

# Mercy International Association



## Directors' Annual Report and Financial Statements

# 2017

The Board of Directors presents its annual report and the audited financial statements of the company for the financial year ended 31 December 2017.

**We have ever  
confided largely in  
Divine Providence  
and shall continue  
to do so.**

Catherine McAuley to Mary Ann Doyle  
September 24, 1841



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Registered in Ireland.  
 Certificate Number 194263.  
 Company Limited by Guarantee.

11 Adelaide Road, Dublin 2.  
 Registered Charity no CHY 10078

# Reference and Administrative Details

## Mercy International Association (MIA)

### Members

[Margaret Casey rsm](#), Congregational Leader, Congregation of the Sisters of Mercy, Ireland

[Colette Cronin rsm](#), Congregational Leader The Institute of Our Lady of Mercy, United Kingdom

[Eveline Crotty rsm](#), Institute Leader, Institute of the Sisters of Mercy of Australia & Papua New Guinea (Appointed 12 December 2017)

[Elizabeth Davis rsm](#), Congregational Leader, Sisters of Mercy of Newfoundland

[Berneice Loch rsm](#), Institute Leader, Institute of the Sisters of Mercy of Australia & Papua New Guinea (Resigned 12 December 2017)

[Katrina Fabish rsm](#), Congregational Leader, Nga Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand

[Marian Ladrera rsm](#), Superior General, Religious Sisters of Mercy, Philippines

[Patricia McDermott rsm](#), Institute President, Sisters of Mercy of the Americas

### Associate Members

[Philomena Bowers rsm](#), Congregational Leader, Sisters of Mercy of the Union of Great Britain

[Aelred Carlin rsm](#), Federation President, The Federation of the Sisters of Mercy, UK

[Loreto Conroy rsm](#), Congregational Leader, Sisters of Mercy North Sydney Congregation

[Mary-Louise Petro rsm](#), Congregational Leader, Sisters of Mercy Parramatta Congregation

[Catherine Reuter rsm](#), Congregational Leader, Sisters of Mercy Brisbane Congregation

### Trustees of the Charity & Directors of the Board

[Ron Ashworth](#) (US)

[Peter Burnett](#) (UK) (resigned 15 May 2017)

[Margaret Casey rsm](#) (IRE)

[Sheila Carney rsm](#) (US) (Appointed 15 May 2017)

[Susan Ann Clarke](#) (UK) (Appointed 15 May 2017)

[Colette Cronin rsm](#) (UK)

[Denise Fox rsm](#) (NZ), Chair

[Kevin Hoy](#) (IRE)

[Patricia McDermott rsm](#) (US) (resigned 15 May 2017)

[Mary Moorhead](#) (IRE)

[Scholasticah Nganda rsm](#) (IRE)

[Mary Reynolds rsm](#) Chief Executive Officer (CEO) and Company Secretary

### Beneficial Owners

The assets of MIA are held for charitable purposes and the Board Directors and CEO are the Beneficial Owners only as per EU regulation. (See page 80)

### Board Subcommittees

Finance & Funding

[Ron Ashworth](#), Chair

[Peter Burnett](#)

[Colette Cronin rsm](#)

[Kevin Hoy](#)

[Margaret Scroope rsm](#)

Good Governance

[Kevin Hoy](#)

[Mary Moorhead](#)

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## Executive Leadership Team

Chief Executive Officer:

[Mary Reynolds rsm](#)

Leader, Global Action:

[Denise Boyle fmdm](#)

Leader, Heritage & Spirituality:

[Mary Kay Dobrovolny rsm - Retired 1/3/17](#)

[Anna Nicholls rsm - Appointed 1/3/17](#)

Leader, Administration & Finance:

[Margaret Scroope rsm](#)

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## Registered Office

Mercy International Association

11 Adelaide Road,

Dublin 2

## Principal Address

Mercy International Centre (MIC)

64A Lower Baggot Street

Dublin 2

## Company Details

Company limited by guarantee not having  
a shared capital.

Company Number 194263

CHY Number 10078

Charity Registered Number 2002547

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## Independent Auditors

[Robert J. Kidney & Co](#)

11 Adelaide Road

Dublin 2

## Principal Bankers

[Bank of Ireland,](#)

Lower Baggot Street,

Dublin 2

## Financial Consultants

[Goodbody Stockbrokers](#)

Ballsbridge Park,

Ballsbridge,

Dublin 4

## Legal Advisors

[Mason Hayes & Curran](#)

South Bank House

Barrow Street

Dublin 4

## Message from the Board Chair




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### Denise Fox rsm

Board of Directors Chair  
Mercy International  
Association

2017 marked the 25th Anniversary of the signing of the documents to found Mercy International Association (MIA), and the year has been marked by momentum that would gladden the hearts of our founders.

Following the Mercy International Reflection Process (MIRP) of 2016 the energy, enthusiasm and excitement of the Mercy family is very evident in the response to the two themes that emerged - the devastation of Earth and the displacement of peoples; and in the new wisdom arising from MIRP named as Mercy Global Presence (MGP). This initiative emerged from the research as a new vision linking Mercy around the world in creative and energising ways.

This year has seen a significant growth in the numbers of young people visiting Mercy International Centre (MIC) as part of a formal programme or as casual visitors. The linking together and networking of the Under 60's age group of Sisters around the world through online connections, and the many partners-in-Mercy who participate in MIA programs, either at

MIC, the flagship site in Dublin, or by the use of technology, continues to grow. This makes the installation of up to date technology resources in MIC all the more imperative. What is most evident is the commitment of people to Mercy, not just in their ministry but in their lives.

New Strategic Directions have been developed by the Board Directors for 2017-2022 for the work of MIA and to foster and enhance Mercy Global Presence (MGP).

The holon image of the drop of water has been used to convey that something is simultaneously a whole and a part, retaining its integrity and identity at the same time as it is a part of a larger system. This image is at the heart of the strategic directions for MIA. Each element of MIA's activities is a part of



the whole MIA Mission and, at the same time, MIA is part of the worldwide family of Mercy.

The realisation of any mission requires the resources to enable it to offer its services. The Board and Staff have worked to ensure the growing of resources to enable MIA to have a future. To this end the MIA Endowment Fund was established as Phase One of a multi-year fundraising plan. The generous response of Donors to this fund is acknowledged and appreciated. It is anticipated the fund will generate an annual return to enable MIA to continue to provide services. Other Donors have contributed to, or have indicated interest in contributing to, capital and programmatic needs which will form Phase 2 of the fundraising plan.

To all our Donors we express heartfelt gratitude for your willingness to engage so generously in this vital aspect of the shared Mercy Mission.

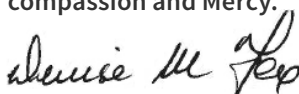
The Board is committed to excellence and I thank the Directors and Staff who have invested considerable time and resources to ensure full compliance with the standards of the charity sector. MIA is signed up to the Good Governance Code and is fully compliant. This compliance provides the public and our Donors with confidence in the work of MIA.

The priorities for the coming year include:

- ▶ revision of the MIA Vision statement;
- ▶ evaluation of MIA Structures;
- ▶ the promotion of MGP by the provision of online and in-house resources to reach out more effectively to all involved in Mercy mission;
- ▶ development of courses and programmes to meet the needs of a varied and changing clientele with an emphasis on lay partners and youth;
- ▶ development of policies for the areas of focus of Mercy Global Action: the devastation of Earth and displacement of peoples;
- ▶ development of the resources at MIC, including the Sacred Garden, to improve the resources for Mercy spirituality and ministry formation;
- ▶ development of a long-term fundraising plan leading to the 200th anniversary of the opening of the House of Mercy in 2027.

MIA is a unique organisation with its members serving in over 40 countries. They use their resources to respond to issues of global poverty demonstrated in the displacement of persons worldwide. The diversity of services offered by these groups allows MIA to excel in what we do.

I want to take this opportunity to thank our Members, Associate Members, Directors, Volunteers, Donors, Supporters and especially Staff for your compassion and your commitment over the last year. The major achievements of 2017 are due to your dedication. MIA continues, with your help, to action its vision - to keep alive the founding spirit of Catherine McAuley among peoples in most need of God's compassion and Mercy.



Denise Fox rsm  
Chair, MIA

## Message from the Chief Executive Officer




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### Mary Reynolds rsm

Chief Executive Officer  
Mercy International  
Association

2017 marked the 25th anniversary of the founding of Mercy International Association and provided an opportunity to harvest the learnings at this critical juncture. The most significant change is our extended membership.

In 1992, the organisation focused mainly on the Sisters of Mercy who numbered approximately 22,000 and whose members filled most of the leadership and governance roles of Mercy activities around the world. Today demographics are changing - Sisters are now numbering around 6,300 and the average age has increased to the higher decades. But the Mercy world is flourishing!

Over these 25 years the leadership of Mercy activities has increasingly recognised the crucial part that lay partners play in delivering Mercy services and has strategically engaged them in succession planning. Today most Mercy activities are headed up by lay leadership, with lay practitioners in our Mercy activities numbering close to half a million. The challenges and opportunities that this presents are to ensure that the founding intention of MIA is applied to and made relevant

to this changed cohort. In 2017, 15 of the 18 leadership programmes run at MIC catered for lay partners and one programme offered to young people, aged 16-18, attracted more than 150 young people from around the world.

The 25th Anniversary was also a time to recall the reason for the establishment of MIA *'to restore the property at 64A Lower Baggot Street, Dublin 2, in which Catherine McAuley founded the Sisters of Mercy in 1831 and to foster unity among the Sisters worldwide and to increase awareness and experience of their global interdependence'*. The recall to the importance of the house itself, and not just the activities within it, was significant. We celebrated with renewed enthusiasm the fact that it provides a sense of place and continuity. It affords an opportunity for the celebration of community history and continuing Mercy response to need. It functions as the framework or

stage from where the history and stories are told through tours and programmes. This realisation urges us to enhance the possibilities the house offers by our attention to the development of its potential.

Over the 25 years since its foundation, MIA has engaged in action to address the root causes of ongoing and new emerging global justice issues. In 2017 it concluded a worldwide, year-long research project to identify the current most pressing issues to which it needed to respond. The overall areas identified were environmental degradation and displacement of persons. Both of these categories encompass several separate critical concerns. Arising from this, work began on the formation of a 5-year Strategic Plan focused on addressing these issues.

Addressing root causes is complex and multifaceted and is progressively more challenging. Among the challenges we encounter are the growing influence of the business sector in the political sector and agenda setting, and the unstable financing that threatens the sufficient provision of public goods. We were delighted in 2017, thanks to very generous designated donations, to extend our work to limited 'hands-on' activities. These involved the application of approximately €150,000 to a Mercy project working with the integration of migrants into the education system in Australia and to another Mercy project focused on the livelihood enhancement and on-going skills-training of women and girls in Haiti.

Core to the work of MIA is inter-connection, collaboration, networking and the nurturing of the Mercy charism across an increasing and varied membership and among the various cultures of the Mercy world. To meet

this challenge, we are investing significantly in updating our communication technology and in building a new website with enhanced capacity for interactive and multicultural communication. It was a matter of pride that in 2017 Mercy eNews was awarded a Bronze Award in the Newsletter section of the Horizon Interactive Awards, a prestigious international competition recognising outstanding achievement among interactive media producers from all over the world.

We were also greatly encouraged by being nominated for the Good Governance Award in 2017. The Board continually strives for highest standards of governance and we at management level have wholeheartedly collaborated in ensuring that the directives, procedures and policies of the Board are fully implemented.

Underpinning all of this is the challenge to remain financially viable. We are very proud that in 2017, we realised our dream of establishing the MIA Endowment Fund that will ensure a firm financial footing for our organisation into the future. The €20 million MIA Endowment Fund target was achieved in 2017, of which €15 million is received and €5 million assured in pledges. The interest on the investment of this endowment will provide a major part of our annual operating income into the future. The services of the fundraising company, CCS, which had supported us through the MIA Endowment Fund campaign, will end in 2018. However, we will continue our fundraising efforts to build capacity for maintenance and expansion of our work. We intend employing a full-time Development Manager (fundraiser) to head up this work. We are most grateful to our Fundraisers and Donors and assure them that not only are they benefactors but they are an integral part of our mission of Mercy as well.

We hope that you will enjoy the more detailed story of 2017 in the pages that follow. Without the support of our Members, Board, Staff, Donors and partners-in-Mercy, there would not be a story to tell.

As the Gaelic blessing expresses it:  
'Go méadaí Dia do stór!'

May God increase your store!

*Mary Reynolds, RSM.*

Mary Reynolds rsm

Chief Executive Officer

# About Mercy International Association

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## Beginnings

In 1827 Catherine McAuley, an heiress of considerable wealth, used her inheritance to provide a building and a ministry to address poverty and suffering in the Dublin of her time. Four years later she founded the Sisters of Mercy to serve those in need through education, health care and social services, firstly in Dublin, then throughout Ireland and later overseas.

## Growth

For over 190 years, Sisters of Mercy and their partners-in-Ministry have responded to unmet needs throughout the world and have spread to over 40 countries across the five continents.



## 25 Years Ago

MIA was formed in 1992 to facilitate collaboration among the 22,000 Sisters of Mercy worldwide and their partners-in-Ministry to meet the needs of today and to encourage and nurture the flourishing of the Mercy charism within the various cultures of the world.

## Structure

MIA was incorporated on 12 October 1992 as a company limited by guarantee registered in the Republic of Ireland and recognised as having charitable status.

Its flagship site, Mercy International Centre, opened two years later in July 1994.

## Today

MIA is a global organisation.

Through an effective communication structure it enables networking for Mission. It promotes the advancement of religion and the relief of poverty through Mercy leadership programmes and global advocacy and action.

## Focus

Following an intensive research and review process (MIRP) in 2016/2017 that involved more than 5,000 participants (lay and religious of various cultures, religions and ages worldwide) two intersecting themes emerged calling for a response to displacement of persons and degradation of Earth.



# The Strength of MIA

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## 25

Years Experience

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## 500,000+

Global membership in **40+** countries

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## 1,500,000

Visitors in 2017 to MIA website

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## 190

Underpinned by 190 Years of History

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## 8,500+

Participants annually in Mercy Leadership programmes, events and tours.

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## 50,000+

Readers of our weekly newsletter

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## EcoSoc

Status at the United Nations as well as DPI Status.

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## Donors

Support worldwide to create the MIA Endowment Fund



# About us

## Purpose and Activities

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MIA, founded in 1992, is an organisation that links the Mercy Institutes, Congregations and Federations throughout the world.

It was established

- ▶ to foster unity among these groups and to increase awareness and experience of their interdependence
- ▶ to facilitate collaboration among them in addressing root causes of needs and injustices experienced locally but with global causation.
- ▶ to encourage and nurture Mercy values among those who seek to live out these values and to promote the flourishing of the Mercy charism in services operated in the name of Mercy.
- ▶ to restore and maintain the founding House of Mercy, now known as Mercy International Centre (MIC).

While MIA shares a bond with all Mercy organisations, it is separate and autonomous from the governance structures and responsibilities of these organisations.

### Our Key Objectives

To enable Sisters of Mercy, their associates and colleagues in ministry to develop a global sense of identity and interconnection in their Mercy activities.

To share the richness of the Mercy heritage as a basis for formation, education and advocacy work.

To respond to issues of global poverty.

### Our Vision

Catherine McAuley, foundress of the Sisters of Mercy, used her gifts and inheritance in the service of the needs of her time.

Our vision is to keep alive her founding spirit by nurturing her values and spirituality among those engaged in the mission of Mercy today and to respond to issues of global poverty among the peoples of the world most in need of God's compassion and Mercy.

# About us

## Core Values

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Our core values derive from our vision

- ▶ **We ground our work in scripture, theology and the Mercy story:**  
We are inspired by the scripture invitation to be merciful; the theology that calls us to act lovingly and justly; and by the Mercy tradition of responding to need.
- ▶ **We are pro-active in identifying and addressing global poverty:**  
Mercy responds locally to need in the 40+ countries in which Mercy is present. Through Mercy International, we advocate in relation to the root causes underpinning these needs.
- ▶ **We use our resources for Mission:**  
Sisters of Mercy through MIA use their resources - human, spiritual, social and financial - to respond to issues of global poverty, demonstrated in the massive displacement of persons worldwide.
- ▶ **We promote hospitality:**  
We aim to make MIC, the founding house of Mercy, a home space for the Mercy global family, a place of welcome, hospitality, pilgrimage and renewal.
- ▶ **We foster collaboration and networking:**  
We challenge our membership to consider what we can do better together, than any of us can do apart.
- ▶ **We value interconnection and communication:**  
We develop communication resources, website, weekly newsletter and network structures to promote effective communication and interconnection.
- ▶ **We are attentive to the multi-cultural, multilingual, international dimension of our membership:**  
We provide English & Spanish versions of materials we produce and we showcase the cultures of the countries in which Mercy operates.
- ▶ **We are committed to professional relationships and practices:**  
Governance, Management, Employees, Contractors and Volunteers are expected to adhere to the highest standards of personal and professional behaviour and to put the principles of integrity, accountability and transparency into practice.
- ▶ **We are open to challenges and new directions:**  
We engage in strategic thinking and planning. We consciously embrace change management, adapting to change and leading others in the organisation to be open to change and we keep financial sustainability under review.

## Standards

The Board of MIA is responsible for determining the specific values and standards for the organisation, building on the core values. Individual Directors are expected to show leadership by promoting these values and standards.

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# Mercy worldwide Ministry

- Argentina
- Australia
- Belize
- Brazil
- Cambodia
- Canada
- Chile
- Christmas Island
- England
- Ethiopia
- Guam
- Guernsey
- Guyana
- Haiti
- Honduras
- India
- Ireland
- Jamaica
- Kenya
- Lebanon
- Mexico







New Zealand  
 Nigeria  
 Panama  
 Papua New Guinea  
 Peru  
 Philippines  
 Poland  
 Romania  
 Samoa  
 Scotland  
 South Africa  
 South Sudan  
 Sudan  
 Timor Leste  
 Tonga  
 Uganda  
 United States  
 Wales  
 Zambia

## 40+ Countries/Territories

Mercy works in locations across the world in the areas of education, health and social services and ministries that further social, political, economic and spiritual well-being. These works keep alive the founding spirit of Catherine McAuley among the peoples of the world most in need of God's compassion and Mercy.





Young Mercy Leaders Participants



MIA enables networking for mission. It is a public benefit entity. The benefit it provides is the promotion and advancement of Mercy values and the relief of poverty.

## Summary of Activities and Achievements 2017

The three main programmes on which MIA focuses are: Heritage, Spirituality and Leadership Development; Global Action, and Communications. These programmes are interconnected and they support one another in the implementation of MIA's Mission.

**Heritage, Spirituality and  
Leadership Development**



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**Global Action**



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**Communications**



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# Heritage, Spirituality and Leadership Development



# Heritage, Spirituality and Leadership Development



The goal of our Heritage, Spirituality and Leadership Training is to continue to extend the potential of the founding House of Mercy for all who seek knowledge of and immersion in the Mercy Story.



## Main Objectives

1. To preserve, conserve and protect the MIC building, and its artefacts. They are a source of Mercy, historical and inspirational significance and afford opportunity for ongoing Mercy mission.

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2. To nourish Mercy spirituality and mission in people's lives.

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3. To ensure that the Mercy story is protected, preserved and used in such a way that it is an inspiration for contemporary and future Mercy mission.

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4. To make Mercy International Centre a welcoming space for members of the Mercy global family. To provide formation in the Mercy ethos, so that lay partners-in-Ministry today and in the next generation will be effective carriers of Mercy into the future.

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5. To offer a facility to a range of people who wish to use it for meetings and events that have a religious, social or justice focus.

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## Objective 1:

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To preserve, conserve and protect the MIC building, and its artefacts. They are a source of Mercy, historical and inspirational significance and afford opportunity for ongoing Mercy mission.



The house was built by Catherine McAuley. It preserves the historic, architectural and aesthetic character and heritage of the founding community of Mercy. It also helps to provide a sense of place and continuity while affording an opportunity for the celebration of community history and continuing Mercy response to need. In fact, the House functions as the framework or stage from which the history and stories are told through tours and programmes. It offers the opportunity to experience the immediacy of its contents that link to the early women of Mercy who lived here. It invites, grounds and frames the stories being told and remembered. In this way, it becomes the backdrop and atmosphere supporting the delivery of the message.

