



Strategy

2023 - 2028

 **missio**
IRELAND

Introduction

Missio Ireland is pleased to present our strategy (2023 to 2028) building on our significant progress in recent years while challenging ourselves to ensure that awareness and support for the missions overseas continues to engender the kindness and generosity of Irish people.

Missio Ireland is proud to be the Holy Father's official charity for overseas mission and part of a global network serving the Church in over 120 countries. We strive to help the Church to share the joy of the Gospel.

Overseas missionaries fulfil much more than just the spiritual needs for some of the world's poorest people. They also provide practical and social support, offering struggling communities the skills and tools they need to relieve poverty and injustice. More urgently, this could be medical supplies or vaccinations to protect communities from diseases and viruses or providing feeding and education programmes.

Missio Ireland is a community to which people want to belong, continuously motivated by our collective passionate purpose to drive positive change in the areas of the world that need it most.



Our Mission

“Supporting Mission Worldwide”

Building and Growing by supporting missionaries and funding Church projects overseas.

Training and Education by training the next generation of sisters, priests, brothers and lay catechists.

Children helping children by young people sharing hope and solidarity with the world’s poorest children.

Prayer and mission by nurturing the missionary spirit through prayer, faith formation and education.



Our Values

Missio Ireland's values are the qualities and principles by which our work is guided. We work to ensure that our values are reflected in our actions, behaviours and decision-making.

At our core, we believe in creating a community that embodies respect, solidarity, integrity, justice, compassion, and transparency. We are committed to treating all individuals with dignity and respect, valuing their unique perspectives and experiences. We stand in solidarity with those who face discrimination and oppression, and we strive to create a world where everyone has equal access to opportunities and resources.

We uphold the highest standards of integrity, acting with honesty and accountability in all that we do. We believe in promoting justice, fairness, and equality for all.

We approach all situations with compassion, empathy, and understanding, recognising the inherent worth and value of every human being. We believe in the importance of subsidiarity, which calls us to empower individuals and communities to take ownership of their own lives and address the issues that affect them.



Our Values

Respect

At Missio Ireland, respect is at the heart of everything we do. We strive to treat all people with the utmost respect, regardless of their background or circumstances. We are dedicated to promoting a culture of respect within our organisation and in the communities we serve.

We recognise that the impacts of climate change disproportionately affect the most vulnerable communities, and we believe that environmental justice is an essential aspect of respect. We are committed to promoting equitable access to clean air, water, and other natural resources, and we work to address the root causes of environmental degradation and climate change.

By showing respect for the environment and taking meaningful action to protect it, we hope to create a more just, equitable, and sustainable world.



Our Values

Solidarity

We embrace the value of solidarity.

We believe that we are all connected, and that by working together and supporting one another, we can achieve great things. We stand in solidarity with those who are marginalised, oppressed, or facing injustice, and we are committed to working alongside them to create a more equitable and just world. We are guided by the teachings of Jesus Christ, who calls us to love our neighbour as ourselves.

We believe that solidarity requires us to listen, to learn, and to act with empathy and compassion. It requires us to put aside our own interests and to work for the greater good. We are proud to stand in solidarity with our fellow human beings, and we will continue to work tirelessly to promote justice, equity, and compassion for all.



Our Values

Integrity

Integrity is at the core of Missio Ireland.

We believe in the importance of honesty, transparency, and accountability in all that we do. We are committed to acting with integrity in our interactions with others, and to upholding the highest standards of ethical behaviour.

We believe that integrity is not only about doing what is right when it is easy, but also about doing what is right when it is difficult. We hold ourselves to the highest standards of integrity and we strive to maintain the trust of those we work with, serve, and support.

We believe that integrity is essential for building strong relationships and for creating a culture of trust and respect. We are proud to stand behind our actions and decisions, knowing that they are guided by our commitment to integrity.



Our Values

Justice

We believe that all individuals have a right to fair and equal treatment, regardless of their background, status, or circumstances. We are guided by the Catholic Social Teaching principles of solidarity, subsidiarity, and the common good, which call us to work towards a more just and equitable society.

We are committed to promoting social justice by advocating for policies and practices that eliminate discrimination, inequality, and oppression. We believe that justice is not only about punishing wrongdoing, but also about creating a world that values and protects the rights of all people.

We are dedicated to working towards a world where justice is accessible to everyone, regardless of their race, gender or any other characteristic.



Our Values

Compassion

We believe that compassion is a fundamental value that should guide all of our actions and interactions. We believe that by showing compassion, we can build connections and foster a sense of belonging and community.

Missio Ireland is committed to promoting compassion in all aspects of our work. We are dedicated to serving those in need, and we recognize that compassion is essential to providing effective and meaningful support. We are inspired by the example of Jesus Christ, who showed us the power of compassion and love. We believe that by embodying these values in all that we do, we can make a meaningful difference in the lives of those in need and create a more compassionate and caring world.



