adolescents in sub-Saharan Africa. There are 22 million people living with HIV who are not accessing life-saving antiretroviral therapy. Other communicable diseases such as tuberculosis and malaria remain endemic. Emerging diseases such as Ebola and the Zika virus present new and urgent challenges, including strengthening local responses to infectious disease outbreaks and the management of national and global epidemics. Similarly, the lack of promotion of mental health and well-being, and of the prevention and treatment of substance abuse as health priorities is detrimental to health outcomes.

Chronic diseases remain one of the main factors that push households from poverty into deprivation. Currently, 63% of all deaths worldwide stem from non-communicable diseases, chiefly cardiovascular diseases, cancers, chronic respiratory diseases and diabetes. The cumulative economic loss to low and middle-income countries from these four diseases is forecast to surpass US\$7 trillion by 2025.²

Sustainable Development Goal 6 aims to ensure universal and equitable access to safe water sources and sanitation for all by 2030. Water scarcity affects more than 40% of the world's population. Globally around 1.8 billion people use fecally contaminated drinking water sources. Over 2.4 billion people lack access to basic sanitation facilities. Waterborne diseases remain one of the leading causes of child mortality, with more than 800 children dying every day from diarrhoeal diseases linked to poor hygiene.

Because of this, upholding the right to better health, clean water and sanitation remains one of our major areas of focus. We want to focus on sustainable clean water and sanitation facilities whilst strengthening health systems to provide equitable access to health promotion, disease prevention, treatment, or palliative care through a holistic, integrated approach.

Comboni Sr. Maria Martinelli, an Italian physician, talks with a patient in the St. Daniel Comboni Catholic Hospital in Wau, South Sudan. Sr. Maria is the hospital's medical director. Support from Misean Cara has funded community mobilisation through digital radio, developed the capacity of medical staff, provided antenatal services for women, and maternal and child health screening. Photo: Paul Jeffrey

In time of crisis or disaster and in light of missionaries' presence on the ground we also support emergency responses that sustain people and communities as they rebuild their lives.

Key Priorities to Achieve Success

- Increase equity of access to health, clean water and sanitation.
- Improve health outcomes of people who are marginalised or living in poverty.
- Contribute to health systems strengthening.





GOAL 3: UPHOLD THE RIGHT TO SUSTAINABLE LIVELIHOODS

Why this Goal?

The current world population of 7.3 billion is expected to reach 8.5 billion by 2030 and 9.7 billion in 2050.³ By 2050, 2.4 billion more people will need to be food secure and require a sustainable livelihood. Two of the main threats to achieving this are climate change and food waste. However, climate change is probably the greatest challenge to affect the world today as it interferes with the availability of water for the production of food to feed the global population. Rainfall patterns have changed significantly, especially in the global south. Erratic rainfall has a major impact on agriculture, which feeds the global population and employs 40% of the world's workforce. Agriculture accounts for around 70% of water used in the world today and contributes to water pollution from excess nutrients, pesticides and other pollutants. With 500 million small farms worldwide providing 80% of food in the global south, many are heavily dependent on rain for survival. Unpredictable weather, an effect of climate change, has devastated soils, rivers, oceans, and forests, resulting in droughts and floods. Some soils have been so badly affected that farmers have abandoned their lands because crops will not grow.

Climate change has been recognised by the Sustainable Development Goals, the second encyclical of Pope Francis 'Laudato Si' (Care for Our Common Home), and the legally binding agreement adopted by 191 countries at the 2015 Paris Climate Conference to keep global warming below 2° Celsius.

Sustainable Development Goals 2 and 8 encourage governments to adopt sustainable responses to hunger and food security. By using farming techniques and supply chains that protect the environment and preserve food and water, we can help small-holder farmers develop climate resilience and improve animal welfare. Encouraging entrepreneurship, creativity and innovation through the growth of micro, small and medium-sized enterprises with access to financial services furthers local solutions to local challenges.

Misean Cara believes that focussing on climate-resilient, sustainable livelihoods is critical as it leads to the sustainability of other areas of intervention and can enable empowerment of many through income generation, capacity development and a greater balance of resources. It is also in line with the first goal of the Irish Government's policy for international development, to reduce hunger and strengthen resilience.⁴

In December 2016, 250 Rag Pickers in Indore in India were issued with identity Cards after a long struggle. Indore city has over 3,000 rag pickers, of whom 93% are women. The Jan Vikas Society, an organisation supported by Misean Cara member organisation the Divine Word Missionaries, has been working with Rag Pickers for the past 15 years through the formation of a Cooperative Society, Self Help Groups, and providing Vocational Training. Photo: Jan Vikas Society.