The house represents considerable past investment of physical, spiritual, natural and intellectual resources. It is good sense to make the most of the resource it provides and not allow it to deteriorate with consequent cultural, social, religious and economic costs.

The preserving, conserving and protection of the building in 2017 included the following:

- ▶ re-decoration of chapel
- ▶ painting of the exterior of the building
- ▶ replacement of windows on one wing
- ▶ upgrade of bathrooms
- ▶ emergency repairs to boiler
- ▶ upgrade of fire protection
- ▶ office upgrades.





*“The Young Mercy Leaders Pilgrimage has changed me as I feel incredibly inspired to take action and foster a sense of justice in my community.”*

*2017 YML Student Participant Feedback*



## Women supporting women

Women supporting women is a tradition and a story that transcends generations at St Patrick's College Townsville, a school established for "young women" by the Sisters of Mercy in the late 1800s.

For College Principal Paulina Skerman (pictured), it's been an honour to take on the leadership of a Mercy school. She writes:

*I had the privilege of travelling to Ireland in early January to take part in a Mercy pilgrimage. We spent a week at Mercy International, the house in Baggot Street in Dublin that Catherine McAuley built in the early 1800s to house and educate young women. Catherine was a dealer in hope, she saw no virtue in poverty and her mission was to enable young women, through education, to be agents of their own transformation.*

*It was a wonderful week spent immersing ourselves in the story and history of Mercy; it is a story*

*of using the privilege of education to bring about social change. It is about fostering in young women the ambition, determination, independence and confidence to lead purposeful lives and to make a difference.*

*Catherine McAuley was a visionary leader and in her journey established the Sisters of Mercy, a religious order that today is world-wide.*

*After Catherine's death, the Mercy mission expanded throughout the world. Today there are hundreds of thousands of people working in Mercy ministries – aged-care, schools, hospitals, and community services. Sisters of Mercy continue to impact social change and even have a presence at the United Nations.*

*We certainly took home the message that our College is a part of a global tapestry of Mercy in action.*





## Objective 2:

To nourish Mercy spirituality and mission in people's lives.



More and more people are searching out a relevant spirituality that will give meaning to and sustain their lives. Part of this phenomenon is the popularity of pilgrimage - a journey or search of spiritual significance and an exploration of how a particular tradition, vision or philosophy can enrich and give meaning to one's life.

MIA, through MIC – the place where it all began and which is the public flagship of Mercy's global mission - wants to offer opportunities to nourish the spirituality of the Sisters of Mercy, partners-in-Mercy, friends and visitors from around the world. One of the main reasons people come on pilgrimage to MIC is to visit Catherine McAuley's grave. Catherine has been officially recognised by the Church as being on the first step to sainthood. She was declared Venerable by Pope John Paul II, on April 9th 1990. Catherine's grave is an integral part of MIC and amongst the memorabilia associated with Catherine are several items that have first, second and third class relic attributes.

### In 2017, one thousand six hundred people came to visit and tour MIC.

The Chapel is a very sacred part of the building and provides a liturgical space for a number of groups. Special celebrations in 2017 included the [Mercy Day Mass](#) attended by over 100 people and celebrated by the Archbishop of Dublin. It commemorated 190 years of the establishment of the House of Mercy in Baggot St.

Other Mercy celebrations included the [Commemoration of Catherine's death](#) on 11 November and the 25th anniversary of the founding of MIA. The celebration of [Foundation Day](#) on 12 December incorporated a ritual to welcome back to MIC a bell that was used by Catherine McAuley.

Several schools used the chapel for [sacramental preparation](#) - Reconciliation, Holy Communion, Confirmation. Other groups requested to use the chapel for the celebration of Eucharist. Each of the generally advertised programmes had weekday liturgies, and pilgrimages arranged by specific groups had liturgies as requested.

A religious artistic [Icon Exhibition](#) was hosted in the International Room in December.

## Objective 3:

To ensure that the Mercy story is protected, preserved and used in such a way that it is an inspiration for contemporary and future Mercy mission.



MIC houses a precious collection of artefacts associated with Catherine McAuley. These include a large collection of her letters, many items of personal memorabilia, and a number of gifts received by her from supportive friends and benefactors, as well as furniture and other goods which she brought with her to Baggot Street in 1827. A number of very special items are on permanent loan to MIA, including Catherine's profession ring and her cincture. MIA also holds a collection of the illuminated art and calligraphy work of Sr. Clare Augustine, contemporary of Catherine McAuley as well as the drawings of Sr. Clare Agnew, who produced vivid depictions of the early works of Mercy.

The Centre holds the International Register that contains the name and some information about every Sister of Mercy from Catherine McAuley to the most recently professed Sister. The Register holds over 55,000 names.

The Library has three main sections: Biographies of Catherine McAuley and some of the early founding Sisters, a selection of spiritual books from the mid-19th Century and a collection of books written by or about Sisters of Mercy and Mercy Ministries.

MIA has compiled an inventory of primary source material. This computerised inventory aims at assembling all Primary Source Materials in Mercy Archives worldwide.

- ▶ In 2017 many of the original letters of Catherine McAuley were re-located at MIC.
- ▶ A bell, used by Catherine McAuley and given to the Sisters of Mercy, Dundalk was returned to the Mercy International Centre Archives on permanent loan.
- ▶ Research work on early Sisters who were contemporaries of Catherine was expanded.
- ▶ Initial work was done on the digitising of the archives so that they can be shared on a wider basis.
- ▶ Preparatory work commenced on the production of a video on Catherine McAuley's life and mission.



A woman with short brown hair, wearing a bright red jacket over a black top, is holding a small, round brass bell in her right hand. She is looking towards the camera with a slight smile. The background is a plain, light-colored wall. In the foreground, a white tablecloth is visible. The text is overlaid on the bottom left of the image.

**When the Sisters first went to Dundalk, Sister M. de Sales brought with her a treasured memento, being the small bell used by Catherine McAuley in the Refectory at Baggot Street. The bell is now on display at MIC.**



## Objective 4:

To make Mercy International Centre a welcoming space for members of the Mercy global family. To provide formation in the Mercy ethos, so that lay partners-in-Ministry and the next generation will be effective carriers of Mercy into the future.



MIC is a place of welcome and hospitality - home to the great heritage of Catherine. It is a centre for the development of Mercy theological reflection and spirituality and a place of renewal and nourishment of the Mercy charism and ethos.

The Mercy global family consists of 6,300+ Sisters, almost 5,000 Associates and almost half a million partners-in-Ministry. Partners-in-Ministry are the main promoters and providers of Mercy Ministry. To be effective in this role there is a need for formation. A Leadership Training programme conducted at MIC is a major contribution to this in developing awareness of the Mercy charism and the Mercy story and in promoting global interconnectedness.

The Young Mercy Leaders Programme (YML) provides secondary school and college students from across the globe with the opportunity to come to MIC to experience together the riches of the Mercy story before returning to daily life better equipped to be leaders in their schools, colleges and the world.

The various programmes include the following:

- ▶ Inputs on Catherine McAuley and the development of Mercy around the world in response to need.
- ▶ Workshops on leadership skills in the tradition of Mercy.
- ▶ Explorations of Mercy values in order to form individuals in Catherine McAuley's philosophy, as they execute professional roles they hold in education, health care and social outreach.
- ▶ Experiences in Mercy spirituality.
- ▶ Highlights of the major focus of global Mercy – addressing displacement of people, including the trafficking of people; sustainable development; eradication of root causes of poverty and working for systemic change.
- ▶ Exposures to Mercy global interconnectedness in the service of Mission.

# 2017

18 programmes, varying in length from three-days to one-month catered for **over 500** participants.

## Participants

came from:

**Australia**

**Belize**

**Ireland**

**New Zealand**

**Newfoundland**

**Papua New Guinea**

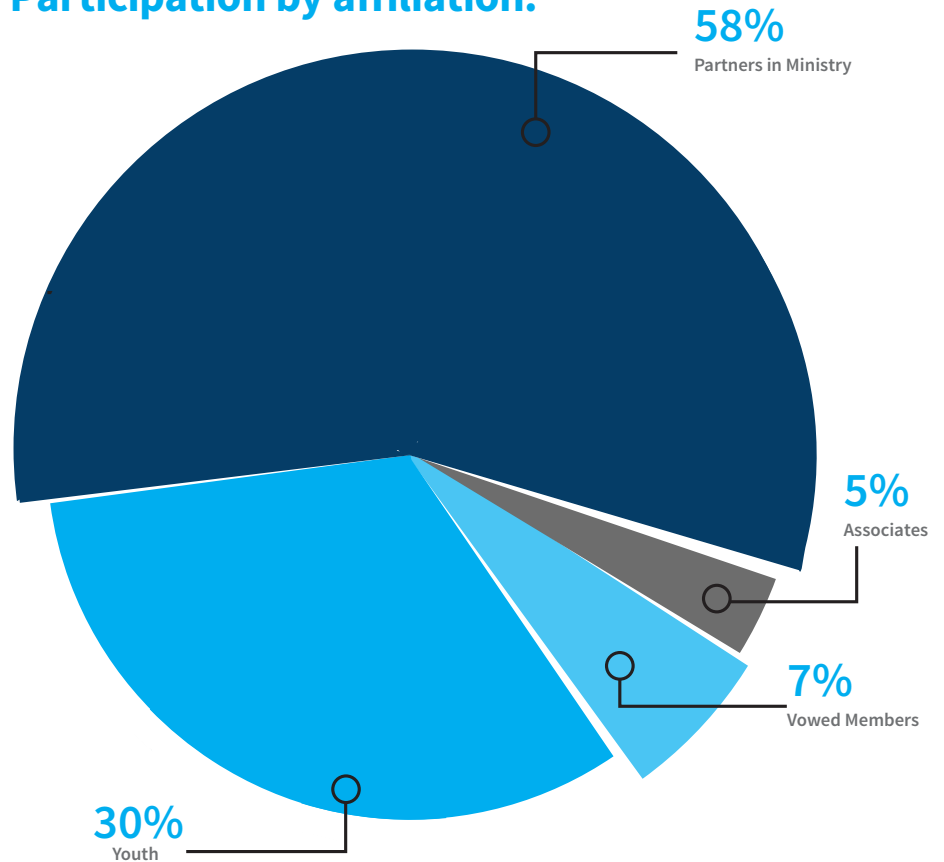
**Philippines**

**South Africa**

**UK**

**USA**

## Participation by affiliation:



In addition to these in-house programmes an **online programme** was also presented to over 200 participants.

## Objective 5:

To offer a facility to a range of people who wish to use Mercy International Centre for meetings and events that have a religious, social or justice focus.



MIC is able to offer accommodation to other groups that engage in promoting activities that correspond with those of MIA. In 2017 the following groups were accommodated:

- ▶ A **Lectio Divina** Mass Group uses MIC each Sunday in order to celebrate Eucharist and to engage in faith sharing.
- ▶ The **Society of St. Vincent de Paul** uses MIC's Library for their weekly meetings.
- ▶ The Dublin Chapter (one of 90 worldwide) of the **Communion and Liberation Movement** meets monthly to use the video conferencing facilities of MIC for the purpose of forming its members in Christian living and to be co-workers in the Church's mission in all areas of society.
- ▶ The **Woman Spirit Ireland** group held a 10-week programme at MIC. Members of the Institute for Feminism and Religion, they aim to explore a prophetic approach to feminism and religion, inclusive of many traditions and emerging consciousness in Ireland.
- ▶ The **We are Church Ireland** group meet monthly at MIC. This is a group of concerned Irish Catholics committed to the renewal of the Catholic Church on the basis of the Second Vatican Council and the theological spirit developed from it.
- ▶ The **Brahma Kumaris Ireland** Meditation Group use MIC on occasion.



I think the clearest indication of the success of the Young Mercy Leaders programme was the action plans from the young people themselves - I am personally inspired by how much they absorbed and their creative and varied solutions and responses to the issues they identify in their own communities.

*Young Mercy Leaders feedback*

“After years of exposure to the Mercy story, the ethos program brought it all together with a cohesiveness that I did not expect.

Without being specific or detailed, it reassured me that others see the challenges of the future clearly and have the courage and hope to go forward with confidence.”

*Participant feedback*

“A place of welcome and true Mercy hospitality”

*Participant feedback*

The week presented a richly reflective programme that asks us to ensure the work we do is relevant for our current context while remaining true to Catherine’s mission. The full immersion in Catherine’s place and story is inspirational, moving me forward to be better in my work, stronger in my responsibilities to care for people and our world and more aware of my behaviour as a leader.

*Participant feedback*

An opportunity to be immersed in Catherine’s house and to journey through the historical context of her life provided depth in my understanding of her contribution to humanity. Walking in the real footsteps of Catherine McAuley gives inspiration to me as I return to continue her mission in my own quite different context and setting.

*Participant feedback*

“This has been an amazing highlight of my work life as well as a personal opportunity for true spiritual development. I am deeply appreciative to the team for the programme they offered.”

*Participant feedback*

# Heritage and Spirituality Overview



# Global Action

# Global Action

MIA Global Action operates from MIC in Dublin and from its office at the UN in New York.



In response to the degradation of Earth and the massive displacement of people, the Global Action programme actively addresses injustice, while advocating for systemic change at local and international levels.

The specific focus is to:

- ▶ raise awareness of critical, social and environmental injustice at local and international levels
- ▶ encourage networking as a means of best practice, effective response and support for those actively addressing justice issues
- ▶ develop policies and strategies based on issues of concern in local areas that direct advocacy and work towards sustainable development and a more equitable society

The key issues we respond to are:

- ▶ Human rights abuses related to water, land, and air quality
- ▶ Ecological abuse and effects of climate change
- ▶ Mass migration driven by economic, political and social factors as well as conflict
- ▶ Human trafficking and violence against women and girls
- ▶ Emergency situations of need

The methods we use to advance our work are:

- ▶ Theological Reflection
- ▶ Networking
- ▶ Research and human rights analysis
- ▶ Education, awareness raising and leadership development
- ▶ Advocacy and campaigning
- ▶ Policy development
- ▶ Communications



## Main Objectives

1. To continue the work of Catherine McAuley who sought not only to meet the needs of poor people but who also addressed systemic causes of poverty.
2. To seek to identify and eliminate factors that provide a means to pursue the trafficking of people.
3. To advance initiatives to support sustainable development of the environment and poverty eradication with a particular focus on extractives, water and nature.
4. To respond to the migrant, refugee and asylum seekers crisis.
5. To position ourselves to influence policymakers on justice issues at the United Nations and in local communities, nations and regions throughout the world.
6. To reach out with emergency and livelihood aid to humanitarian crises.

## Objective 1:

To continue the work of Catherine McAuley who sought not only to meet the needs of poor people but who also addressed systemic causes of poverty.

Poverty is the state for the majority of the world's people and nations. One billion children live in poverty (1 in 2 children in the world). 640 million live without adequate shelter, 400 million have no access to safe water, 270 million have no access to health services. 22,000 children die each day due to poverty. The Global Trends Report from UNHCR found that 65.6 million people were forcibly displaced worldwide at the end of 2016 - an increase of 300,000 people from the previous year. *Source: United Nations.*

Focus area 1 of the UN Sustainable Development Goals is poverty eradication in all its forms. This includes alleviating poverty, ensuring healthy lives, advancing equitable education with particular emphasis on gender equality and the empowerment of women and girls. It also includes promoting inclusive and peaceful societies with access to justice for all. MIA is actively involved in influencing this agenda.

### In 2017 Mercy Global Action undertook the following:

Networking and partnership with others responding to the elimination of poverty:

- ▶ field visits to Northern, Western and South Central Provinces of Ireland
- ▶ consultation with Sisters of the Americas Institute Justice Team
- ▶ participation in monthly meetings of Religious at the United Nations
- ▶ liaison with Holy See Mission to the UN
- ▶ consultations with *VITA*, an organisation working to address issues of food and energy security, agricultural development and climate change in the Horn of Africa.

Education and Awareness Raising and Leadership Development:

- ▶ presentations and workshops at Young Mercy leaders Conference and Lay partner Leadership Training programmes on the critical issues being addressed by MIA Global Action
- ▶ presentations and workshops on focus issues of Mercy Global Action and work at UN to students and Staff of Carlow University, Pennsylvania; Salve Regina University, Rhode Island; Villa Maria College, New Zealand.

Advocacy:

- ▶ participated in the official launch of the *UN Strategic Development Goals Coalition 2030* - a group in Ireland which develops advocacy strategies to use at national/international levels
- ▶ Met with Special Rapporteur at UN on the Right to Development calling on a focus on people over profit and a rights-based approach.

**We hope to get on  
taking short careful  
steps, not great  
strides.**

Catherine McAuley to de Sales White  
February 28, 1841

## Objective 2:

To seek to identify and eliminate factors that provide a means to pursue the trafficking of people, to promote gender equity and to campaign against gender violence.



- ▶ Human trafficking is a major issue confronting mainly but not only women and most severely affects the poor and vulnerable, including children.
- ▶ Gender inequality, trafficking and violence against women are interconnected.
- ▶ The European Union and the United Nations are focusing on trafficking as a priority issue and MIA engages in advocacy to influence policy at these levels.

## How we work

### Prevention:

involves awareness raising of human trafficking among young people and those involved in Mercy ministries. Additionally, there are specific initiatives aimed at the hospitality and transport sectors educating them to identify potential victims of trafficking.

### Protection:

includes the lobbying of national and international governments as well as cooperating with other agencies to protect trafficked people. These are often vulnerable migrants and children who have been separated from their families.

### Prosecution:

works to influence change in legal systems so that traffickers and procurers of the services of trafficked people are criminalised rather than the trafficked victims.



# In 2017 Mercy Global Action undertook the following

## Theological Reflection

- ▶ Human trafficking was identified through the Mercy International Reflection Process (MIRP) as a significant issue in need of our response. Theological reflection enabled Mercy groups to develop a practical response.

## Networking

- ▶ Coordinated the Mercy Global Action Network which links various Mercy Groups addressing human trafficking.
- ▶ Liaised with and visited the Philippines Permanent Mission at the UN on the issue of human trafficking.
- ▶ Participated as an active member of UN NGO Committee to Stop Trafficking in Persons and attended a meeting on a fortnightly basis.
- ▶ Liaised with Congregation of Our Lady of Charity of the Good Shepherd at the UN on the issue of human trafficking prevention.
- ▶ Liaised with and co-sponsored a human trafficking side event with UN State Missions of Guatemala and Cyprus.

## Education & Awareness Raising

- ▶ Developed educational materials and engaged in workshops on the UN Sustainable Development goal #5, '*Achieve Gender Equality and Empower All Women and Girls*'.
- ▶ Presented the keynote address on human trafficking prevention to Catholic Relief Services at Notre Dame University.
- ▶ Prepared Resources for the *UN 16 Days of Activism Against Gender Violence* campaign.
- ▶ Participated in the *Stand Against Domestic Violence* action organised in Dublin.

## Communications

- ▶ Signatory to the letter to the UN Secretary General regarding sexual exploitation in peacekeeping operations.

## Advocacy

- ▶ Engaged in a global campaign of *Activism Against Gender Violence*.
- ▶ Engaged in active membership of the UN NGO Committee to stop trafficking in persons.

## Research and Human Rights analysis

- ▶ Conducted research and advocated for a multi-disciplined approach to prevent human trafficking.
- ▶ Promoted five key advocacy points for the review of the *Global Plan of Action on Human Trafficking*.
- ▶ Critiqued USA 2017 *Trafficking in Persons Report*.

## Objective 3:

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To advance initiatives to support sustainable development of the environment and poverty eradication with a particular focus on extractives, water and nature.



Environmental degradation is the major issue facing the planet this century. This severely affects the poor, especially women and children – who are most at risk when ecosystems are degraded. They suffer disproportionately from the health risks caused by inadequate or dirty water and polluted air, and bear the burden of collecting the resources for their daily use, such as water and fuel.

The United Nations and other international bodies are focusing on Environment as a priority issue and MIA influences at this level.

## How we work:

**Education & awareness raising** through education packs and presentations. **Pursuing initiatives** in several lesser developed

countries to support protection of the environment and disseminating best practice ideas with a view to improving lives. **Advocacy**, especially on behalf of those living in lesser developed countries and in communities at risk from exploitative practices. **Promotion** of

sustainable development enterprises. **Leadership training** by providing workshops at the Mercy Young Leaders Conference and at leadership training for partners-in-Ministry.