Our Values

Transparency

We hold ourselves to the highest standards of honesty, ethics, and accountability, and we believe that these values are essential to building trust and credibility. We are committed to being transparent and truthful in all of our interactions and communications. We believe that by upholding our values and commitments, we can build lasting relationships and make a meaningful impact in the world. We are dedicated to using resources effectively and responsibly, and we believe that transparency is an essential component of responsible stewardship.

We are committed to being transparent about our finances, including our fundraising and expenditures, and we strive to ensure that our resources are used in a manner consistent with our values and mission.





Our
strategic
objectives

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OBJECTIVE:

Build awareness of mission worldwide to create a more engaged and supportive community that is committed to promoting justice, compassion, and solidarity in the world.

Awareness
and
Connection

TO MEET THIS OBJECTIVE:

1. Community engagement in Ireland - hosting events and activities that bring communities together to learn more about the missionary's work building a sense of connection and solidarity. Continued interaction with the appointed Diocesan Directors to support their promotion of mission in their dioceses.
2. Continued interaction and connection with the global Missio community and other Missio offices and personnel to share best practice and innovation.
3. Mission Month/Sunday: Collaborate at Diocesan and Parish levels to build support for the missionary's work and to reach new audiences.
4. Develop a digital strategy: Create a social media campaign that highlights the work of the overseas missionaries and showcases the impact of their work on the community they serve. Build a mailing list of supporters and donors who are interested in the missionary's work, and keep them updated with regular newsletters, emails, etc.
5. Provide volunteer opportunities: Offer opportunities for volunteers to get involved with Missio's work, whether through fundraising, organising events, or volunteering on the ground overseas.

OBJECTIVE:

Make the best use of fundraising opportunities while aggressively managing costs to ensure we maximise our monetary contribution to support overseas missionary projects.

Financial Management

TO MEET THIS OBJECTIVE:

1. Annual Budgets: We will continue to agree at Board level goals for income and expenditure to inform annual budgets against which actual v budgeted performance will be tracked and reported throughout each year. Fundamental to our budget process is the desire to maximise our contributions to support overseas projects.
2. Financial Policies and Procedures: Continue to monitor and refine financial policies and procedures in place to ensure that all financial transactions are handled correctly.
3. Internal Controls: Continue to monitor and refine checks and balances designed to prevent fraud, errors, and other financial problems. We will ensure we have sufficient internal controls to safeguard our assets and ensure that all financial transactions are accurate and complete.
4. Communicate with Stakeholders: We will ensure that all stakeholders are informed about our financial situation. We believe regular communication can help build trust and confidence in Missio and ensure that everyone is working towards the same financial goals.
5. Ongoing update of our Financial Management plan: We will ensure that all aspects of financial management are reviewed and updated regularly to ensure that it remains relevant and effective.

OBJECTIVE:

To engage and educate young people about our mission by developing and implementing a targeted outreach program that increases awareness of our mission among this demographic and encourages their involvement in our efforts.

Youth
&
Education

TO MEET THIS OBJECTIVE:

- 1. Develop a Youth Outreach Strategy:** Identify the key youth demographics we want to engage with (e.g., school students, university students, young professionals, etc.). Determine the best channels to reach these demographics (e.g., social media, schools, youth organisations, etc.). Define the key messages and educational resources that will be used to engage and educate young people about Missio Ireland.
- 2. Develop Educational Resources:** Develop age-appropriate educational resources and materials that explain our mission, the work we do, and how young people can get involved. Create interactive and engaging materials such as videos, infographics, quizzes, competitions and social media campaigns to appeal to young people. Ensure that all materials are aligned with the Missio's brand, values, and messaging.
- 3. Partner with Schools and Youth Organizations:** Reach out to schools, universities, and youth organisations to establish partnerships and collaborate on educational events and programs. Offer to deliver educational workshops, presentations, and guest speaking opportunities to engage young people and increase their understanding of our mission. Provide volunteering and internship opportunities to encourage young people to get involved and make a difference.
- 4. Utilise Social Media:** Create and maintain social media accounts on platforms popular with young people. Develop social media campaigns that highlight our mission and encourage young people to get involved. Use social media to showcase the impact we are making and share success stories to motivate and inspire young people.

OBJECTIVE:

To support our people within Missio, by implementing a comprehensive and effective development program that enables our employees and volunteers to enhance their skills, knowledge, and capabilities, and supports their personal and professional growth.