³ United Nations. 2015. The 2015 Revision of World Population Prospects.

⁴ Irish Aid. 2013. One World, One Future, Ireland's Policy for International Development.



In time of crisis or disaster and in light of missionaries' presence on the ground we also support emergency responses that sustain people and communities as they rebuild their lives.

Key Priorities to Achieve Success

- Improve food and nutrition security.
- Increase household income and wellbeing through holistic income generation and livelihoods projects that are beneficiary focused.
- Strengthen economic and environmental resilience.



GOAL 4: UPHOLD AND ADVOCATE FOR HUMAN RIGHTS

Why this Goal?

The 2030 Agenda for Sustainable Development, grounded in international human rights standards, strives to leave no one behind and elevates the importance of equality and non-discrimination. It encourages us to integrate human rights into global and national policies in developed and developing countries by increasing accountability at national, regional and global levels.

Throughout the world we are seeing injustices and human rights violations against people who lack the resources to defend their rights effectively.

According to the UN Refugee Agency, the number of refugees and internally displaced people has reached 60 million, its highest level since World War II. The ILO estimates that almost 21 million people are victims of forced labour worldwide - 11.4 million women and girls and 9.5 million men and boys. Of which, there are currently 4.1 million women and girls who have been trafficked for sexual exploitation.⁵

Violence against women and girls is one of the most prevalent human rights violations in the world with 35% of women worldwide experiencing physical and/or sexual violence in their lifetime.⁶

Around the world, millions of people suffer the consequences of policies that put business interests ahead of people, whether these are

extractive industries, agri-businesses or other large transnational corporations.

With escalating humanitarian crises around the world, Misesan Cara seeks transformative change by addressing structural issues at local, national and international levels, while also addressing the issues of rights and accountability.

Misesan Cara seeks transformative change by addressing structural issues at local, national and international levels, while also addressing the issues of rights and accountability. Misesan Cara also recognises the need for context-specific interventions focused on enabling those on the margins of society to raise their voice and defend their rights, in the face of severe human rights violations. This is driven by missionaries' embedded understanding of contexts and communities, of inequality and weak governance structures, spread across the globe; as well as the opportunity to work together to advocate and campaign to create a global network for citizen participation and to influence government policy.

A prisoner in Luzira Prison, Uganda, with his reading materials. In recent years, the prison has undergone a transformation. Through advocacy and campaigning by organisations like the African Prisons Project, access to education ranging from basic literacy to secondary school to vocational training to university degrees has been established for inmates. The Project is managed by the Franciscan Missionary Sisters for Africa, a Misesan Cara member organisation. Today, the ethos in Luzira is to keep inmates busy, which makes the prison safer with fewer violent incidents. This in turn has created a low rate of repeat offenders. Photo: Lar Boland.

⁵ ILO. 2012. Global Estimate of Forced Labour.

⁶ WHO. 2016. Violence against women.

In time of crisis or disaster and in light of missionaries' presence on the ground we also support emergency responses that sustain people and communities as they rebuild their lives.

Key Priorities to Achieve Success

- Contribute to systemic change with regard to policies that protect and fulfil the rights of people.
- Increase access to and realisation of basic human rights of people experiencing severe human rights violations.
- Promote and protect the rights of people who are poor or marginalised by improving awareness of specific rights or entitlements.





GOAL 5: ENHANCE AND PROMOTE THE MISSIONARY APPROACH TO DEVELOPMENT

Why this Goal?

Misean Cara recognises that its strength lies in the faith, dedication, skills and expertise of its members. The missionary approach to development is distinctive because of its long-term and committed approach. Our members “walk hand in hand” with beneficiaries; they rethink boundaries, go beyond borders and see each individual as a brother or sister, as respected, rights-holding citizens of the world, with equal, inherent human dignity.

The missionary approach to development also means ensuring participation of the marginalised; empowering people as key actors in their own development to use their voice and collective power at appropriate levels (local, national or international); and influencing the policies and practice of governments and other development stakeholders.