**Collaboration/Networking** with other agencies.

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# In 2017 Mercy Global Action undertook the following

## Theological Reflection

- ▶ Participated in the Mercy International Review Process - a theological reflection process which involves examining contemporary issues in the light of the Gospels and the Mercy tradition and developing a response. Devastation of Earth was one of the identified issues.

## Networking

- ▶ Coordinated the Mercy Global Action Network linking the Mercy groups on Eco-Justice/Ecology.
- ▶ Met with United Nations Department of Economic and Social Affairs in relation to UN Water Panel.
- ▶ Participated as an active member of *UN NGO Mining Working Group* and provided secretarial support to this group on a monthly basis.
- ▶ Participated as a member of the *NGO Mining Working Group* which had a particular focus on water.
- ▶ Met with United Nations Department of Economic and Social Affairs in relation to UN Water Panel.
- ▶ Participated in *Laudato Si'* workshop organised by *Trócaire* (Caritas Internationalis).

## Education & Awareness Raising

- ▶ Created educational materials and engaged in workshops on the UN Sustainable Development Goals (SDG) #6 *Ensure Access to Water & Sanitation for All* and #12 *Ensure Sustainable Consumption and Production Patterns*.
- ▶ Provided input to webinar of Global Catholic Climate movement.

## Communications

- ▶ Sponsored and contributed to the completion of Mining Working Group coalition publication of *Water Justice Guide* on the implementation of SDG #6 on water and sanitation.
- ▶ Launched on World Water Day a 12-week multimedia *Ocean Reflection Series* (Published in Mercy e-News).
- ▶ Published *Water and Sanitation - a right based approach to Implementation of SDG #6*.
- ▶ Interviewed by National Catholic Reporter on the *Review of the Global Plan of Action on Climate Change*.

## Advocacy

- ▶ Made an E-Submission to the Irish Citizens Assembly on addressing climate change.
- ▶ Campaigned for further study of the environmental, economic and health and safety impacts of intensive unconventional gas development, lobbying for tighter regulation of unconventional gas development and opposing elements of the industry that affects water quality or climate protection.
- ▶ Chaired NGO Mining Working Group Subcommittee on Business and Human Rights.

## Research and Human Rights analysis

- ▶ Conducted a human rights analysis on the human right to water and sanitation and promoted rights based implementation of UN SDG #6 on water and sanitation.



## Objective 4: To respond to the refugee, asylum seekers and migrant crisis.

The worldwide refugee crisis has displaced over 60 million people from their homes.

The Mercy International Review Process indicated that the plight of refugees, asylum seekers and migrants was a critical issue in every part of the Mercy world, calling for attention and response.

## How we work:

MIA supports civil society groups that are focused on migration and campaigns for and emphasises the need to address the root causes of migration in the Post-2015 UN Development Agenda.

## In 2017 Mercy Global Action undertook the following

### Theological Reflection

- ▶ Participated in the Mercy International Review Process that identified human migration, refugees and asylum seekers as key issues.

### Networking

- ▶ Participated as an active member of various NGO Committees on migration. The committees dealt mainly with the link between climate change and displacement of peoples worldwide.
- ▶ Participated in strategic planning with the National Migrant Coalition (Ireland). The coalition promotes social justice, equality and human rights to protect vulnerable people in their countries of origin, in transit to Ireland, and within Ireland.

### Education & Awareness Raising

- ▶ Attended a workshop on *Asylum Seekers right to Work*.
- ▶ Attended a workshop on *Culture, Faith, Cohesion - Moving from Tolerance to Inclusion*.

### Communications

- ▶ Contributed to the publication *Ten Acts for the Global Compact on Migration* and encouraged people to send an advocacy letter to governments outlining the ten acts.

### Advocacy

- ▶ Prepared recommendations arising from the commitments detailed in the *Global Compact on Migration* for presentation to UN Member States for their consideration.
- ▶ Advocated with national Governments on behalf of displaced people, particularly migrants fleeing Africa and the Middle East.

“The vast international scope of Mercy ministries only really began to sink in when I was looking at the map of the wall inside the Mercy Global Action Office. This displays the international network of Mercy ministries. The name ‘Mercy Global Action’ certainly makes sense with Sisters of Mercy working for human rights in 46 different countries around the world...” *Visitor feedback*

“While I was there a seed was planted in me. A seed of service to those in need and to that which is bigger than myself.”

*Intern feedback*



“The practical and current applications of Mercy to such seemingly intractable issues as human trafficking and care for the Earth can feel overwhelming!”

*Programme Participant feedback*

We had a presentation from Colleen Cloonan (Fellow, MIA) who discussed the works that the Mercy Sisters do with the United Nations. The presentation included a discussion about the SDG's. As a group, we really enjoyed learning about these goals since this may impact our future, particularly the fifth goal on gender equality...This was a great learning experience for us.

*UN Visitor feedback*

## Objective 5:

To position ourselves to influence policymakers at the United Nations and in local communities, nations and regions throughout the world on justice issues.



MIA at the UN is the mechanism by which all those associated with the Sisters of Mercy may interact with the UN system.

MIA provides a forum to advocate on behalf of people experiencing poverty and works with other major international bodies to raise awareness of critical issues at the UN, working collaboratively to challenge all to make a real difference.

MIA at the UN is involved, because of its EcoSoc status (consultative status), in a political process consisting of actions designed to transform popular interests into rights; a process aimed at influencing decisions regarding policies and laws at national and international levels. Action is taken to draw attention to an issue and to direct policymakers to a solution.

## How we work

### Lobbying:

to ensure that the SDG on the right to water and sanitation is implemented.

### Supporting:

the implementing of the Beijing Platform for Action.

### Educating:

on global poverty and UN advocacy, of diverse groups including young people and interns at the MIA UN office.

# In 2017 Mercy Global Action undertook the following

## Environment

- ▶ Participated in the Commission on Social Development 2017 and co-sponsored a parallel event: *Defence of Land and Water*.
- ▶ Prepared a position paper on the human right to water and sanitation.
- ▶ Promoted and distributed the joint publication *Water & Sanitation: A People's Guide to SDG #6*
- ▶ Participated in a preparatory meeting for the UN Oceans Conference before attending the Conference
- ▶ Participated in the Indigenous People's Forum and co-sponsored a parallel event: *Indigenous People's Human, Land & Water Rights: Cases from the Amazon Region & Beyond*.

## Gender Equality

- ▶ Participated in the *Commission on the Status of Women*.
- ▶ Made a joint written submission to the Commission and made an oral statement to the UN General Assembly during the Commission on Status of Women on the Economic Empowerment of Women.

## Anti Trafficking

- ▶ Co-sponsored and planned an event at the Commission for the Status of Women - A Preventative Approach to Ending Trafficking for Sexual Exploitation.
- ▶ Participated as a committee member strategising the review of the *Global Plan of Action on Human Trafficking*.
- ▶ Participated in all UN intergovernmental meetings preceding the adoption of the *Declaration on Human Trafficking* (18-month process).
- ▶ Co-sponsored an event at UN headquarters, *Children on the Move: Preventing Child Trafficking by implementing the UN Global Plan of Action*.
- ▶ Participated in meetings to appraise the *UN Global Plan of Action to Combat Trafficking in People* (General Assembly).

## Migration

- ▶ Contributed to five intergovernmental negotiations in preparation for the *UN Global Compact on Migration and Refugees* to be adopted in 2018
- ▶ Provided input to an oral statement for the *Third Intergovernmental Negotiation on Migration* (Geneva).

## Elimination of Poverty

- ▶ Attended General Assembly and local events for the *International Day for Eradication of Poverty*.
- ▶ Attended meeting in Geneva which focused on the *UN Treaty process on Transnational Corporations and other Business Enterprises in relation to Human Rights*.

## Communications

- ▶ Produced monthly newsletter covering activities of Mercy Global Action.

## Objective 6: To reach out with emergency and livelihood aid to humanitarian crises.

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The Mercy tradition encourages us to reach out to immediate need as well as to work to change systems that promote unsustainable models of development, gendered violence and numerous root causes of poverty, of devastation of Earth and displacement of peoples. Some of our Donors designate funds for this purpose.

## In 2017 we supported financially

- ▶ *Focus on Haiti:* Mercy programmes that support victims and survivors of the Earthquake and typhoon in Haiti to develop livelihood projects and to improve methods of cultivation, animal husbandry and poultry rearing.
- ▶ *Mercy Works Australia:* Programme for the integration of Migrants and Refugees into the Education system.
- ▶ *Concern Ireland:* provided resources for relief of Rohingya refugee crisis and for Yemen famine victims.



# Youbenta Pierre

Youbenta lives in Ba Chacho, a small neighbourhood in the Gwomòn Ravine. She is 17 years old, and has one child. They live in a small straw shack with her father. Her mother is dead.

She lost her right hand in the 2010 Earthquake. Before she joined the program, she depended on begging for what she needed to take care of herself and her child. “It was humiliating.”

She was not one of the first 200 women that was selected for the programme. But when a member abandoned the programme to move to Pòtoprens, Youbenta became her replacement. The selection process always identifies more families than the team can serve, so that the team ensures that they will be able to recruit enough participants. So, there are often a few eligible women who are left for a future cohort or in case someone must be replaced.

Youbenta chose goats and poultry as her two enterprises, and she tells us that she is starting to feel as though she is really alive.

She is committed to putting something aside for savings every week. Though her enterprises are not yet earning income, she sets aside a small amount from her weekly stipend. She plans to use those savings to start a small commerce in January. She wants to buy plantains in large bunches and break them into small piles that she can sell to people shopping for ingredients for a single meal. It is a type of commerce usually referred to a “kase-lote,” or “divide-and-group,” and it is one of the ways that those with small means can get started in business. Even buying a few items in bulk can turn a profit, as long as one is willing to invest the time necessary to sell the small amounts.

Youbenta participates in all activities. “They are important, because I am working to change my life,” she says with a shy smile.



*From Fonkzone, Quarterly Report #3: August 28, 2017 – November 24, 2017*



# Global Action Overview



# Communications

# Communications



The goal of our Communications Programme is to enable members of the Mercy Global Family to develop a strong global and interconnected identity by:

- ▶ ensuring that Mercy people can be globally interconnected for the sake of mission and can connect the rich and the poor for the life of the world.
- ▶ creating a centralised meeting place and a shared resource for members of the Mercy network, by providing information, education, connection, nourishment, inspiration and ongoing opportunities for engagement and interaction.
- ▶ connecting with audiences outside the Mercy network whose interests are aligned with the vision and mission of MIA and to provide access for these diverse audiences to the rich media resources and the opportunity to participate in the public online activities of MIA.

## Main Objectives

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1. Provide and keep updated a comprehensive website at [www.mercyworld.org](http://www.mercyworld.org)
  2. Produce 48 editions of a weekly e-News annually
  3. Upgrade technology to enhance communication and inter-connectedness.
  4. Publish informational and promotional materials
-



## Objective 1: Provide and keep updated a comprehensive website [www.mercyworld.org](http://www.mercyworld.org)



The Mercyworld website attracted 1.5 million visitors in 2017. It continues to be the main communications vehicle for the promotion of programmes, the highlighting of global action activity, and for the interconnection of the Mercy Global Family.

It offered inspirational support to visitors to the site by means of resources and reports. These included: [prayer resources](#), [books and booklets](#), [articles by Sisters of Mercy](#), [videos and slideshows](#), [poetry](#), [arts](#), [reflections](#), [apps](#).

It provided the vehicle for the publication and dissemination of MIRP. This included the provision of resources on the main focus areas in both English and Spanish.

The website highlighted the following World Days and provided resources in support of these days : [World Day of the Poor](#), [Mercy to Earth Day](#), [World Environment Day](#), [World Refugee Day](#), [Earth Overshoot Day - Tread Gently](#), [International Day of the Girl Child](#).

It also provided resources for 'pivotal moments for global reflection and action' (MIRP Report) including: [the Season of Creation](#), [Mercy to Earth weekend](#), [2nd Anniversary of Laudato Si'](#).

The resources provided by MIA for the Season of Creation were taken up by other organisations such as *Catholic Climate Change Movement* and the Jesuit Publication, *Peace through Justice*.

### New Build of Website

Preparations for a new website build began at the end of 2017. The new website will facilitate web streaming and webinar capacity.

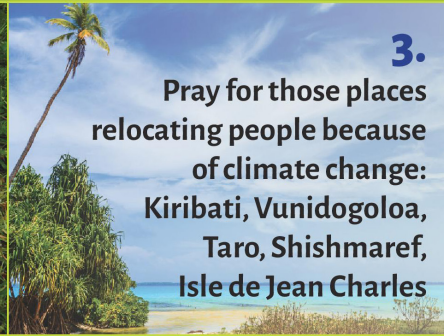




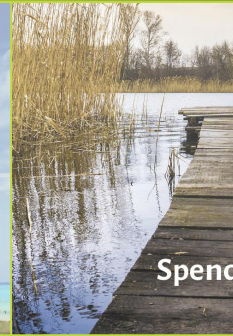
**1.** Reflect on your current efforts to care for creation



**2.** Touch Earth with gladness



**3.** Pray for those places relocating people because of climate change: Kiribati, Vunidogoloa, Taro, Shishmaref, Isle de Jean Charles



Spenc



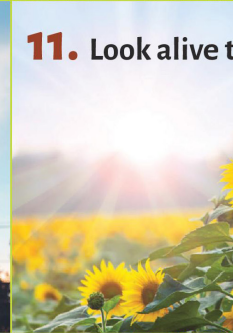
**8.** Walk in a park



**9.** Make every day Earth Day



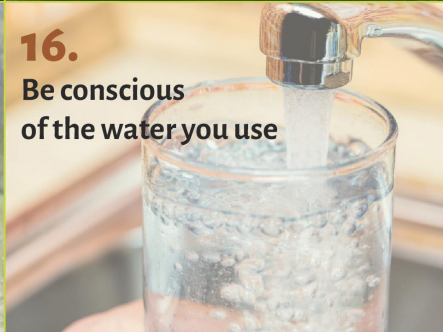
**10.** Look down, look around, look up



**11.** Look alive t



**15.** Know that all of life is holy



**16.** Be conscious of the water you use



**17.** Watch the sun rise and set



**18.** Learn a poem or theme of creation



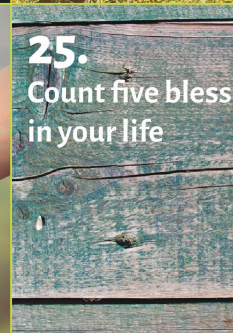
**22.** Write a thank you card



**23.** Pray for people who are victims and survivors of extreme weather events



**24.** Be a blessing for someone today



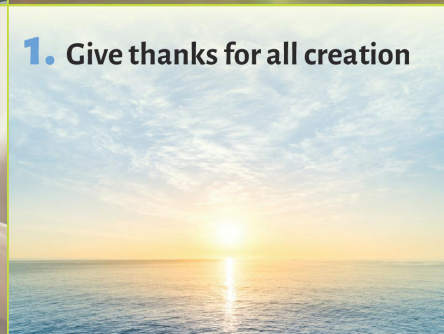
**25.** Count five blessings in your life



**29.** Read an article addressing environmental concerns



**30.** Sign a petition or write a letter or share with another person your concern for creation



**1.** Give thanks for all creation



Choos  
ra

'Each human being is an image of God ... each creature has its own purpose. None is superfluous. The entire material universe speaks of God's love, his boundless affection for us. Soil, water, mountains: everything is, as it were, a caress of God...The universe as a whole, in all its manifold relationships, shows forth the inexhaustible riches of God.' *Laudato Si'* #84, #86



# CREATION

# CALENDAR

1 SEPTEMBER – 4 OCTOBER



4.

Time in silence



5. Walk outside, conscious of the weather



6. Create a green space in your home place



7. Know that to live is holy



Today!



12. Enjoy being in this moment

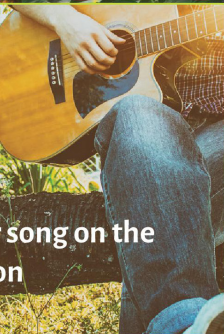


13.

Pray for people who work to transform lives by providing access to safe water, hygiene and sanitation.



14. Smile at the landscape



Song on the phone



19.

Take flowers to a shut-in person



20. Step outside and look at the stars



21. Enjoy the unexpected events of this day



Things



26. Rejoice in the gift of your life



27.

Purchase less of what you need



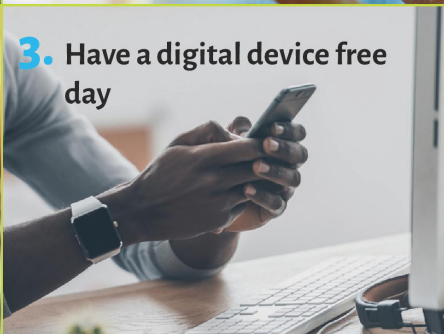
28.

Join a green organisation



2.

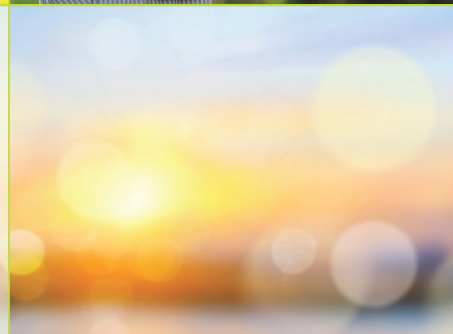
Choose to walk today rather than drive



3. Have a digital device free day



4. Review the actions you have taken during this Season & commit to living simply, sustainably and in solidarity with Earth and the Earth Community



‘We need to take up an ancient lesson... the conviction that “less is more”... a return to that simplicity which allows us to stop and appreciate the small things, to be grateful for the opportunities which life affords us, to be spiritually detached from what we possess, and not to succumb to sadness for what we lack...’ *Laudato Si’* #222



## Objective 2: Produce 48 editions of a weekly e-News annually.

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In 2017, Mercy e-News was produced weekly. Each week it covered two main sections:

- ▶ MIA Vision in Action - reports on MIA Programmes and Activities.
- ▶ MIA Member News - providing information and reports on activities across the 40+ countries in which Mercy operates.

The weekly eNews also drew attention to certain crisis situations that occurred in one or other area in which Mercy operates and suggested ways of responding:

Earthquake and cyclones in the Philippines, Grenfell Tower tragedy, Manchester tragedy, London Bridge tragedy, election unrest in Kenya, victims of the Barcelona and Cambrils attack, victims of shootings in Las Vegas, those affected by fires in California, victims of flooding in Ireland, Great Britain, Kansas City and Houston, Texas, victims of hurricanes Harvey, Irma, Maria and Ophelia, victims of Earthquakes and powerful aftershocks in Mexico and Typhoon Doksuri in Vietnam.

### International Award for Mercy e-News

Mercy e-News was awarded a Bronze Award in the Newsletter section of the Horizon Interactive Awards, a prestigious international competition recognising outstanding achievement among interactive media producers from all over the world

Entries are judged by an international panel of judges on the following: solution, creativity and originality, overall graphic design/appearance/user experience, communication of message, technical merit, effectiveness of solution.





## Objective 3: Upgrade communications technology to enhance communication and interconnection.



MIA registered as a non-profit organisation with [Google](#), which allowed it to use the Google services free of charge. These services were used in the Strategic Plan Review and in the organisation of some group meetings using Google Groups. One example was the establishment of a connecting and conversation group for Sisters of Mercy under the age of 60. The technology allows for a wide geographical participation in these conversations.

MIA has availed itself of a €7,500 discount offered through [ENCLUDEit](#) to assist with upgrading the server software and other programme software.

The [Life-size Video Conferencing](#), installed in 2016, was used extensively in 2017 in advancing MIA's digital footprint. It made possible the delivery of an online Leadership presentation; virtual attendance at meetings by absent members and guests invited for particular agenda items; delivering Board trainings and conducting meetings with personnel around the world.

[Streaming](#): Major events including the Mercy Day Mass (24 September) and the Remembrance Celebrations (11 November) were streamed worldwide.

[Social Media](#): Used in the promotion and delivery of the Young Mercy Leaders' pilgrimage and regular updates to the MIA Facebook and Twitter feeds.