Supporting
our
People

TO MEET THIS OBJECTIVE, WE WILL:

1. **Conduct a Needs Assessment:** Determine the development needs of our employees and volunteers through surveys, feedback sessions, and performance evaluations to identify the skills, knowledge, and capabilities that are required for our employees and volunteers to perform their roles effectively and advance in their careers. Use this information to develop a training and development program that meets the specific needs of our people and our strategic objectives.
2. Develop a budget for the program and allocate resources accordingly.
3. Communicate the program to all employees and volunteers and encourage their participation. Deliver training and development opportunities through a variety of methods and formats.
4. **Foster a Culture of Continuous Learning and Development:** Encourage employees and volunteers to share knowledge, skills, and best practices with each other through peer-to-peer learning and mentoring.
5. **Measure and Evaluate:** Regularly measure the impact of the development program through surveys, feedback sessions, and performance evaluations.



Key Performance Indicators

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KEY PERFORMANCE INDICATORS

Awareness and Connection

- 1.Reach: The number of people who have been exposed to Missio's message or branding.
- 2.Social Media Engagement: Measure the number of likes, comments, shares, and followers on our social media pages to evaluate the level of engagement with our message.
3. Donor Retention: Track the number of donors who continue to support Missio on a regular basis to determine the level of connection they feel with our mission.
4. Volunteer Retention: Measure the number of volunteers who continue to support our charity on a regular basis to gauge their level of connection to our mission.

Financial Management

- 1.Revenue Growth: Track the growth of our charity's revenue over time to ensure that we are generating sufficient funds to support our mission.
- 2.Cost Management: Monitor and manage our expenses to ensure that we are maximising our resources and minimising unnecessary costs.
3. Budget Variance: Compare our actual expenses and revenue to our budgeted amounts to ensure that we are managing our finances effectively and making informed decisions
4. Compliance: Ensure that our charity is compliant with all relevant financial regulations, laws, and reporting requirements.

KEY PERFORMANCE INDICATORS

Youth and Education

- 1.School engagement: Track the number of schools, universities and youth organisations engaging in outreach activities.
- 2.Volunteers: Monitor the number of, and retention of volunteers. This will include a qualitative assessment of their ongoing commitment to our mission.
- 3.Educational material: Ongoing evaluation of the effectiveness of educational material and it's impact on engagement. This will include volume of signups to email newsletters, open rates and audience feedback.
4. Events: Number of school, university and youth organisation events at diocesan and parish level to include participation levels, youth engagement and where feasible, youth led initiatives.

Supporting our People

- 1.Organisational and strategic alignment: Ongoing monitoring to ensure the organisation has sufficient internal resources, whether employed or volunteer based, to deliver strategic objectives.
- 2.Employee performance: Frequent measurement through surveys and performance management to ensure employees are clear on what's expected from them to have the appropriate skills and tools to deliver.
3. Missio Values: Ongoing monitoring to ensure our values are lived by Missio's Board, management, employees and volunteers.
4. Employees Satisfaction: Monitoring employee's engagement and satisfaction levels to ensure we are seen as an employer of choice with 'great place to work' values and policies.. Additional measurements such as retention levels, insights gained through exit interview will also inform this overall KPI which will be evaluated at least annually.



Compliance Statement

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COMPLIANCE STATEMENT

Missio Ireland is committed to complying with all relevant legal and regulatory requirements governing its operations in Ireland. We are dedicated to maintaining the highest standards of governance and transparency in all aspects of our work.

As a registered charity, we comply with the requirements of the Charities Regulator, including the submission of annual reports and financial statements. We also adhere to the Charities Governance Code, which sets out best practice standards for good governance in the charity sector.

In addition, we comply with all relevant employment and health and safety legislation, and we are committed to safeguarding the welfare of our employees, volunteers, and beneficiaries.

We have implemented robust financial management and control systems to ensure the proper stewardship of the funds entrusted to us by our supporters and donors. We maintain accurate and up-to-date financial records, which are subject to independent external audit.

We are committed to maintaining the highest standards of ethical fundraising and donor care. We comply with the requirements of the Charities Regulator's Guidelines for Charitable Organisations on Fundraising from the Public and the Data Protection Commission's guidelines on data protection and direct marketing.

We are committed to continuous improvement and regularly review our policies and procedures to ensure that we are operating in accordance with best practice standards and fulfilling our obligations to our stakeholders.

Archbishop Kieran O'Reilly, SMA (Chair of Missio Ireland)

Implementation & Reporting

This is a 5 year strategy so we are mindful of the need for ongoing monitoring so we can respond to changing dynamics and circumstances. To this end, agility is built into our implementation planning and review processes.

Should any changes or fine-tuning be required, they will be approved by the board and communicated throughout the organisation. .

Missio Ireland's Board share responsibility for the strategic and future direction of Missio and for the effective and efficient delivery of this plan. Ensuring the highest standards of corporate governance are maintained, the board is supported by Missio's National Director and Missio staff through updates at all board meetings on strategic, financial and operational matters..

We will continue to develop our board agenda and board reporting to incorporate greater emphasis on oversight of the execution of this strategic plan.





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