To maximise the added value brought to development by the missionary approach of our members, Misean Cara will:

- a) Support and enhance the quality, effectiveness and impact of the development work undertaken by members by developing organisational capacity and ensuring sustainability, whilst accompanying members throughout their journey.
- b) Promote the deep-rooted and profound missionary approach to development through education, raising awareness and showcasing the added value this approach brings to contemporary development practices.

Diagram on opposite page: Misean Cara views the three perspectives of the missionary approach to development, a human rights focus, and contemporary development practice as complementary, all with the aim of alleviating poverty, respecting human dignity and realising the responsibility each of us has to the other.



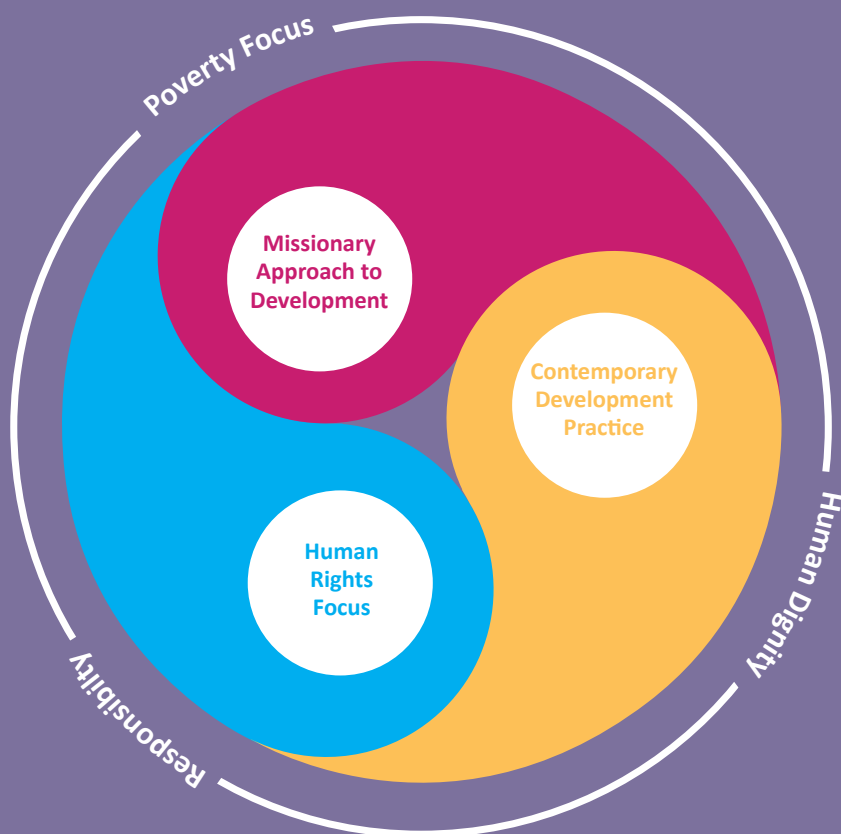
During the 2016 Misean Cara AGM, members provided feedback on the future direction of the organisation in a special consultation session. With more than 120 members in attendance, discussions provided a vibrant snapshot of the future. Photo: Seth Wheeler.





Key Priorities to Achieve Success

- Embed the accompaniment model, recognising that by journeying together all our lives are transformed.
- Further develop members' organisational capacity to design, manage and report on development initiatives.
- Build on the richness of members' individual initiatives to demonstrate the power of our collective impact.
- Learn from the best of what missionaries bring to development to improve practice in the wider development sector.



Making it happen

Our collective resolve and determination to turn this plan into reality is grounded in our commitment to a vision of a future where the communities are served by Misean Cara member organisations. We have identified four critical success factors to ensure we deliver on the goals of our strategy:

Enhancing organisational excellence: improving our systems, structures and communications to ensure that we are an effective, transparent and accountable organisation.

Maximising resource potential: ensuring the sustainability of the organisation by protecting and attracting donor commitment and support and harnessing the potential of all who work with Misean Cara.

Strengthening our learning culture: creating networks and communication platforms for all who work with Misean Cara to share experiences and ideas as well as proactively seeking opportunities to expand and deepen our knowledge and expertise together.

Inspiring Global Citizens: reaching a wider audience, educating people both in Ireland and internationally about development, human rights and civil society.



Conclusion

The process undertaken to develop Misean Cara's new strategy has brought voices from all over the world together to create a rich tapestry which will form the basis of our work over the next five years.