## Under 60s Sisters of Mercy

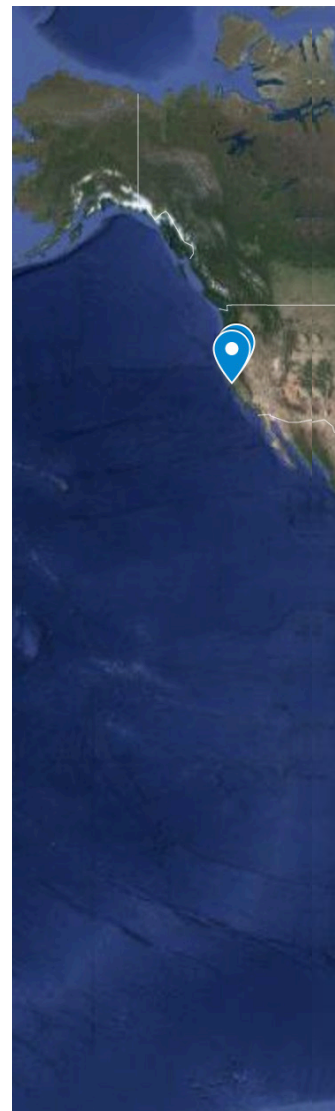
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An new and exciting initiative to connect Sisters of Mercy who are under the age of 60 was established in 2017.

Connecting via an online Google Group, the 100 Sisters who chose to be part of the group initially subscribed to group emails.

Over time an initiative to pray together once a month was supported and on the 24th of each month a video conference is held using Life-size Communications technology. Joining across the globe at a variety of times of day, the prayer connects the members in a special way.

A particular focus area for their discussions was the future of Religious Life.



# Location Map of the participants in the Under 60s Group 2017





## Objective 4: Publish informational and promotion materials.



- ▶ To celebrate the 190th anniversary of the opening of the House of Mercy in 1827, now MIC, the publication, [A Visit to Catherine's House](#), was launched.
- ▶ A self-guide to [Catherine's Dublin](#) - places in Dublin associated with Catherine McAuley was revised.
- ▶ A fundraising booklet outlining resource needs entitled [Yesterday, Today, Tomorrow](#) was published.
- ▶ Four [UN Sustainable Development Goals Guides \(SDG's\)](#) were published.
- ▶ Eight [UN Bulletins](#) were prepared and circulated by the MIA UN office.
- ▶ A resource to SDG 6, [Water and Sanitation A People's Guide](#) was published.



“Mercy eNews is a valued publication among our many Mercy friends around the world and this award recognises the quality of the e-newsletter.”  
*Feedback on receiving the Horizon Award*

“Mercy eNews is amazing and so life giving to be able to watch videos of talks by so many in all areas of the Mercy ENews. Thank you so much for all the enriching for us all.”  
*eNews Feedback*

“Thank you for promoting the connections and communal prayer through the facilitation of our international Mercy group. It is amazing to think we can be connected across the globe”  
*Feedback from Under 60's group*

# MIA and the GDPR

The General Data Protection Regulation (GDPR) will come into effect from May 2018, replacing the existing Data Protection framework.



In 2017 MIA undertook a GDPR Gap and Compliance Analysis of its Data Protection practices covering the following areas:

- ▶ data subjects
- ▶ collection methods of data
- ▶ purpose of databases
- ▶ sharing and transfers
- ▶ security including cybersecurity
- ▶ direct marketing
- ▶ access, amendment, retention & deletion
- ▶ management/employment.

MIA also reviewed the transfer of data to a country or territory outside of the EEA.

A Privacy Policy was developed and a privacy statement is included as a disclaimer in all MIA e-mails.

# Communications Overview



**Do not fear  
offending anyone.  
Speak as your  
mind directs and  
always act with  
more courage when  
the “mammon of  
unrighteousness” is  
in question.**

Catherine McAuley to Mary Ann Doyle  
July 24, 1841



# Structure, Governance and Management

# Structure, Governance and Management

The Constitution of Mercy International Association is the organisation's founding document. It sets out the Governance Structure in relation to Members and Board Directors, detailing the method of their appointment, roles and responsibilities. In response to the new requirements of the Company Act 2014 and in view of the revised legislative framework for charities, MIA replaced its existing Memorandum and Articles of Association with a Constitution, which was approved on 16 May, 2016

## » Members

Members of MIA were originally defined as the Leader of each of the seven National Groups that comprised the Association - Australia, Great Britain, Ireland, Newfoundland, New Zealand, Philippines, Sisters of the Americas.

At the time of the establishment of the Association, Mercy Great Britain had three separate National groups and it was agreed that one of these, on a rotational basis, would be the official Member, while the other two would be Associate Members.

Since then, governance in the Mercy Congregations in Australia has been restructured and now comprises four

autonomous groups. The leader of one of these groups is the Member of MIA.

Currently, therefore there are seven Members and five Associate Members of MIA. The fundamental distinction between Members and Associate Members is that Associate Members do not have a vote at the AGM or at meetings of the Members. However, apart from the AGM official resolutions, decisions are normally made by consensus.

This structure is now under review to take account of changes in the governance structure of the national groups that comprise the Association.

## » Role of Members

The Members and Associate Members have overall responsibility for the vision, mission and values of the organisation

There are a number of powers reserved to the Members:

1. Appointment and removal of Chief Executive Officer of Mercy International Association
2. Appointment and removal of Directors of Mercy International Association
3. Ratification of appointment of Chair of the MIA Board of Directors
4. Ratification of Strategic Plan and Annual Budget for Mercy International Association
5. Consideration of Financial Statements of Mercy International Association at the Annual General Meeting
6. Review of the affairs of Mercy International Association at the Annual General Meeting
7. Consideration of Auditor's Report for Mercy International Association at the Annual General Meeting
8. Appointment of Auditor at the Annual General Meeting
9. Winding up of Mercy International Association
10. Approval of borrowing

# Meet the Members and Associate Members

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## Members

[Margaret Casey rsm](#), Congregational Leader,  
Congregation of the Sisters of Mercy, Ireland

[Colette Cronin rsm](#), Congregational Leader  
The Institute of Our Lady of Mercy, United Kingdom

[Eveline Crotty rsm](#), Institute Leader,  
Institute of the Sisters of Mercy of Australia & Papua  
New Guinea (Appointed 12 December 2017)

[Elizabeth Davis rsm](#), Congregational Leader,  
Sisters of Mercy of Newfoundland

[Berneice Loch rsm](#), Institute Leader, Institute of the  
Sisters of Mercy of Australia & Papua New Guinea  
(Resigned 12 December 2017)

[Katrina Fabish rsm](#), Congregational Leader,  
Nga Whaea Atawhai o Aotearoa Sisters of Mercy New  
Zealand

[Marian Ladrera rsm](#), Superior General  
Religious Sisters of Mercy, Philippines

[Patricia McDermott rsm](#), Institute President,  
Sisters of Mercy of the Americas

## Associate Members

[Philomena Bowers rsm](#), Congregational Leader,  
Sisters of Mercy of the Union of Great Britain

[Aelred Carlin rsm](#), Federation President,  
The Federation of the Sisters of Mercy, UK

[Loreto Conroy rsm](#), Congregational Leader,  
Sisters of Mercy North Sydney Congregation

[Mary-Louise Petro rsm](#), Congregational Leader,  
Sisters of Mercy Parramatta Congregation

[Catherine Reuter rsm](#), Congregational Leader,  
Sisters of Mercy Brisbane Congregation.

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In December 2017, due to change of Leadership in the Institute of the Sisters of Mercy of Australia and Papua New Guinea, Berneice Loch rsm was replaced by Eveline Crotty rsm.

MIA takes this opportunity to thank Sr. Berneice for her inspiring leadership as a Member and as its President from 2015 - 2017.

MIA welcomes Sr. Eveline and looks forward to benefiting from the many gifts she brings to this role.

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**Back:** Sisters Mary-Louise Petro (Australia), Katrina Fabish (Aotearoa New Zealand), Loreto Conroy (Australia), Marian Ladrera (Philippines), Pat McDermott (US), Catherine Reuter (Australia).

**Front:** Sisters Elizabeth Davis (Newfoundland), Philomena Bowers (Great Britain), Colette Cronin (Great Britain), Berneice Loch (Australia), Margaret Casey (Ireland).

**Absent:** Sister Aelred Carlin (Great Britain).

## Board of Directors

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Directors are appointed by the Members. As provided by the Constitutions, the Board comprises nine Directors - five Sisters of Mercy and four other Directors. Employees are not eligible to be Board Members.

Since it is crucial that the Board continues to be vibrant and productive in leading MIA forward, it needs to be able to draw on an appropriate range of skills, gender, competency, qualities, backgrounds and interests. Therefore, the Board regularly re-evaluates the mix of skills required and when new appointments are due to be made, it advises the Members of the skills desired.

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The Board is responsible for the governance of the Company. Directors are expected to act on an informed basis, in good faith, with due diligence and care, in the best interests of MIA. They ensure that the mission of MIA is safeguarded and carried out and that the funds of MIA are applied for the purposes for which they have been provided. The Directors are collectively responsible for the business of MIA and are the trustees of its assets.

Directors are appointed on the basis of the expertise that they are expected to bring to MIA. A Director is expected to:

- (A) attend Board meetings on a regular basis and be well prepared by reading relevant papers in advance
- (B) contribute to decision-making and share responsibility for the Board's decisions
- (C) attend training events and keep up to date with subjects relevant to the work of MIA
- (D) contribute to the work of committees that have been established by the Board; and
- (E) represent the Board at meetings and events when required.

The Directors, all of whom are non-executive, perform their roles on a voluntary basis. They cannot, under the organisation's Constitution receive remuneration for services to MIA and may only be reimbursed for incidental expenses claimed, which for overseas directors includes travel and accommodation for 7 days of Board meetings on three weekends and one day for AGM. In 2017, this cost amounted to €10,824.

## New Director Induction

On appointment to the Board, new Directors of MIA are provided with a formal standard letter of appointment, and initial induction and on-going support from the Company Secretary. New Directors are encouraged to acquaint themselves with how the Board conducts its business and to ask questions about the structures and procedures which are in place. These questions often provoke new thinking and more effective ways of conducting the business of the Board.

Director induction includes a Board Orientation that provides an overview of MIA's strategic objectives, the role of the Board and individual Directors and MIA's finances and funding model. It also includes guidance on the Director's duties, the standards of conduct to be met and the Board's policy on conflicts of interest and loyalty.

New Directors receive the following:

- ▶ A copy of the MIA Constitution
- ▶ A copy of the MIA Governance Manual and Code of Conduct
- ▶ A copy of any relevant MIA policies
- ▶ Procedures to be followed when, exceptionally, decisions are required between Board meetings
- ▶ A schedule detailing the composition of MIA committees and their terms of reference
- ▶ A copy of the last audited accounts of MIA.

## On-going development of Board Directors

**Board Matters:** This is an Australian newsletter distributed to the Board that is designed exclusively to assist Board Directors and Executive Managers in non-profit organisations. It is published five times annually.

**Specialist training:** As needs arise, specialist training is provided, sometimes by video conferencing. In 2017, because of the new responsibility of managing the MIA Endowment Fund, training was provided on Finance and Investment Management Skills needed to read and evaluate Investment Reports.

**Online conferences regarding the wider activities of MIA:** While the Board Directors are primarily concerned with Governance issues, they have indicated an interest in developing deeper familiarity with Mercy activities "on the ground". In 2017, a new module was introduced to each Board meeting. Through video conferencing, the Board Members are linked to a certain activity. In 2017 this enabled Board Directors to get a thorough understanding of the Mercy website and the new build being planned. This was made possible by linking to the web manager in Australia. Another session linked the Directors to the Executive Director of Mercy Works, Australia to learn about the Migrant Education Programme, which was funded by MIA in 2017 for use in 2018.

Each year, apart from the AGM, Board Directors meet with Members for one and a half days to share in the ongoing life and future direction of MIA.

## Term of Directors

Directors are initially appointed for three years.

At every Annual General Meeting of MIA one-third of the Directors retire from office. A retiring Director is eligible for re-appointment. Any Director who has served more than nine consecutive years must retire at the AGM following his or her ninth year in office but is eligible for re-appointment after not less than one year following the date of his/her retirement.

## Appointment of Chairperson and Vice-Chairperson of the Board

The Board elects the Chairperson of the Board from among its number. The appointment is for one-year and at the end of that year, the Chairperson can be re-elected for successive terms. The Chairperson oversees the orderly operation of the Board and its interaction with management. The election of the Chairperson and the Chairperson's re-election is ratified by the Members.

The Vice-Chairperson is elected by the Board from among its number for a one-year term. The Vice-Chairperson assists the Chairperson and may be re-elected for successive terms.

## Board Member Changes

In May 2017, Pat McDermott rsm who had served 9 nine years as a Board Director and as Board chair from 2008 to 2016 and Peter Burnett who had also served as Board Director for nine years, retired. Both were appointed as Board Directors in 2008 when MIA developed a new Vision for the Association and restructured its governance framework. They contributed enormously over these years to the development of an integrated and robust association and to ensuring a visionary strategic direction and secure financial underpinning for the way ahead. We express our deepest appreciation to them for the positive Board culture that they helped create and for the generosity with which they shared their gifts and expertise on behalf of the organisation.

We welcome Sheila Carney rsm and Susan Clarke as Board Directors and look forward to being enriched by the experience and expertise that they bring.



## Meet the Directors

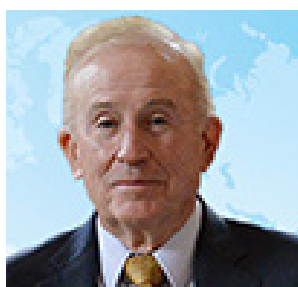


### Denise Fox rsm

Chair of Board

Denise Fox is a member of Nga Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand and is currently CEO of McAuley Ministries in Sydney, Australia.

She brings extensive experience of the life and activities of Mercy in New Zealand and Australia. Denise has held leadership roles in her Congregation and in education and has extensive governance experience, having served as a member of boards of education, finance, communication, healthcare and housing ministries.



### Ron Ashworth

Ron Ashworth is currently serving as Chair of the U.S. Fundraising Committee for MIA. He previously served as the President/CEO of Mercy Health System based in St. Louis, Missouri and also subsequently served as Chair of the Health System Board of Directors. He spent the majority of his professional career serving in the health care industry which included approximately ten years of service as the national health care director of KPMG.



### Sheila Carney rsm

Sheila Carney is a member of the Sisters of Mercy of the Americas. She brings extensive experience of the life and activities of Mercy in the Americas. She has led several pilgrimages of Youth and partners-in-Ministry to MIC and is very familiar with the priorities and expectations of these groups.



### Margaret Casey rsm

Margaret Casey is Congregational Leader of the Congregation of the Sisters of Mercy, Ireland. She brings extensive experience of life and activities of Mercy in Ireland. She has served in Leadership and Governance roles in congregation, education and social services. She also has skills and experience in financial management.

## Meet the Directors



**Susan Clarke**

Susan Clarke brings the experience of working as a lay woman in a Mercy ministry in England.

As well as her skills in School Leadership and Management, she brings the experience of formation work with staff and students in Mercy ethos. In this role she has led adults and young people to programmes run by MIA.



**Colette Cronin rsm**

Colette Cronin is a member of the Institute of Our Lady of Mercy (GB). She brings extensive experience of life and activities of Mercy in Great Britain. She has served in Leadership and Governance roles in a variety of organisations and has experience in administrative and financial matters.



**Kevin Hoy**

Kevin Hoy is the executive Chair of Mason Hayes & Curran, (MHC). Previously, Kevin was Head of the Real Estate department and before that he founded and led the Financial Services department in MHC. As well as qualifications in Irish law, Kevin also has a degree in canon law. His skills and experience as a civil and canon lawyer and his understanding of the Charity Sector in Ireland enable him to make a major contribution to the work of the Association.



**Mary Moorhead**

Born in Tanzania, brought up in the Lebanon, Mary Moorhead is Chief Executive of the Mater Foundation, Dublin (Fundraising).

Trained in marketing, she has experience in the not-for-profit sector in England and experience of NGO work in Africa. Mary has worked across Africa from Somalia to Swaziland, Kenya, Tanzania and South Africa.

She brings the experience and skills acquired in these roles and in particular her experience and skills in fundraising.

## Meet the Directors



### Scholasticah Nganda rsm

Scholasticah Nganda is a member of the Congregation of the Sisters of Mercy. She brings extensive experience of life and activities of Mercy in Africa. Scholasticah has Congregation and education leadership experience and brings skills and experience in multiculturalism.

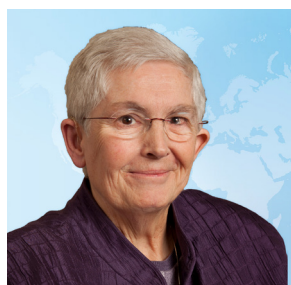


### Peter Burnett

Peter Burnett worked as a solicitor with IBB West London Solicitors. His skills and expertise include advising on corporate and commercial matters, mediation, trusts and community legal matters.

He also advised on all aspects of Charity Law and on requirements of the Charity Regulator in England.

He retired in 2017 and was replaced by Kevin Hoy.



### Pat McDermott rsm

Pat McDermott rsm is a member of the Sisters of Mercy of the Americas. She brings extensive experience of the life and activities of Mercy in the Americas. She serves in a variety of Leadership and Governance organisations.

She retired May 2017 and was replaced by Sheila Carney rsm.

## Meetings and Attendance

Because of the wide geographical dispersion of the Board, it meets in Mercy International Centre, Baggot St. Dublin for six days each year over three weekends and for one day to attend AGM. Attendance of Directors was as follows:

### 2017 Attendance at MIA Board Meetings

Director	Feb	May	Oct	Attended % Attendance in 2017	
Denise Fox rsm (Chair)	Yes	Yes	Yes	3 of 3	100%
Ron Ashworth	Yes	Yes	Yes	3 of 3	100%
Margaret Casey rsm	Yes	Yes	Yes	3 of 3	100%
Colette Cronin rsm	Yes	Yes	Yes	3 of 3	100%
Kevin Hoy	Yes	Yes	Yes	3 of 3	100%
Mary Moorhead	Yes	Yes	Yes	3 of 3	100%
Scholasticah Nganda rsm	Yes	Yes	Yes	3 of 3	100%
Sheila Carney rsm - Appointed 15th May 2017	N/A	N/A	Yes	1 of 1	100%
Susan Clarke - Appointed 15th May 2017	N/A	N/A	Yes	1 of 1	100%
Peter Burnett - Resigned 15th May 2017	Yes	Yes	N/A	2 of 2	100%
Pat McDermott - Resigned 15th May 2017	Yes	Yes	N/A	2 of 2	100%
<b>Total Attendance @ Meetings</b>	<b>9 of 9</b>	<b>9 of 9</b>	<b>9 of 9</b>	<b>27 of 27</b>	<b>100%</b>

## Company Secretary

The Directors appoint the Company Secretary. They ensure that the person appointed as Company Secretary has the skills necessary to perform the statutory and legal duties of the Company Secretary and such other duties as may be delegated to the Company Secretary by the Directors.



## Committees of the Board

The Board is responsible for overseeing the work of MIA's CEO and management team. To function efficiently and effectively the Board has devised and agreed procedures for completing business in a productive way. To do this it has established a committee structure.

The Board maintains the following two committees, each of which has written terms of reference which are approved by the Board and reviewed annually:

- ▶ Finance Committee, which monitors the organisation's financial activities
- ▶ Governance Committee

The advantage of the committee system is that it allows the Directors to make the most effective use of their time and also allows appropriate time to be devoted, through the committee system, to considering particular issues. Directors can opt to serve on committees dealing with specialist areas where their particular knowledge and skills can be most usefully employed.

In 2017, the [Finance Committee](#)

(1) did preparatory work and made recommendations to the Board on the following policies

- ▶ Internal Financial Controls
- ▶ Managing the MIA Endowment Fund
- ▶ Ethical Investment

(2) did preparatory analysis of the Budget and Audit Report before formal presentation to the Board

(3) Reviewed the fundraising activities and outcomes

(4) Examined the performance of the Investments Portfolio

(5) Assessed the Employee Pension Scheme

In 2017 the [Governance Committee](#) reviewed Board practices in light of the new constitution and against the requirements of Charity legislation and the Principles and sub-principles of Good Governance Code for Type C organisations.