Insights from the various sessions highlighted that people feel a deep connection with Misean Cara and are enthused by the strengths and potential of the organisation. Through the strategy process, we have come to a deeper appreciation of the strength we have together, the talent and skills within the movement and the clarity we now have about our purpose and direction.

One person stated that "We are Misean Cara: no strength except working together." Another added that they "felt proud, wonderful and amazed at the talent" around them. Others added that the "unity of purpose and direction" echoed by all was heart-warming and encouraging and that everyone in Misean Cara was "walking together with joy."

From this process of reaching out and valuing everyone's input into the new strategy, Misean Cara has been able to draw out the organisation's key strengths and capabilities and develop the goals and priorities set out in this strategy. We embark on our next exciting chapter with a new energy and ownership by all.



Bottom left: More than 60 members attended the strategy consultation session in Nairobi, Kenya, which was hosted at the Daughters of Charity of St. Vincent de Paul DREAM Project. Misean Cara CEO Heydi Foster led the session, and was supported by Project Officer Jacqueline McAuley and Development Mentor Paul Njeru Gichuki. Photo: Misean Cara.

Bottom right: Eighteen members attended the strategy consultation session in Addis Ababa, Ethiopia, which was hosted at the St. Francis Formation centre, Gulele, by the - Capuchin Fathers and assisted by the Spiritians. Head of Funding Séamus O'Gorman led the session, and was supported by Project Officer Jacqueline McAuley and Development Mentor Paul Njeru Gichuki. Paul Sherlock, Head of Development and chargé d'affaires at the Embassy of Ireland gave a keynote address to get proceedings underway. Photo: Misean Cara.

Inside back cover: When the St. John of God Catholic Hospital in Lunsar, Sierra Leone closed for the second time during the Ebola outbreak in 2015, Hospital Manager Br. Michael Koroma, and his staff started an outreach programme of food and other essential items to quarantined families who had lost loved ones to Ebola. This life-line was a great opportunity to provide health education, monitor their symptoms, and administer malaria treatment when necessary. Photo: St. John of God Brothers.

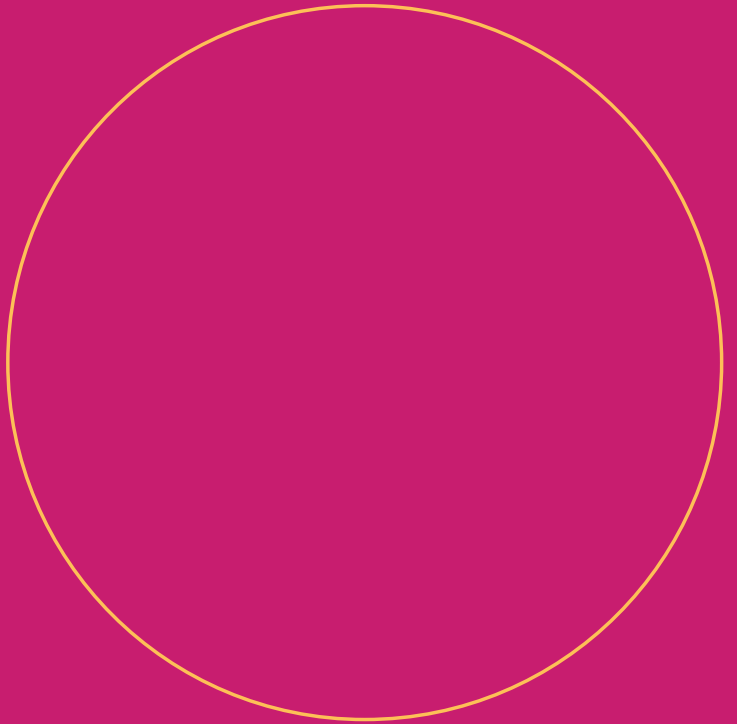




MIX

Paper from
responsible sources

FSC® C105984



For further information about our work, please contact:
Misean Cara, 563 South Circular Road, Kilmainham,
Dublin 8, Ireland.
Tel: +353 (0) 1 405 5028/9 Fax: +353 (0)1 405 5066
Email: info@miseancara.ie Web: www.miseancara.ie

© 2017 Misean Cara
Design by Dara Ní Bheacháin

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, 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.

Misean Cara gratefully acknowledges the
funding support of:



Irish Aid

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