### The Review Outcome

A Governance Manual for the Board of Directors was produced to provide those who sit on the Board of Directors of MIA with the information that each Director needs in order to understand his or her role as a Director of the Board and to help make his or her time on the Board fulfilling and effective. This Manual is the internal written code of governance for the Board which comprises a system of internal controls to ensure compliance with all applicable governance rules and standards. It includes a Code of Conduct for Directors. It has been approved by the Board.

At its meeting on 24 February 2017 the Board, having received a comprehensive report from the Governance Committee, made the following statement:

*'We comply with the Governance Code for community, voluntary and charitable organisations in Ireland. We reviewed our organisation's compliance with the principles of the Code on 24 February 2017. We based this review on an assessment of our organisational practice against the recommended actions for each principle. Our review sets out actions and completion dates for any issues that the assessment identifies as needing to be addressed.'*

The membership of the two committees includes both Board Directors and non-Board members having specialist skills in the particular areas

#### Finance Committee Members:

Ron Ashworth (Board member)

Kevin Hoy (Board member)

Colette Cronin rsm (Board member)

Peter Burnett (Non-Board member)

Margaret Scroope rsm (MIA Leader of Finance and Administration)

#### Governance Committee

Kevin Hoy (Board Member)

Mary Moorhead (Board Member)

The CEO attends meetings of both the Finance and Governance committees.

## Chief Executive Officer

The CEO attends meetings of the Board but is not a Board Director. She is not present at Executive sessions of the Board.

CEO: Mary Reynolds, rsm

The Directors considered MIA's practice of the role of CEO and the role of Company Secretary being filled by the same person. It was decided that in view of MIA's size, it was reasonable for the same person to exercise these roles and they satisfied themselves that there was no conflict of interest in this. It was decided that this arrangement would be reviewed regularly.

# Management of Conflicts of Interests and Conflicts of Loyalty

## Conflicts of Interest

The Board of MIA has a legal obligation to act in the best interests of MIA, and in accordance with MIA governing documents, and to avoid situations where there may be a potential conflict of interest.

Directors must annually disclose on-going conflicts of interest and must promptly update any disclosures previously made on the Register of Directors. Directors must also disclose conflicts as they arise (at the start of the Board meeting) as well as disclose evolving situations that may result in a conflict of interest.

Where a conflict of interest arises, the Director concerned is obliged to declare his/her interest and leave the room, thereby taking no part in the relevant discussion, decision or action.

In this event, the Director does not receive Board papers relevant to the issue and a separate record of the deliberations and the background to the decisions is kept. All disclosures are reflected in the minutes of the meeting. Persons having a conflict of interest must not vote on the item representing a conflict. Such persons' ineligibility to vote is recorded in the minutes of the meeting.

Where a conflict of interest exists and the Director does not declare his/her interest and/or offer to withdraw, the Chairperson is obliged to take appropriate action to ensure that the Board and the Director concerned are not compromised.

The fundamental principle is that Directors should not use, or give the appearance of using, their Directorship to further their private interests. Accepting gifts, entertainment or other favours from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favour does so under circumstances where it might be inferred that such action was intended to influence, or possibly would influence, the Director in the performance of his or her duties. Directors and Staff of MIA must not offer, or accept, any payment, bribe, favour or inducement that might influence, or appear to influence, an official decision or action. MIA is required to keep a Register of Interests, which records the interests which a Director is required to disclose to the Company.

## Loyalty and Conflicts of loyalty

Every Director of MIA has a responsibility to be loyal to MIA and be fully committed to all its activities. Where a Director is appointed because of his/her involvement with an interest group, the Director must remember that his/her loyalty is to MIA and not to any other person or group. In all cases, regardless of their route onto the Board, all Directors must act in the interests solely of MIA rather than acting in the interests of the any other person or body.

A Congregational Leader, who is a Director, is instructed to bear this potential conflict of loyalty in mind. When sitting on the Board, it is MIA's interests that must take priority to any interests of the Congregation.

A conflict of loyalty may be serious enough to be a conflict of interest.

## How Board engages and communicates with its stakeholders

The Board periodically reviews its relationships with key stakeholders and ensures that there is a strategy in place for communicating with them appropriately. In relation to MIA, the term stakeholder is defined as an individual, organisation or group, with an interest in MIA and its outcomes.

These include Leaders of Mercy Congregations, Executive Team, Employees, Donors and the wider community served by MIA.

### Leaders of Congregations:

- ▶ There is a meeting of 1.5 days annually of the Board and Leaders of Congregations to discuss the ongoing work of MIA, how it is serving the needs of the Congregations/Institutes and plans for the future.
- ▶ Three times annually, the chair communicates with the Leaders to update them on the current issues and activities of MIA.

### Executive Leadership Team

Directors and the Executive Team have the common aim of achieving the Board mission. The Board constructively supports the CEO and the management team, especially in the achievement of strategic objectives.

Their respective roles and responsibilities are clearly delineated and their working relationships are based on mutual respect. In particular, the working relationship between the Chairperson and CEO is vital to the successful conduct of business.

### Employees

MIA is the employer of those who work in MIA. The Board ensures that MIA meets its moral and legal responsibilities by having in place a statement of terms and conditions of employment and clear policies on human resource management issues. This includes issues such as equal opportunity and dignity at work, anti-bullying, anti-harassment policies, disciplinary and grievance procedures, and policies on Information Technology, social media, internet and e-mail.

These policies allow the Board to:

- (A) comply with employment law;
- (B) avoid discrimination of any kind against employees or potential employees;
- (C) observe health and safety requirements;
- (D) put in place procedures whereby employees may raise concerns, in confidence, about possible irregularities in financial reporting or other matters and for ensuring meaningful follow-up of matters raised in this way.

In 2017, the Board reviewed the Staff Handbook, updated the Health and Safety Policy and added a Whistle-blowers Policy to the suite of policies already in place.

The CEO is responsible for the implementation of Board-approved human resource policies and employment contracts.

### Volunteers

Volunteers provide an excellent service to MIA in the areas of hospitality and delivery of leadership programmes.





A volunteer policy was approved by the Board in 2017. The policy was designed to set out the parameters governing the engagement of volunteers. MIA is committed to working respectfully, cooperatively, professionally and justly with its volunteers and to making volunteering a worthwhile and enjoyable experience that benefits both the volunteer and those whom MIA serves. The policy covers volunteer application procedures, training, support and supervision, concerns and complaints procedure, application of MIA policies, procedures and guidelines that apply to the area of voluntary work and arrangements for record keeping on volunteers, termination of service and insurance.

#### **Donors**

The Board aims to comply with the Statement of Guiding Principles for Fundraising.

It is a priority that it maintains the best standards when receiving donations and that it treats all of its Donors with respect, honesty and openness. The Board commits to being accountable and transparent so that Donors and prospective Donors can have full confidence in MIA and it promises to effectively apply gifts to the organisation for their intended purposes. It commits to appropriate acknowledgement and recognition of the Donors and it guarantees Donors that information about their donation is handled with respect and with confidentiality.

The Board makes available procedures for making and responding to complaints and to providing prompt, truthful and forthright answers to questions Donors might have of the Association.

#### **Wider community served by MIA**

The Board ensures that effective communication is maintained with the wider community served by MIA through the Mercyworld website and through the weekly Mercy eNews circulated free of charge to all who subscribe to it.

## Decision-Making Process

### Schedule of Matters reserved for the Board of Directors

The Board of MIA is responsible for overseeing the proper management of MIA. In particular, it has a collective responsibility for:

- ▶ putting in place a clear scheme of delegation of accountability from the Board to the CEO
- ▶ approval of Annual Budgets and ensuring the adequacy of internal financial control measures
- ▶ ensuring effective systems are in place for identifying and managing risk
- ▶ approval of annual reports and audited financial statements
- ▶ development of Board Committee structures
- ▶ ensuring that appropriate governance arrangements are in place
- ▶ ensuring that MIA behaves ethically in accordance with the core values of the organisation
- ▶ ensuring that a proper balance is achieved between the respective roles of Board and Management
- ▶ setting performance targets, including key financial targets and, in particular, agreeing and closely monitoring the budget and,
- ▶ defining and promoting the role of MIA in the community by developing mechanisms for gathering the views of stakeholders and by keeping people informed in an open, accountable and responsible way.





## Strategic Plan

In 2017 the Board organised the development and adoption of an updated Strategic Plan. This is its policy document setting out the aims of the organisation over the coming five-years and which moves it strategically towards the achievement of its mission.

The feedback from the year-long research process in 2016 (see p. 95), which sought to determine the critical issues to which MIA needs to respond was supplemented by a global online survey developed by MIA Executive Leadership. Video conference interviews with those interested in contributing to the formulation of the plan followed (August/September 2017). The views of over 5000 people were captured by these exercises.

The role of the Board in relation to the Strategic Plan is to ensure:

- ▶ that the plan reflects the stakeholders' objectives and strategic mandate in terms of economic and social objectives
- ▶ that effective short, medium and long-term planning takes place by way of annual implementation plans prepared by the Executive Team
- ▶ that implementation plans set appropriate goals, indicators and targets against which performance can be measured.

## CEO

The CEO is responsible for the day-to-day management of MIA and for the implementation of MIA's long and short-term plans. The CEO acts as a direct liaison between the Board and Management. The CEO also communicates on behalf of MIA to employees, other stakeholders and the public.

The duties and responsibilities delegated to the CEO include the following:

### Strategy

- ▶ to lead, in conjunction with the Board, the development of MIA's strategy
- ▶ to lead and oversee the implementation of MIA's plans in accordance with its strategy

### Staffing & Operations

- ▶ to operate MIA in all its activities subject to such policies as may be adopted and such orders as may be issued by the Directors from time to time
- ▶ to ensure that MIA is appropriately organised and Staffed
- ▶ to appoint and employ such personnel as may be required to conduct the affairs of MIA
- ▶ to lead by personal example and encourage all employees to conduct their activities in accordance with MIA's standards and policies, including its environmental, health and safety policies.

### Public Relations

- ▶ to ensure the integrity of all public disclosure by MIA
- ▶ to keep abreast of all material activities of MIA and all material external factors affecting MIA.

### Liaison with Board

- ▶ to ensure that the Directors are properly informed and that sufficient information is provided to the Board to enable the Directors to form appropriate judgments
- ▶ to make such reports to the Board and the Members as are necessary to keep them fully informed of the affairs of MIA
- ▶ to assist the Chairperson in drawing up Board agendas
- ▶ to identify and update the Chairperson on complex and sensitive issues that might affect MIA and maintain a dialogue with the Chairperson
- ▶ to attend Board meetings and committee meetings unless an executive session of the Board is called
- ▶ to attend sub-committees and/or work groups of the Board as determined by the Board
- ▶ to perform all acts and execute all documents necessary to carry out the duties of the position.

## Beneficial Owners Register

The European Union (Anti-Money Laundering: Beneficial Ownership of Corporate Entities) Regulations 2016 imposed an obligation on companies to create and maintain a register of their beneficial owners. Under regulations, MIA was required to identify any natural person or persons who ultimately owns or controls MIA through direct or indirect ownership. Ability to exercise more than 25% of the voting rights at a general meeting of MIA was an indication of beneficial ownership.

The directors of MIA present at the Board meeting of May 13th, 2017 confirmed that no member of the Company could exercise more than 25% of the voting rights at a general meeting of MIA. Accordingly, it could be said that the directors of MIA had exhausted all possible means of identifying any natural person who owned or controlled, directly or indirectly, in excess of 25% of the Company. It was noted that no such person has been identified and that the directors had no grounds for suspicion that any such person exists.

Therefore under Regulation 4(4) of the Regulations: where a company has exhausted all possible means of identifying the beneficial owner and no such person has been identified, and there are no grounds for suspicion by the Company that such a natural person exists, then the Company is obliged to enter the details of senior managing officials of the Company into the Beneficial Ownership Register (including their date of birth, nationality and residential address). Under the Regulations a “senior managing official” includes a director and chief executive officer.

The directors discussed these requirements, and it was resolved that:

- ▶ a Beneficial Ownership Register be created and maintained by MIA
- ▶ that each of the Directors of the Company and the Chief Executive Officer of MIA be deemed to be the senior management officials for the purpose of satisfying the second limb of the definition of ‘beneficial owner’ under the Regulations
- ▶ that the names and details of each of the directors of MIA as the senior managing officials of the Company would be entered into the Beneficial Ownership Register as MIA’s Beneficial Owners
- ▶ that the given information and particulars of each of the directors set out in the schedule be entered into the Beneficial Ownership Register with the knowledge of each of the directors in accordance with Regulation 6(4) of the Regulations there is no requirement to send a notice in compliance with Regulation 6
- ▶ it was noted that MIA was obliged to update the Beneficial Ownership Register if a natural person ceases to be a beneficial owner (which in the case of MIA is each of the directors and the CEO for the purpose of complying with Regulation 4(4) of the Regulations) or if any change in the particulars of the beneficial owner(s) occurs.

The Company Secretary was directed by the Board to create a Beneficial Ownership Register containing the details of the beneficial owners.



**While we place all  
our confidence  
in God, we must  
always act as if  
success depended  
on our own  
exertions.**

Catherine McAuley,  
Familiar Instructions

# Executive Leadership Team



**Mary Reynolds rsm**  
CEO MIA



**Denise Boyle fmdm**  
Leader Global Action



**Anna Nicholls rsm**  
Leader Heritage and Spirituality



**Margaret Scroope rsm**  
Leader Administration and Finance



In March 2017, Mary Kay Dobrovolny rsm (US) completed her term of service of 7 years as Leader Heritage & Spirituality with MIA. We are most grateful for her wonderful contribution to MIA and are committed to building on the many programmes she initiated while being Leader of Heritage and Spirituality.

We welcomed Anna Nicholls rsm (Aotearoa New Zealand) and look forward to the new initiatives that she will bring to her role.

## 2017 Staff

### There were seven people employed at MIC in 2017

Avril Tyrell: Facilities Manager (from 1 Feb 2017)

Madeline Hanlon: Receptionist

Angela Kane: Secretary (commenced 7 August)

Kate Putney: Secretary (resigned 25 August)

Áine Barrins rsm: Programme Support Person & Tour Guide (from 1 March 17)

Betty Lacey: Global Action Researcher

Elizabeth O'Sullivan: Housekeeper & Cleaner

Joseph Tomina: Caretaker & Cleaner

### There are two Staff based at the United Nations in New York

Angela Reed rsm: Coordinator, MIA: Mercy Global Action at the UN

Colleen Cloonan: Research Fellow

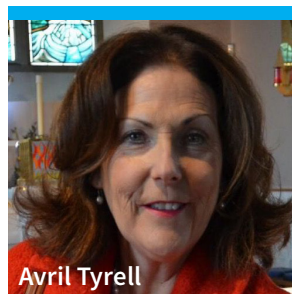
### There are contracts for services with the following:

Anne Walsh: Web Manager & e-News Editor

Margaret Roche: Administration

Bill Roche: Finance support person

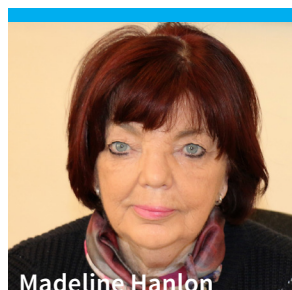
Carita Irwin rsm: Tour guiding and hospitality (pro bono service)



Avril Tyrell



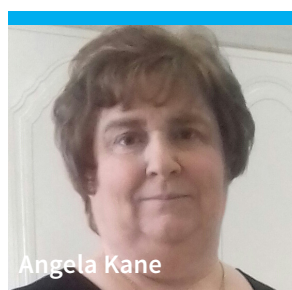
Elizabeth O'Sullivan



Madeline Hanlon



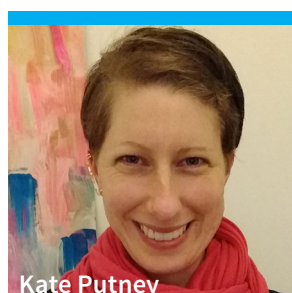
Joseph Tomina



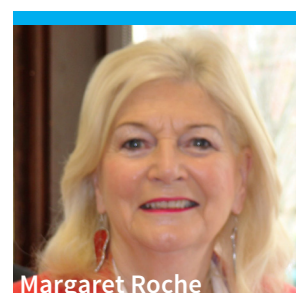
Angela Kane



Anne Walsh



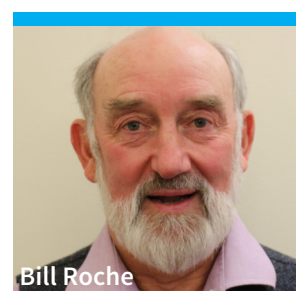
Kate Putney



Margaret Roche



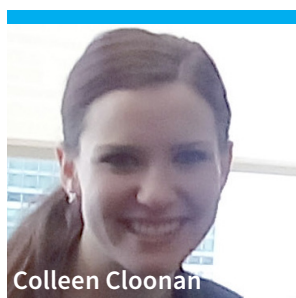
Áine Barrins rsm



Bill Roche



Angela Reed rsm



Colleen Cloonan



Betty Lacey



Carita Irwin rsm

# Risk Management and Internal Control

MIA has established a comprehensive risk management process which seeks to ensure that designated people in the organisation manage and mitigate risks. This risk management process is an integral part of MIA’s organisational governance system. Risk is regularly and thoroughly assessed at various levels in the organisation up to and including Board level. In 2017 there was a thorough re-assessment and the level of some risks was adjusted to take changed circumstances into account.

The method the organisation uses is to look at each identified risk and decide how likely it is to occur and how severe its impact would be on MIA if it did occur. This approach attempts to map risk as a product of the likelihood of an undesirable outcome and the impact that an undesirable outcome will have on the MIA’s ability to achieve its operational objectives.

Likelihood is measured on a score 1-5: Remote 1, Unlikely 2, Possible 3, Probable 4, Highly Probable 5.

Impact is measured on a score of 1-5: Insignificant 1, Minor 2, Moderate 3, Major 4, Extreme/catastrophic 5.

Since a risk that is remote or unlikely could have a major or extreme consequence, MIA assesses risk by increasing the weighting of impact. The “heat map” below illustrates this. It works on a scoring of  $XY+Y$  where X is likelihood and Y is impact. This formula multiplies impact with likelihood then adds a weighting again for impact. The effect is to give emphasis to impact when assessing risk

In interpreting the risk heat map below, likelihood is X and impact is Y. The colour codes are:

**Red:** Major or extreme/catastrophic risks that score 15 or more

**Yellow:** Moderate or major risks that score between 8 and 14

**Blue or Green:** Minor or insignificant risks scoring 7 or less.

Impact	Extreme/Catastrophic	5	10	15	20	25	30
	Major	4	8	12	16	20	24
	Moderate	3	6	9	12	15	18
	Minor	2	4	6	8	10	12
	Insignificant	1	2	3	4	5	6
				1	2	3	4



# Principal Risks

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## Operational

MIA's Staff members and volunteers are fundamental to the organisation's success. MIA values the building of strong relationships with Staff and volunteers. It implements annual performance reviews and promotes Staff development training. The personal security of Staff and the safety of beneficiaries of MIA programmes and services is a priority. In 2017 all Staff policies were reviewed and a Whistle-blowers Policy and Volunteer Policy was added.

It is MIA's policy to safeguard all individuals who are involved in or affected by its work, and to ensure that the behaviour of all those working with MIA meets the appropriate standards. In 2017 MIA updated its comprehensive health and safety management policies to ensure those risks are appropriately managed. Policies are in place to protect children during the delivery of our services. MIA has had a Child Protection Policy in operation since 2010. Its latest review of the policy was in April 2015. It provides

clear and detailed guidance on prevention of abuse, identification of abuse, reporting of issues and management and investigation of complaints. All Staff are Garda vetted and have had appropriate in-service training. MIA follows the Policy and Guidance Document of the Congregation of Sisters of Mercy, Ireland and avails itself of the formal safeguarding structures of Mercy South Central Province. MIA has a Safeguarding Designated Officer on site in MIC and publicly displays its Safeguarding Policy, which includes all relevant contact information.

## Financial Stability

Until 2017 the principal risk and uncertainty facing MIA was financial stability. Due to a robust fundraising effort and the establishment of an Endowment Fund, this risk has been lessened. The principal risk now is the fluctuations in the financial markets which determine the investment income available to MIA. MIA continually reviews and assesses its investment strategy to reduce its exposure to these fluctuations.

## IT Security

MIA is dependent on IT and communication systems for processing and storing its data. Procedures and policies are in place for data protection and password protection. Digitization of important manuscripts and artefacts has taken place and there is off - site back-up to computer files as well as ongoing professional support. In 2017, extensive preparation was undertaken in preparation for GDPR. A cyber insurance policy is under consideration.

## Reputational

MIA has evaluation mechanisms in place to obtain feedback from stakeholders which include space for comments or complaints, and has appropriate response procedures to handle any complaints. MIA monitors the external environment in order to anticipate and minimise any potential reputational risks and in 2017 engaged a PR consultant to advise in this regard.

# Remuneration & Performance Management

MIA decouples Remuneration and Performance.

Employees' wages/salaries are determined by a review of an employee's specific job role, the need to preserve an acceptable level of internal pay equity across employees within the organisation, and the need to provide a competitive basic salary compared to other organisations in the marketplace in our sector and location. Employees' base salary is increased at intervals in line with cost of living increases.

There are seven members of staff and the total pay roll for 2017 was €159,332. This includes PRSI contribution of €25,344. Three members of staff have opted to join the defined benefit pension scheme managed by INVESCO.

Salary Bands €20,000 - €30,000

## Community Service

The CEO and two of the Leadership Team are Sisters of Mercy and a third team member is a Franciscan Sister. These do not receive salary but their religious communities receive a contribution.

MIA is also supported by at least three volunteers at any time and these are also unpaid but bed,

board and vouched incidental expenses are provided.

In 2017 over 50 volunteers provided 1,000+ hours of volunteer service.

In total €101,273 was expended on community service.

## Performance Management

The MIA performance appraisal/ review is designed to provide the employee with informed and constructive feedback about his/ her performance against special goals/performance objectives and his/her job responsibilities

Frequent performance conversations are held between managers and employees. The aim of these conversations is to foster workplace productivity and to support individuals in achieving sustained improvement in performance and in reaching their potential. The conversations also provide an opportunity to plan together and to review the employee's contribution to MIA.

Good performance is often recognised by greater involvement in decision making. This not only recognises the individual's good performance, but helps to continue their development, enhance their job satisfaction and support the

work of MIA.

The conversations also provide opportunity for communicating all performance expectations, addressing underlying issues and providing necessary support to help individuals improve their performance.

If performance does not meet acceptable standards and informal interventions have not succeeded, the formal disciplinary procedure may be invoked. A record of each review is kept on the employee's file.

Inservice training is regularly offered to support employees performance. In 2017, training in the following areas was organised:

- ▶ GDPR Preparation
- ▶ Employment Law
- ▶ Investment Education
- ▶ Health and Safety
- ▶ Child Protection
- ▶ Fire Safety
- ▶ First Aid
- ▶ Food Safety
- ▶ Manual Handling
- ▶ Google Suite
- ▶ Life-size Video
- ▶ SAGE.

**There are three things the poor prize more highly than gold, tho' they cost the donor nothing; among these are the kind word, the gentle, compassionate look and the patient hearing of their sorrows.**

Catherine McAuley  
Familiar Instructions

# Fundraising Activities

Over the 25 years of MIA's existence, it has been financed principally by levies and subscriptions from the Mercy Congregations around the world. The Congregations have provided €900,000 annually to support an operating budget of approximately €1,300,000. By 2013, it became obvious that the Congregations, because of decreasing numbers and resources would not be able to continue this level of funding. It was established that the annual support would drop to €400,000 beginning in 2019 and €200,000 beginning in 2021. In 2013, there was a little over €1,000,000, in reserves and MIA was operating an annual deficit budget of approximately €250,000. This was drawn from the reserves and so it was obvious that with then current practice and the notified reduced congregational support the future viability of the organisation was in question.

The Board decided at this time (2013) to initiate a first phase of a fundraising campaign: *Advancing Mercy's Mission* with the aim of creating a €20,000,000

Endowment Fund. It engaged the international company CCS Fundraising which provided MIA with fundraising consulting services including feasibility studies, a capital campaign plan, prospect research, public relations and case developments.

Because of the international scope of the fundraising and the expected transfer of monies across boundaries, certain legal structures needed to be put in place to conduct the fundraising in each jurisdiction and to transfer the funds to Ireland. Additionally, special permission was required from the Revenue Commissioners to establish an endowment fund in a way that was compatible with charity law.

As of December 31, 2017 the Endowment Fund, consolidated in Ireland, had a balance of €15,321,000. With additional pledges secured, it is estimated that the balance by 31 December 2018 will be €19,014,000 of which approximately €18,000,000 will have been fundraised by the congregations outside Ireland.

The rules for managing the endowment fund that have been established by the Board, stipulate that only the interest from the fund can be used as income to MIA.

The desired intention is that the MIA Endowment Fund will generate annual investment income to displace approximately €500,000 of the Congregations' support during 2019 and 2020 and to displace approximately €700,000 of the Congregations' support from 2021 forward. With these investment income goals in place, MIA has been working with investment consultants from Goodbody Stockbrokers to weight the endowment portfolio in a manner that will help assure the desired returns from the portfolio.



## Phase 2

# Fundraising Campaign

The Phase 2 campaign was initiated during the latter part of 2016. It was initiated because the campaign to create the endowment was designed to replace the existing financing of MIA operations. The MIA Endowment Fund cannot and is not sufficient to provide for further increases in capital needs and programme development.

MIA has operated annually at break-even or most often at a small loss. No provision has been made for capital needed for future capital and programmatic needs. The Phase 2 campaign is intended to provide some funding for these needs and the funding programme is being pursued in Ireland, England and the United States.

In Ireland and England to date the Phase 2 campaign has yielded pledges and payments of €1,563,356. €1,000,000 of this amount has been restricted to assist special projects responding to crisis situations. The remaining donations are for capital and programmatic needs.

The goal is to meet €9,000,000 in order to complete the campaign.

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## MIA's Statement of Guiding Principles for Fundraising

At a meeting of the Board (Feb. 2016) MIA adopted the Fundraising Code - *Statement of Guiding principles for Fundraising*. In accordance with this code MIA is fully committed to achieving the standards contained within the Statement of Guiding Principles for Fundraising. The statement is published in full on the Mercyworld.org website.

MIA has a Donor Charter which is consistent with the *Statement of Guiding Principles for Fundraising* and regularly monitors compliance and adheres to this Statement when planning all fundraising activities. MIA:

- ▶ has a policy on working with third-party fundraisers
- ▶ provides honest, open and transparent disclosure when fundraising from the public;
- ▶ has appointed a senior member of staff to be responsible for compliance with the Statement of Guiding Principles for Fundraising
- ▶ ensures that fundraising staff are provided with information and training on the Statement of Guiding Principles for Fundraising and its implementation
- ▶ has a feedback and complaints procedure consistent with the Statement of Guiding Principles for Fundraising
- ▶ prepares financial reports consistent with the requirements of the Charities Act 2009
- ▶ ensures that all donations are tracked and recorded and it complies with data protection requirements
- ▶ is accessible to the public through a number of readily available contact options.

MIA does not receive any Government grants or political donations. As a result no disclosures are required under the Electoral Act 1997





## MIA's Investment Philosophy

MIA's investment portfolio has been established to ensure permanent funding for the heritage house in Baggot Street and for the activities of MIA.

The investment philosophy is to grow MIA investments over the medium term in a prudent, coherent, ethical and consistent manner. The Fund Managers (Goodbody) have therefore been instructed to provide MIA with:

- ▶ a moderate risk portfolio
- ▶ an investment horizon of over five years
- ▶ an investment objective of a combination of income and capital growth
- ▶ direct investment to be subject to an ethical filter.

Given the need to draw an income from the portfolio and its longer term nature the focus is on:

- ▶ a diversified level of risk
- ▶ equities paying sustainable and growing dividends
- ▶ bonds with a good risk reward profile
- ▶ absolute return funds generating stable return collectively
- ▶ property funds.

Most holdings in the portfolio have daily liquidity and all have monthly liquidity at most. This ensures that assets are readily realisable if required.

## Commitment to Best Practice in Governance

MIA is committed to the standards contained within the *Good Governance Code - a Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland* which assists organisations in developing their overall capacity in terms of how they run their organisation.

The Code focuses particularly on the policies and procedures that are in place to ensure that the organisation is run responsibly. It clearly outlines the roles, duties and responsibilities of all those who sit on the board and management committees. It is based on principles, not rules, and compliance with this Code is voluntary.

The Code has five main principles:

- 1) Leading the organisation
- 2) Exercising control over the organisation
- 3) Being transparent and accountable
- 4) Working effectively
- 5) Behaving with integrity

Each of these has three 'sub-principles' indicating how the main principle will be achieved.

MIA has signed up to this code and reviews its procedures against it annually.

The following statement was received from Lauren Carroll on behalf the Governance Code Working Group on 23/8/2017: *'Thank you for submitting your Form 2 to The Governance Code Working Group. We recognise the great work that your organisation has carried out to become compliant with the code. I have added Mercy International Association to The Governance Code registry of organisations who are now compliant.'*

## Lobbying Activity

As required under the Regulation of Lobbying Act 2015, MIA now records all lobbying activity and communications with Designated Public Officials. It has made the returns and submissions required by the Act.



## Good Governance Awards

MIA was very proud to be short-listed in Category 2 for the 2017 Good Governance Awards developed by the Carmichael Centre with the support of the Charities Institute Ireland, Dóchas, Volunteer Ireland, The Wheel, Davy, Governance-Online.com, Mason Hayes Curran and Mazars Ireland.

The Good Governance Awards seek to acknowledge, encourage and promote good governance practice in the area of annual reports.

The excellent and extensive feedback provided by the judging panel has been of invaluable assistance in preparing this 2017 Annual Report.



# Research & Development



## Background

In *Laudato si'* the second encyclical of Pope Francis, subtitled 'On Care For Our Common Home' the Pope critiqued consumerism and irresponsible development, lamented environmental degradation and global warming, and called all people of the world to take 'swift and unified global action'. This as well as a seismic shift in the understanding of the cosmos gave rise to an invitation from MIA to Sisters of Mercy, partners-in-Mercy and many others to become engaged in the Mercy International Reflection Process. The invitation was to examine globally a shared response to the cry of the Earth and the cry of the Poor in today's world. The process engaged participants in four movements which are cyclical: beginning with experience; analysing that experience in a broader sociological context; engaging the wisdom traditions of scripture and Mercy heritage in light of the analysis; and concluding with an articulation of a vision that finds expression in new actions to bring about change.

# Mercy International Research Methodology

The process was overseen by a three-person Guiding Team and ten Coordinators, representing the ten major nodes of Mercy worldwide. These coordinators engaged a large number of facilitators who led 265 groups, involving over 5,000 participants across the Mercy world. Among these participants were Sisters of Mercy, Associates, partners-in-Mercy, school children, older adults, people from various Christian denominations and other faith traditions, and people without any religious tradition. Ongoing oversight of the process was facilitated by regular teleconferences of the Guiding Team and Coordinators, and resources to accompany the process were provided through Mercy e-News and on the Mercyworld.org website. To draw the process to a close and to prepare the Report, the Guiding Team met at MIC, from 27-31 March, 2017. The reflective review of the reports from the 265 groups showed common critical issues, visions, themes, and urgent calls for action across the globe.

Two key themes emerged: (i) displacement of persons, and (ii) degradation of Earth. In most instances, the two themes were intersecting with a focus on one leading to implications for the other. The table gives an indication of the distribution of the two themes and sub-themes across the various groups.

The review invited participants to imagine and commit to new action to bring about change. Such action could be at the local, regional, national and/or global levels. The groups identified a broad spectrum of such actions which were linked with either displacement of persons or degradation of Earth.

While most actions identified were local, a number by their very nature have global implications, such as displaced peoples (homeless, refugees or those forced to migrate because of Earthquakes, work and/or economics) and ecological devastation (water, litter, plastics, ecological debt, sustainability).

Issue	Combined Groups
<b>DISPLACED PERSONS</b>	<b>113</b>
Refugees/ Asylum Seekers	42
Homelessness	37
Dementia	4
Poverty	20
Human Trafficking	6
Violence/ Domestic Violence	4
<b>DEGRADATION OF Earth</b>	<b>152</b>
<b>Environmental Devastation</b>	<b>25</b>
Water	52
Sustainable Living	46
Fracking	6
Garbage/ Pollution	23
Total Groups	265



# Recommendations to MIA

The outcome of the Mercy International Reflection Process (MIRP) resulted in a number of recommendations to several stakeholders. Those specifically addressed to MIA are as follows:

- ▶ Acknowledge the insights, new relationships, interactions, new images of God and new actions that emerged from MIRP and communicate this good news throughout the Mercy world
- ▶ Inform the Mercy world that, through the work of the MIRP groups, a vision of Mercy Global Presence has emerged
- ▶ Develop ways of responding to the invitations to global action in response to “the cry of Earth and the cry of the Poor” emerging from the MIRP process. This in its turn will contribute to the emerging Mercy Global Presence
- ▶ Explore, in connection with other leadership teams, the promise and possibilities of the proposed vision of Mercy Global Presence. Help strengthen the vision
- ▶ Prepare, with other leadership teams, the strategy to begin and sustain the journey to this Mercy Global Presence
- ▶ Develop a mechanism through the Mercyworld.org website by which people can connect throughout the Mercy world on issues in an interactive way
- ▶ Continue to provide resources and opportunities for global engagement that help growth in understanding and the living out of a new theology
- ▶ Make Uber teleconferencing information available to groups in order to engage in the previous two actions
- ▶ Develop a directory on Mercyworld.org website of members of the global Mercy community (Sisters of Mercy, Associates and partners-in-Mercy) who are resource persons on various topics
- ▶ Explore ways in which some aspects of the MIRP proposals for international responses to “the cry of Earth and the cry of the Poor” could be incorporated into the work of Mercy Global Action internationally and at the United Nations with extended attention to issues of concern relating to refugees and to water.

As a result of this review, there is an imperative that the Mercy world continues its engagement with process flowing from the Mercy International Reflection Process. There is an awareness also that this cannot happen without the commitment of resources, both financial and personnel. **MIRP Guiding Team and Coordinators**



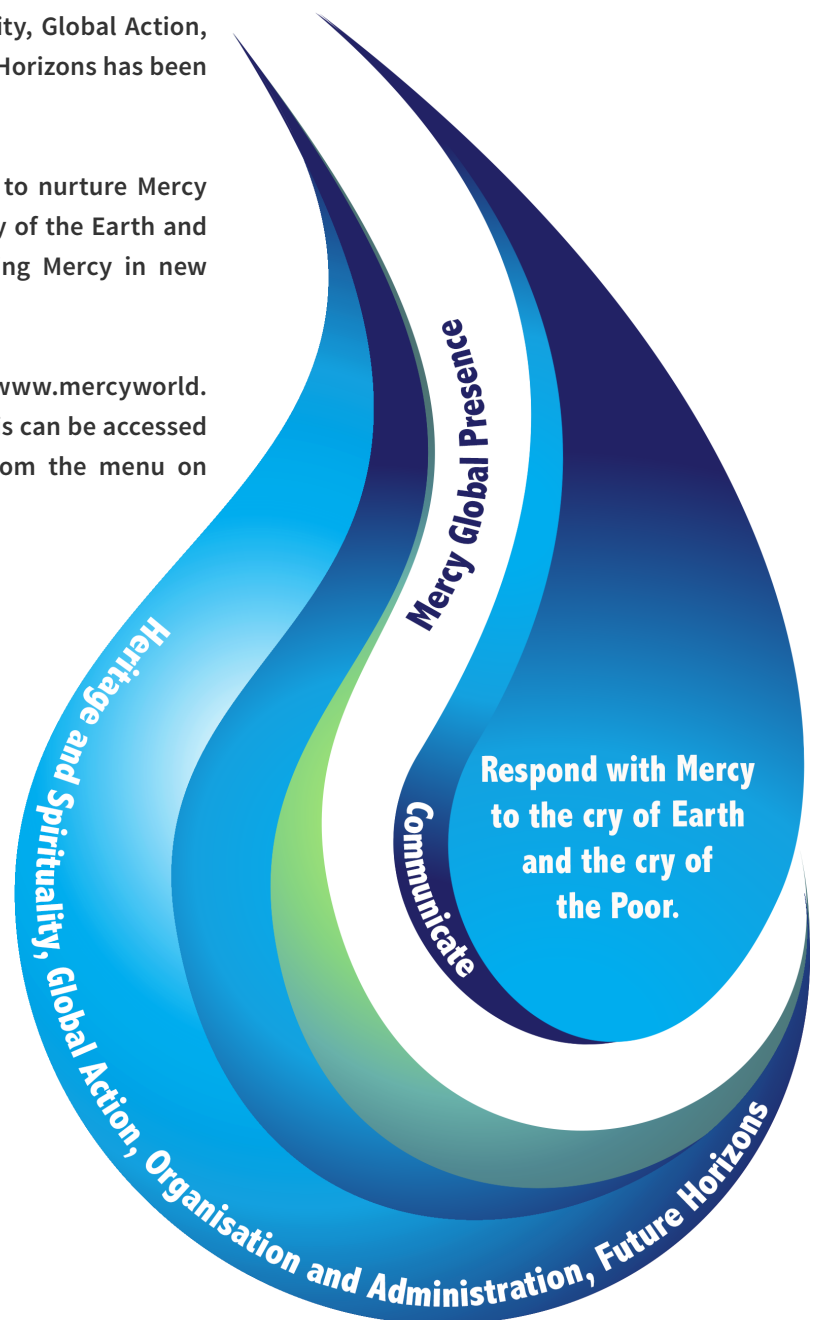
# Strategic Directions

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Arising from the Mercy International Reflection Process research, a plan detailing strategic directions (2017–2022) for four main areas: Heritage & Spirituality, Global Action, Organisation and Administration, Future Horizons has been developed.

The goal of these strategic directions is to nurture Mercy Global Presence that responds to ‘the cry of the Earth and the cry of the Poor today’, thus engaging Mercy in new challenges and in exploring new horizons.

Readers may wish to visit the website [www.mercyworld.org](http://www.mercyworld.org) to view the entire Strategic Plan. (This can be accessed by selecting *About MIA* and choosing from the menu on the right-hand side of the webpage)



# Overview

The House of Mercy that Catherine McAuley established opened the door of Mercy to those in need. It provided a home both for those who were Poor, and those who were committed to an emerging Mercy spirituality. This Mercy heritage is inspiration for contemporary and future Mercy mission and ministry. Today, through sacred listening and contemplative dialogue, an evolving Mercy spirituality responds to ‘the cry of Earth and the cry of the Poor’ in new ways.

To enable the mission of Mercy International Association to be achieved, good governance, effective management and efficient operations will be ensured.

Careful stewardship of the resources of Mercy International Association (charism, environment, human, financial, heritage, etc) will be undertaken so that the vision can continue to be implemented.

Catherine’s practical and systemic response to the injustices of her day inspires Mercy International Association to listen and to compassionately respond to ‘the cry of Earth and the cry of the Poor’ today. In response to the degradation of our common home and the massive displacement of people worldwide, Mercy International Association will actively address injustice, whilst advocating for systemic change at local and international levels.

Mercy International Association is committed to embracing the contemporary vision being articulated by the participants of the Mercy International Reflection Process and of those who engaged in the Strategic Planning Consultation Process and to follow the creative dynamic of the proposed Mercy Global Presence.



# Finances



## Financial Review

A key responsibility of MIA is to maintain 64A Baggot Street as the foundational source and flagship site of the Sisters of Mercy worldwide and as an ongoing support of the global Mercy Mission. The balance sheet in the financial statements presents this property and its fixtures, fittings and equipment as a tangible asset, valued at €5,475,348.

It is recognised that substantial funding is critical to meeting this responsibility. A large heritage building requires continual attention to maintain its fabric and to ensure compliance with current regulations relating to Building and Health and Safety Regulations.

MIA's objective to provide inspiration to Mercy worldwide also requires financial resourcing of programmes, of global action for justice, of communication and of heritage curating.

To achieve this objective the Board devised a fundraising strategy to establish an Endowment Fund, such that the yearly revenues would ensure the sustainability of operational costs into the future. This strategy was very successful in 2016 and continued into 2017.

MIA received donations towards the permanent endowment fund, the capital of which is to be preserved and the income interest applied to the operating costs as such it is treated as a Fixed Asset. €14,268,389 was received and the MIA Endowment Fund rose from €772,409 at the end

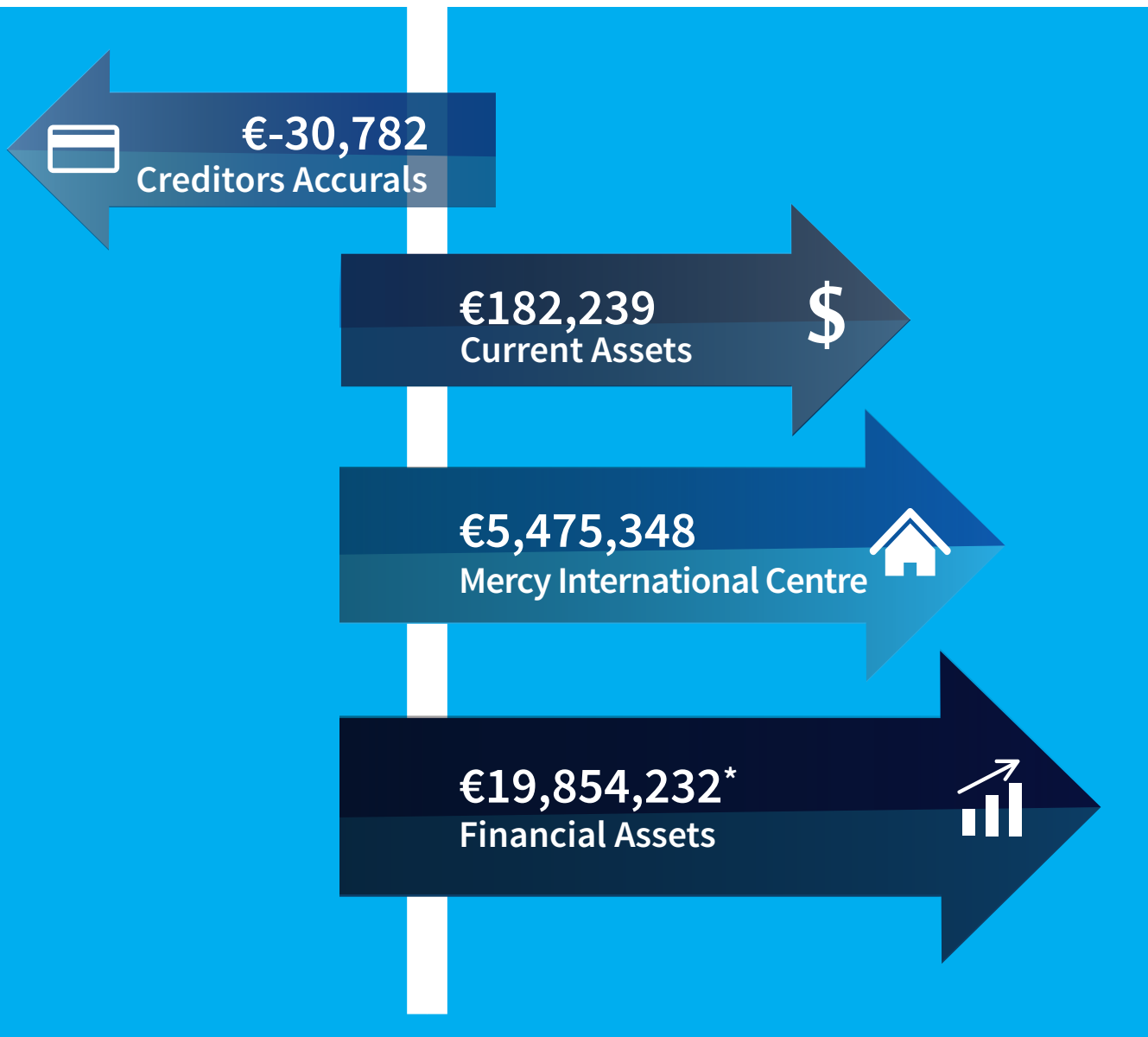
of 2016 to €15,342,083, including an interest gain of €202,285 during the year. The MIA Endowment Fund is presented as a separate reserve in the balance sheet. The total fund has been invested with third-party investment managers in a separate account from MIA's financial assets in accord with MIA's approved Investment Policy. Further funding is expected during 2018/2019 and the MIA Endowment Fund is forecast to achieve its target of €20 million by 2020.

In addition, MIA has now established a Phase 2 fundraising strategy designed to provide funding for upgrades to the facility and for capital projects to enhance 64A Lower Baggot St, and to develop programmes. In 2017, MIA received restricted donations of €1,434,863 of which €183,333 was dispersed during the year in accordance with the wishes of the Donors leaving a closing balance of €1,251,530. This is presented in the Financial Statements as a portion of a separate capital reserve of the company, valued at €4,513,149. This reserve has been built up prior to 2017 from grants and donations.

These funds in total amount to financial assets of €19,854,232.

Our current assets, comprise of shop stock to the value of €5,000, prepayments of insurance of €10,361 and cash in bank and in hand on 31 December 2017 of €166,878 totalling €182,239. Taking accruals of €30,782 into account the net current assets on that date were €151,457.

## Financial Assets



\* €4,513,149 Financial Assets + €15,341,083 MIA Endowment Fund

The balance sheet on page 119 indicates net assets of €25,481,037 with net current assets of €151,457. MIA had an opening deficit of €214,789 for the year before investment income of €345,087. The deficit included donations of €283,333.

## Ethical Investment Policy

MIA considers its investments in terms of ethical, social and environmental issues and its funds are managed to provide a reasonable return consistent with these considerations. The aim is to promote Mercy ethos through the investment practices and to balance the need for financial return with the aim of supporting only companies that operate in a manner consistent with MIA values.

In partnership with the investment managers, and observing the normal rules of sound financial management, MIA aims to invest in well-managed companies, with positive records in:

- ▶ advancement of women and under-represented populations,
- ▶ Board diversity,
- ▶ just employment practices and vendor standards,
- ▶ effective environmental policies to promote sustainability of life, especially water,
- ▶ protection of human rights,
- ▶ promotion of non-violence.

The investment manager has been instructed to avoid directly profiting from, or providing capital to, products, services or activities that are materially inconsistent with Mercy values, and/or are in danger of undermining the credibility and effectiveness of Mercy witness. A range of investment exclusions is therefore maintained.

## Reserves

MIA retains only sufficient reserves to ensure the sustainability of MIA's property and programmes, and to address critical issues to which MIA needs to respond. These enable the Sisters of Mercy, their associates and partners-in-Ministry to:

- ▶ develop a global sense of identity and interconnectedness in their Mercy activities;
- ▶ share the richness of Mercy heritage as a basis for formation, education, advocacy and communication;
- ▶ respond to issues of global poverty that

during 2017 focused on two intersecting themes which call for a response to displacement of persons and degradation of Earth.

Note 16 of the Audited financial statements as at 31 December 2017 outlines Reserves.

MIA received restricted funds and unrestricted funds during 2017. Restricted funds were those funds that the donor(s) gifted for a specific purpose and MIA applied those funds so as to comply with the donor(s) intent. Unrestricted funds fall into two categories.

- ▶ Funds Designated - by the Board for a specific purpose(s). These funds are not available for general usage.
- ▶ Funds General - these are funds available for general purpose use.

The Board reviews the level of reserves annually at the time of the adoption of the Annual Budget.

## Pension Scheme

MIA employs INVESCO to manage a defined benefit Pension Scheme for its employees to which both employer and employee make a contribution. The Pension Scheme is open to all employees but is not obligatory.

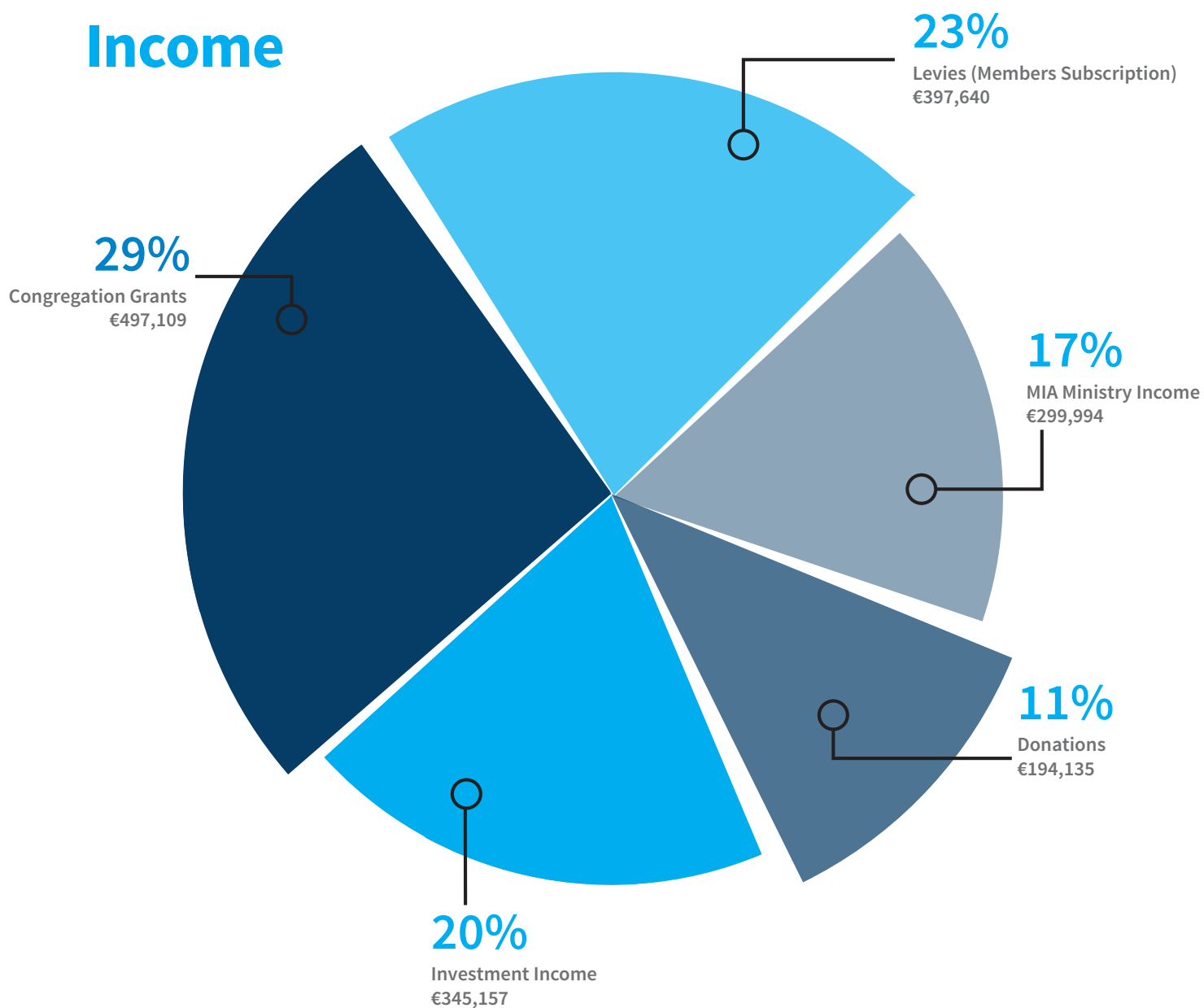
## Post Balance Sheet Events

There have been no events subsequent to the year-end that require any adjustments to or additional disclosure in 2017 financial statements.

## Into the Future

The Financial Year 2017 audited statements indicate that there is no significant doubt about MIA's ability to continue as a going concern. A clean audit was received. No MIA funds are in deficit and there are no subsidiaries connected with MIA. Accordingly, MIA continues to adopt the going concern basis in preparing the financial statements.

# Income

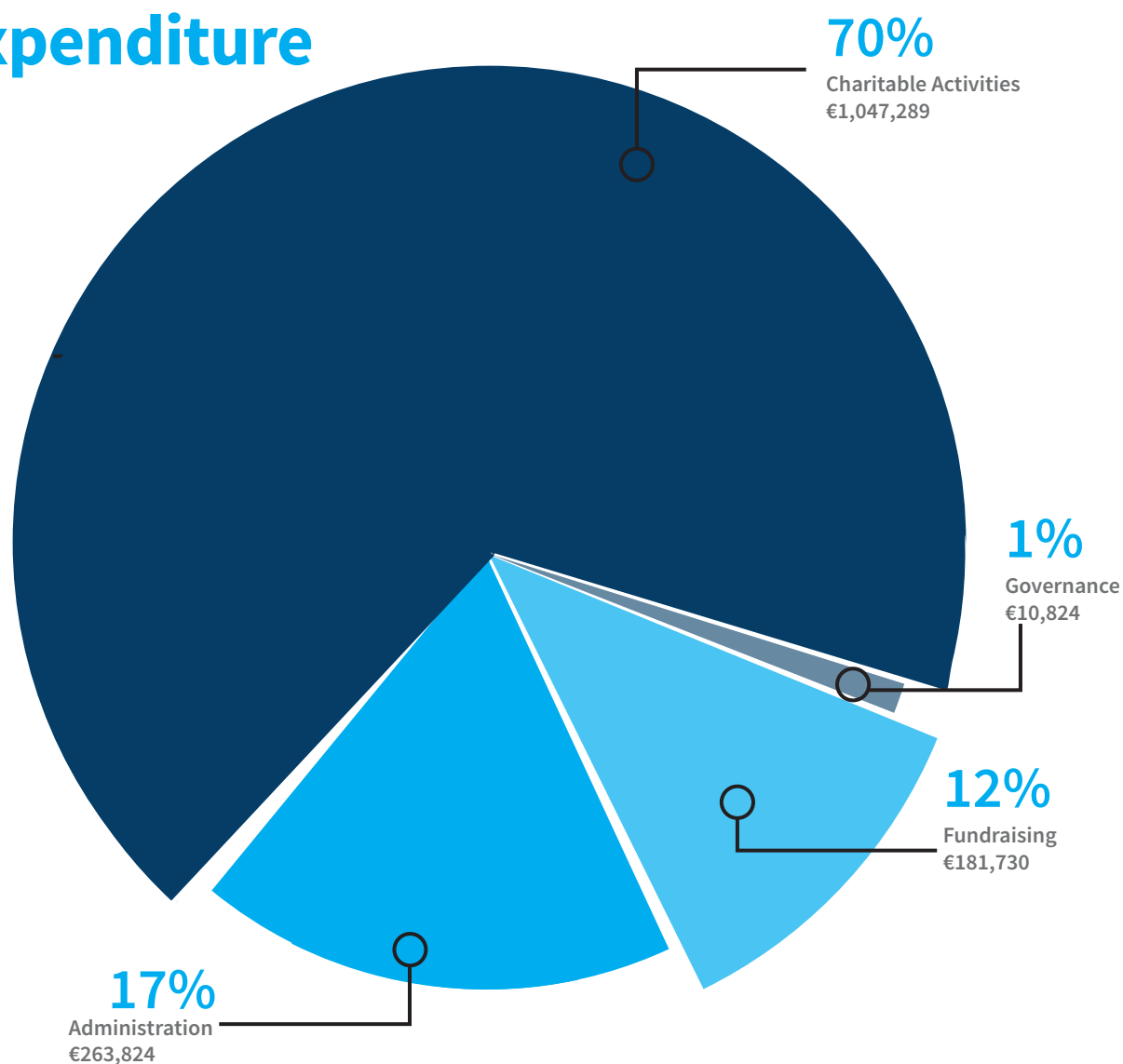


Our gross income for the year was €1,388,878 (gross income €891,769 + other operating income €497,108). There was additional investment income of €345,157. This latter is the major increase in income from the previous year and is mainly attributable to interest income on the MIA Endowment Fund.

Levies and Grants from Mercy Congregations to MIA were €894,749 (52%). The income from MIA ministries was €299,994 (17%) and donations, excluding the MIA Endowment Fund and the Reserve Fund were €194,135 (11%). This included €183,333 from a restricted donation which was then used in accordance with the Donor’s wishes.



## Expenditure



Our expenditure was €1,503,667, which gave a surplus for the year of €230,368. Taking account of the transfer of €183,333 from reserved funds, this amounted to a surplus of €47,035.

Fundraising will continue to be an aspect of MIA's activities, so as to ensure sustainability into the future. There are future plans to employ a full-time fundraiser when the contract for services with the Fundraising Consultancy CCS, employed to direct the establishment of the MIA Endowment Fund, expires in 2018.

The risk for the future is the volatility of world financial markets that can negatively affect investment interest, which will be the major source of funding going forward. The most significant challenge is the current uncertain environment for ongoing fundraising.

**The simplest and  
most practical  
lesson I know...is to  
resolve to be good  
today, but better  
tomorrow.**

Catherine McAuley to de Sales White  
February 28, 1841

# Plans for the future

**We built a house...  
now we will create a home.**





# Marking Progress

## We built a house

### Goal: 2012-2016

In the service of Mercy Mission, MIC activities were expanded to offer a diversity of programmes, to enhance communication and increase outreach efforts. Accommodation and Conference facilities were also upgraded.

### Outcomes

- ▶ There was a shared understanding of what MIA contributed to nourishing the Mercy Charism and advancing the mission of Mercy.
- ▶ There was an integrated network of communication across the Mercy Congregations/Institutes.
- ▶ MIA was recognised as an effective advocate for disadvantaged people and had a growing influence on identified issues of global poverty, displacement, human trafficking, right to water and good practice in the mining industry.
- ▶ MIA began engaging in new challenges and became more sustainable and viable.





# Future Horizons

## We will create a home

### Goal: 2017-2022

In the service of Mercy Mission we will actively engage and stand with the displaced peoples of our world and work for the protection of Earth. MIA will model a world of welcome, inclusion and care of our Common Home.

### Intended Outcomes

- ▶ MIC will become a home space of welcome and hospitality to vowed members, partners-in-Mercy, youth and young adults. It will upgrade heritage resources and provide a variety of programmes that inspire commitment to Mercy Mission. New conversations that explore an evolving Mercy spirituality will be supported. The resources of MIA will extend beyond the home space through the use of technology.
- ▶ MIA will respond to the cry of Earth, our common home, by working to transform systems that are causing ecological abuse, catastrophic climate change and unsustainable models of development and will develop policies and strategies that direct advocacy.
- ▶ MIA will champion inclusion, belonging and the security of a home in a world of displacement, homelessness and conflict and will oppose systems that fail to protect human rights.
- ▶ MIA will further develop interconnectedness and global family identity and promote its mission and ministry of MIA through an effective communications strategy and network.
- ▶ Through good governance, sound management, efficient operations and on-going fundraising, MIA's organisational structure will ensure that it is viable into the future and that its Mission and Ministry will continue in an effective and enriching way.



**There is very  
little good can  
be accomplished  
without the aid of  
money, we must  
look after it in small  
as well as in great  
matters.**

Catherine McAuley to Father James Maher  
January 10, 1838

# Financial Statements

# Financial statements for the financial year ended 31 December 2017

**Mercy International Association**  
**(A Company Limited by Guarantee and not having Share Capital)**  
**Company registration number: 194263**

- ❖ **Directors Report**
- ❖ **Directors responsibilities Statement**
- ❖ **Independent Auditor's Report**
- ❖ **Income & Expenditure**
- ❖ **Statement of Comprehensive Income**
- ❖ **Balance Sheet**
- ❖ **Stage of Changes in Funds**
- ❖ **Notes to the Financial Statement**



# Directors' Report

## Accounting records

The measures taken by the directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records are located at The Mercy International Centre, Lower Baggot St, Dublin 2.

## Relevant audit information

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

- so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

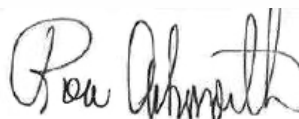
## Auditors

In accordance with Sections 380 to 385 of the Companies Act 2014, the auditors, Robert J. Kidney & Co , have indicated their willingness to continue in office.

This report was approved by the board of directors on 16 February 2018 and signed on behalf of the board by:



Margaret Casey R.S.M.  
Director



Ron Ashworth  
Director

# Directors' Responsibilities Statement

The directors are responsible for preparing the directors report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council, and promulgated by the Institute of Chartered Accountants in Ireland. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

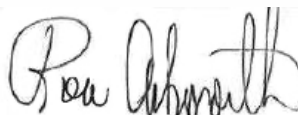
- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

*On behalf of the board:*



Margaret Casey R.S.M.  
Director



Ron Ashworth  
Director

16 February 2018

# Independent Auditors Report

## Robert J Kidney and Co

### Report on the audit of the financial statements

#### **Opinion**

We have audited the financial statements of Mercy International Association for the financial year ended 31 December 2017 which comprise the income and expenditure, statement of comprehensive income, balance sheet, statement of changes in funds and notes to the financial statements, including a summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2017 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other Information**

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, the directors' report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

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

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

**Respective responsibilities****Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

***The purpose of our audit work and to whom we owe our responsibilities***

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Kidney (Senior Statutory Auditor)

For and on behalf of  
Robert J. Kidney & Co  
Chartered Certified Accountants, and Statutory Auditors  
11 Adelaide Road  
Dublin 2

16 February 2018

# Income and Expenditure

## Financial year ended 31 December 2017

	Note	2017 €	2016 €
<b>Income</b>	4	891,769	745,016
<b>Gross income</b>		891,769	745,016
Operating expenses		(1,503,667)	(1,238,527)
Other operating income	5	497,109	497,082
<b>Operating (deficit)/surplus</b>	6	(114,789)	3,571
Income from other financial assets - endowment fund	8	200,285	-
Income from other financial assets - other investments	8	144,802	20,801
Other interest receivable and similar income	9	70	957
<b>Surplus for the financial year</b>		230,368	25,329

All the activities of the company are from continuing operations.

The company has no other recognised items of income and expenses other than the results for the financial year as set out above.

# Statement of Comprehensive Income

## Financial year ended 31 December 2017

	2017 €	2016 €
Surplus for the financial year	230,368	25,329
Transfer between reserves	(183,333)	332,861
<b>Total comprehensive income for the financial year</b>	47,035	358,190

# Balance Sheet

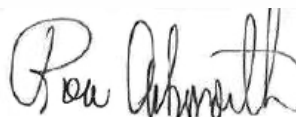
As at 31 December 2017

	Note	2017		2016	
		€	€	€	€
<b>Fixed assets</b>					
Tangible assets	10	5,475,348		5,444,716	
Financial assets	11	4,513,149		3,266,210	
Financial assets - endowment fund	11	15,341,083		772,409	
			25,329,580		9,483,335
<b>Current assets</b>					
Stocks	12	5,000		5,000	
Debtors	13	10,361		10,361	
Cash at bank and in hand		166,878		266,818	
			182,239		282,179
<b>Creditors: amounts falling due within one year</b>					
	14	(30,782)		(34,764)	
<b>Net current assets</b>			151,457		247,415
<b>Total assets less current liabilities</b>			25,481,037		9,730,750
<b>Net assets</b>			25,481,037		9,730,750
<b>Capital and reserves</b>					
Capital contributions	16	7,236,098		7,236,098	
Restricted endowment fund	16	15,341,083		772,409	
Restricted funds	16	1,251,530		-	
Retained surplus account	16	1,652,326		1,722,243	
<b>Members funds</b>			25,481,037		9,730,750

These financial statements were approved by the board of directors on 16 February 2018 and signed on behalf of the board by:



Margaret Casey R.S.M.  
Director



Ron Ashworth  
Director

# Statement of changes in funds

Financial year ended 31 December 2017

	Capital contributions	Restricted endowment fund	Restricted funds	Retained surplus account	Total
	€	€	€	€	€
<b>At 1 January 2016 (as previously reported)</b>	7,236,098	-	-	101,502	7,337,600
Prior period adjustments	-	-	-	1,595,412	1,595,412
<b>At 1 January 2016 (restated)</b>	7,236,098	-	-	1,696,914	8,933,012
Income for the financial year				25,329	25,329
Other comprehensive income for the financial year:					
Transfer of opening endowment funds previously presented as a current liability	-	332,861	-	-	332,861
<b>Total comprehensive income for the financial year</b>	-	332,861	-	25,329	358,190
Donations received during the year	-	439,548	-	-	439,548
<b>Total investments by and distributions to owners</b>	-	439,548	-	-	439,548
<b>At 31 December 2016 and 1 January 2017</b>	7,236,098	772,409	-	1,722,243	9,730,750
Income for the financial year				230,368	230,368
Other comprehensive income for the financial year:					
Transfer between reserves	-	300,285	(183,333)	(300,285)	(183,333)
<b>Total comprehensive income for the financial year</b>	-	300,285	(183,333)	(69,917)	47,035
Donations received during the year	-	14,268,389	1,434,863	-	15,703,252
<b>Total investments by and distributions to owners</b>	-	14,268,389	1,434,863	-	15,703,252
<b>At 31 December 2017</b>	7,236,098	15,341,083	1,251,530	1,652,326	25,481,037

# Notes to the financial statements

## Financial year ended 31 December 2017

### 1. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

### 2. Accounting policies

#### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income and expenditure.

The financial statements are prepared in Euro, which is the functional currency of the entity.

The directors have invoked the true and fair view override with regard to the profit and loss and balance sheet formats in Schedule 3 of the Companies Act 2014 as permitted in Section 3.4 of FRS 102 and Section 291(5) of the Companies Act 2014. This has resulted in the use of descriptive terms in the profit and loss account more suited to the entity. Given that the company is a company limited by guarantee, the capital and reserves section of the balance sheet has been adapted accordingly to reflect this fact.

The directors consider that the layout adopted more correctly reflects the nature of the entity given that the entity is a not-for-profit organisation which is limited by guarantee. To use the formats set out in Schedule 3 of Companies Act 2014 and Section 4 and 5 of FRS 102 would not result in the financial statements showing information that would provide information relevant to the understanding of the directors and the performance and financial position of the charity.

#### Income

All incoming resources are included in the Income and expenditure account when the company is entitled to the income, the amount can be quantified with reasonable accuracy and it is probable the income will be received.

#### Taxation

No charge to current or deferred taxation arises as the company has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997. Irrecoverable value added tax is expended as incurred.

#### Tangible assets

Tangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated depreciation and impairment losses.

Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in capital and reserves, except to the extent it reverses a revaluation decrease of the same asset previously recognised in income and expenditure. A decrease in the carrying amount of an asset as a result of revaluation is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in capital and reserves in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation gains accumulated in capital and reserves in respect of that asset, the excess shall be recognised in income and expenditure.



**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fittings fixtures and equipment	- 20%	reducing balance
Motor vehicles	- 20%	reducing balance

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of tangible assets, the depreciation is revised prospectively to reflect the new estimates.

**Financial assets**

Financial assets are initially recorded at cost, and subsequently stated at cost less any provision for diminution in value. Listed investments are measured at fair value with changes in fair value being recognised in income and expenditure.

**Impairment**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

When it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

**Stocks**

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stocks to their present location and condition.

**Financial instruments**

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in income and expenditure.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in income and expenditure.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in income and expenditure, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

**3. Limited by guarantee**

The organisation is a charitable company limited by guarantee. The company does not have a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding €1.27.

**4. Income**

The whole of the turnover is attributable to the principal activity of the company which is wholly undertaken in Ireland.

<b>5. Other operating income</b>		
	<b>2017</b>	2016
	€	€
Generated support	497,109	497,082
	<u>          </u>	<u>          </u>
<b>6. Operating income</b>		
Operating income is stated after charging/(crediting):		
	<b>2017</b>	2016
	€	€
Depreciation of tangible assets	41,719	34,061
(Gain)/loss on disposal of tangible assets	-	(200)
	<u>          </u>	<u>          </u>
<b>7. Staff costs</b>		
The average number of persons employed by the company during the financial year was as follows:		
	<b>2017</b>	2016
	<b>Number</b>	<b>Number</b>
Administrative	7	6
	<u>          </u>	<u>          </u>
The aggregate payroll costs incurred during the financial year were:		
	<b>2017</b>	2016
	€	€
Wages and salaries	159,332	155,135
	<u>          </u>	<u>          </u>
No employee received employee benefits excluding employer pension costs of more than €70,000 in the year (2016: Nil).		
<b>8. Income from other financial assets</b>		
	<b>2017</b>	2016
	€	€
Dividends - listed	30,779	-
(Loss) / gain on disposal - listed	(31,091)	-
Gain on disposal - unlisted	-	1,262
Gain on fair value adjustment - listed	345,399	19,539
	<u>          </u>	<u>          </u>
	<u>345,087</u>	<u>20,801</u>
<b>9. Other interest receivable and similar income</b>		
	<b>2017</b>	2016
	€	€
Bank deposits	70	957
	<u>          </u>	<u>          </u>

**10. Tangible assets**

	Freehold property	Fixtures, fittings and equipment	Motor vehicles	Total
	€	€	€	€
<b>Cost</b>				
At 1 January 2017	5,308,473	751,992	-	6,060,465
Additions	-	72,351	-	72,351
Disposals	-	-	-	-
<b>At 31 December 2017</b>	<b>5,308,473</b>	<b>824,343</b>	<b>-</b>	<b>6,132,816</b>
<b>Depreciation</b>				
At 1 January 2017	-	615,749	-	615,749
Charge for the financial year	-	41,719	-	41,719
Disposals	-	-	-	-
<b>At 31 December 2017</b>	<b>-</b>	<b>657,468</b>	<b>-</b>	<b>657,468</b>
<b>Carrying amount</b>				
<b>At 31 December 2017</b>	<b>5,308,473</b>	<b>166,875</b>	<b>-</b>	<b>5,475,348</b>
	Freehold property	Fixtures, fittings and equipment	Motor vehicles	Total
	€	€	€	€
<b>Cost</b>				
At 1 January 2016	5,308,473	751,992	12,675	6,073,140
Additions	-	-	-	-
Disposals	-	-	(12,675)	(12,675)
<b>At 31 December 2016</b>	<b>5,308,473</b>	<b>751,992</b>	<b>-</b>	<b>6,060,465</b>
<b>Depreciation</b>				
At 1 January 2016	-	581,688	12,199	593,887
Charge for the financial year	-	34,061	-	34,061
Disposals	-	-	(12,199)	(12,199)
<b>At 31 December 2016</b>	<b>-</b>	<b>615,749</b>	<b>-</b>	<b>615,749</b>
<b>Carrying amount</b>				
<b>At 31 December 2016</b>	<b>5,308,473</b>	<b>136,243</b>	<b>-</b>	<b>5,444,716</b>

**11. Financial assets**

	Other investments other than loans	Endowment fund	Total
	€	€	€
<b>Cost</b>			
At 1 January 2017	3,266,210	772,409	4,038,619
Additions	1,276,333	14,368,389	15,644,722
Disposals	(173,698)	6,990	(166,708)
Fair value adjustments	115,822	229,617	345,439
Other movements	-	(36,322)	(36,322)
<b>At 31 December 2017</b>	<b>4,484,667</b>	<b>15,341,083</b>	<b>19,825,750</b>
<b>Provision for diminution in value</b>			
At 1 January 2017	-	-	-
Other movements	28,482	-	28,482
<b>At 31 December 2017</b>	<b>28,482</b>	<b>-</b>	<b>28,482</b>
<b>Carrying amount</b>			
<b>At 31 December 2017</b>	<b>4,513,149</b>	<b>15,341,083</b>	<b>19,854,232</b>
<b>Cost</b>			
At 1 January 2016	3,665,560	-	3,665,560
Additions	4,011,257	439,548	4,450,805
Disposals	(4,105,108)	-	(4,105,108)
Fair value adjustments	19,539	-	19,539
Transfers	(332,861)	332,861	-
Other movements	7,823	-	7,823
<b>At 31 December 2016</b>	<b>3,266,210</b>	<b>772,409</b>	<b>4,038,619</b>
<b>Provision for diminution in value</b>			
At 1 January 2016	-	-	-
Other movements	-	-	-
<b>At 31 December 2016</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Carrying amount</b>			
<b>At 31 December 2016</b>	<b>3,266,210</b>	<b>772,409</b>	<b>4,038,619</b>

The endowment fund represents restricted donations and bequests relating to the long term funding of Mercy International Association. The capital element of the fund generally may not be used and the income is limited to the operation of the company's activities.

**12. Stocks**

	2017 €	2016 €
Finished goods and goods for resale	5,000	5,000

**13. Debtors**

	2017 €	2016 €
Prepayments	10,361	10,361

**14. Creditors: amounts falling due within one year**

	2017 €	2016 €
Accruals	30,782	34,764

**15. Financial instruments**

The carrying amount for each category of financial instruments is as follows:

	2017 €	2016 €
<b>Financial assets measured at fair value through profit or loss</b>		
Investments	4,513,149	3,266,210
Endowment fund	15,341,083	772,409
	<u>19,854,232</u>	<u>4,038,619</u>
<b>Financial assets that are debt instruments measured at amortised cost</b>		
Cash at bank and in hand	166,878	266,818



## 16. Reserves

- Capital contributions represent initial funding gifts from Congregations of the Sisters of Mercy toward the establishment of the company. It has three separate components:

The building at 64A, Lower Baggot Street was gifted as a reserved gift to the company by the Sisters of Mercy, Lower Baggot Street, Dublin. The estimated value of the gift in 1993 was €1,904,610. In the event of the cessation of use by the company of the premises, a decision of the company to withdraw from the premises or the winding up of the company the property shall be reconveyed to a company of the Congregation of the Sisters of Mercy, or its successors.

Members made capital contributions towards the restoration of the Mercy International Centre at 64A Lower Baggot St of €2,982,447.

Members made capital contributions of toward funding the ongoing activities of the Mercy International Association of €2,349,041.

- Endowment reserves represent permanent endowments gifted to the company. The capital element of the endowments generally may not be used and the income from the endowment funds may be solely used in relation to the company's operating activities.

- Restricted funds - this represents donations made to the company that may only be applied to specific purposes.

The retained surplus account represents the accumulated surplus of the company.

## 17. Controlling party

The members of the company are all members of the Sisters of Mercy.

## 18. Approval of financial statements

The board of directors approved these financial statements for issue on 16 February 2018.

# Glossary

**MIA: Mercy International Association:** Mercy International Association, established in 1992, is an organisation of the leaders of Mercy Congregations, Institutes and Federations throughout the world, founded to serve the Sisters of Mercy, their associates and colleagues in ministry.

**MIC: Mercy International Centre:** The first house of Mercy built by Catherine McAuley in response to the needs of the poor of Dublin in 1827. After the establishment of MIA, it became a Centre of Hospitality, Heritage, Pilgrimage and Renewal for the Mercy family from all over the world.

**MIRP: Mercy International Reflection Process:** This was a Review process to research current critical global needs calling for a Mercy response. The process engaged participants in four movements which are cyclical: **beginning with experience;** (e.g. homelessness); **analysing that experience** in a broader context;(economic, social, political underpinnings of the issue); **engaging the wisdom traditions** in light of the analysis; (seeking guidance from the Christian and Mercy tradition in making an appropriate response to the issue); **concluding with an articulation** of a vision that finds expression in new actions to bring about change.

**MGP: Mercy Global Presence:** Out of the MIRP process in which research groups engaged came a focus on two key themes: (i) displacement of persons, and (ii) degradation of Earth  
The very engagement in the Mercy International Reflection Process gave glimpses of what an intentional entity, Mercy Global Presence, would look like. It would be an organic entity linking congregations/ institutes, individual Sisters of Mercy and Associates, partners-in-Mercy, and Mercy International Association in creative and energising ways to address the issue of displacement of peoples by championing inclusion and the issue of degradation of Earth by championing care of our common home – the Earth

**The Beijing Declaration and Platform for Action:** is the most progressive blueprint ever for advancing women's rights. As a defining framework for change, the Platform for Action (1995) made comprehensive commitments under 12 critical areas of concern and it remains a powerful source of guidance and inspiration.  
The Platform for Action imagines a world where each woman and girl can exercise her freedoms and choices, and realise all her rights, such as to live free from violence, to go to school, to participate in decisions and to earn equal pay for equal work.

**The Commission for Social Development:** is one of the ten functional commissions established by the United Nations Economic and Social Council (ECOSOC) since 1946 to advise and assist it in carrying its work. It meets once a year at the United Nations Headquarters in New York City, usually in February for about two weeks. At

the 2017 meeting, it was stressed that the 2030 Agenda was inextricably linked to the rights of women, young people, older persons, indigenous people, persons with disabilities and other vulnerable groups. Those groups continued to disproportionately face major obstacles to their development, while people living in extreme poverty lacked the political power and equal opportunities to take charge of their destiny. MIA participates in this commission.

**The Commission on the Status of Women (CSW):** is the principal global intergovernmental body exclusively dedicated to the promotion of gender equality and the empowerment of women. The CSW is instrumental in promoting women's rights, documenting the reality of women's lives throughout the world, and shaping global standards on gender equality and the empowerment of women. In 1996, ECOSOC expanded the Commission's mandate and decided that it should take a leading role in monitoring and reviewing progress and problems in the implementation of the Beijing Declaration and Platform for Action. The Priority theme in 2017 was women's economic empowerment in the changing world of work. MIA actively engages in this commission.

**ECOSOC:** The Economic and Social Council (ECOSOC) is the United Nations' central platform for reflection, debate, and innovative thinking on sustainable development

**ECOSOC Status:** This is a Consultative status which provides NGOs (Such as MIA) with access to not only ECOSOC, but also to its many subsidiary bodies, to the various human rights mechanisms of the United Nations, ad-hoc processes on small arms, as well as special events organised by the President of the General Assembly.

**The European Economic Area (EEA):** unites the EU Member States and the three EEA EFTA States (Iceland, Liechtenstein, and Norway) into an Internal Market governed by the same basic rules. These rules aim to enable goods, services, capital, and persons to move freely about the EEA in an open and competitive environment.

**The Global Compact for Safe, Orderly and Regular Migration (GCM):** is expected to be the first, intergovernmental negotiated agreement, prepared under the auspices of the United Nations, to cover all dimensions of international migration in a holistic and comprehensive manner. It presents a significant opportunity to improve the governance on migration, to address the challenges associated with today's migration, and to strengthen the contribution of migrants and migration to sustainable development. The process to develop this global compact for migration started in April 2017. The General Assembly will then hold an intergovernmental conference on international migration in December 2018 with a view to adopting the global compact. MIA is participating in the preparatory work for this conference.

**Laudato si':** The second encyclical of Pope Francis, which has the subtitle “On Care For Our Common Home”. In it, the Pope critiques consumerism and irresponsible development, laments environmental degradation and global warming, and calls all people of the world to take “swift and unified global action”.

**NGO:** a non-profit organisation that operates independently of any government, typically one whose purpose is to address a social or political issue. MIA is an NGO.

**Post-2015 Development Agenda:** The Post-2015 Development Agenda was a process from 2012 to 2015 led by the United Nations to define the future global development framework that would succeed the Millennium Development Goals. The new framework, starting from 2016 is called Sustainable Development Goals.

**Season of Creation:** The Season of Creation is celebrated by Christian churches around the globe who are united with one purpose: to steward the Earth.

**Side Events:** The programme of side events, or activities organised outside the formal programme of the session of the Commission, provides an excellent opportunity for NGOs, such as MIA to discuss themes of the Commission and other critical gender equality issues. MIA hosts a number of these side events at the time the commission is in session.

**The Sustainable Development Goals (SDG's):** otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDG's are also known as “Transforming our World: the 2030 Agenda for Sustainable Development” or 2030 Agenda in short. The goals were developed to replace the Millennium Development Goals (MDG's) which ended in 2015.

**Theological Reflection:** The subject matter on which theological reflection focuses is the great human problems of the day as, for instance, war, oppression, poverty, pollution, and the breakdown of human community on various levels. It involves drawing on the Christian and Mercy traditions to provide paradigms or guidelines for the present, and it draws out practical implications for Christian and Mercy response to current situations.



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**Catherine has been drawing her far-flung Mercy family home – home to the original source of inspiration and home to one another.**

Sr Mary Trainer at the opening of Mercy International Centre, July 1994.





### Registered Office

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### Company Details

Registered Company Number 194263  
CHY Number 10078  
Charity Registered Number 2002547