

# STRATEGIC PLAN

MARY WARD INTERNATIONAL AUSTRALIA

2021 - 2024



[WWW.MWIA.ORG.AU](http://WWW.MWIA.ORG.AU)



## OUR VISION

*A just world where women share leadership, children thrive, and communities live in harmony with each other and the Earth.*

## OUR PURPOSE

*Creating just and sustainable change with women, children and communities.*

## OUR MISSION

*In the spirit of Jesus and Mary Ward, we support Loreto Sisters and the broader MWIA network as we work with women and communities to transform unjust structures and reduce poverty and oppression, primarily through formal and non-formal education.*

## OUR VALUES

### *Justice*

We value the dignity of each person, relationships of trust and just structures.

### *Freedom*

We value growth beyond self-interest that opens up creative possibilities.

### *Sincerity*

We value integrity and openness in actions and relationships.

### *Verity*

We value the never-ending search for truth.

### *Felicity*

We value living and working with hope, joy and optimism.

# A JUST WORLD



## GOAL 1

*Women and community-led, sustainable programs transforming unjust structures and reducing poverty and oppression.*



## GOAL 2

*Sustainable, systemic change through effective, respectful collaborations and partnerships.*



## GOAL 3

*Increased awareness of and commitment to MWIA and its mission.*



## GOAL 4

*Strong, streamlined governance and expanded organisational capacity enabling MWIA to achieve its mission.*

LASTING CHANGE

Collaborative, innovative projects

2024

Evidence-based advocacy

2023

Active, open partnerships with shared vision

DELIVER CHANGE

Diverse income streams and financial growth

2022

An engaged and inspired network

2021

Sustainable and efficient governance and financial structures

INITIATE CHANGE



# STRATEGIC VISION 2021 - 2024

# GOAL 1

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*Women and community-led, sustainable programs transforming unjust structures and reducing poverty and oppression.*

## CORE STRATEGIES

- 1.1 Partner in collaborative, diverse and exploratory projects that support women's leadership and community ownership.
- 1.2 Active, open engagement of primary beneficiaries (women and children) and partners via roundtable consultations that build true partnerships through mutual listening and sharing of knowledge, ideas and challenges.
- 1.3 Promote gender equity in MWIA-supported projects through:
  - development of a gender equity policy,
  - consultation of women, girls and the broader community in project identification, design planning and implementation,
  - analysis of barriers to inclusion of women and girls in projects and identification of opportunities for their participation,
  - recruitment of women from partner communities in MWIA decision-making bodies, in particular MWIA Committees and Board, and
  - ongoing monitoring, evaluation and learning.
- 1.4 Support the Loreto Sisters and the MWIA network as they provide pastoral care and emergency and charitable relief to the communities in which they live.

## IN FOUR YEARS' TIME WE WILL SEE ...

MWIA-supported projects that:

- reflect the mission, purpose and strategic goals of MWIA,
- demonstrate commitment to advancing gender equity and the participation of primary beneficiaries,
- embrace innovation,
- are designed to address the root causes of inequity and poverty,
- seek durable and lasting change through strengthened local, female-led ownership, and
- meet rights-based development best practice and standards.

## GOAL 2

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*Sustainable, systemic change through effective, respectful collaborations and partnerships.*

### CORE STRATEGIES

- 2.1 Seek, build and maintain strong partnerships that arise from ongoing conversation with, and support for, local communities and likeminded entities that advocate for structural change and the reduction of poverty.
- 2.2 Implement with partners mutually identified skill and capacity-strengthening strategies.
- 2.3 Document, define and scope the viability of a formal volunteer or immersion program that responds effectively to community, partner and MWIA needs.
- 2.4 Undertake advocacy and support initiatives that are evidence-based, accurate and reflect the perspectives of primary beneficiaries.
- 2.5 Support partners in implementing joint initiatives in a manner consistent with development best practice, that manage risk and ensure the safeguarding of children and vulnerable adults.
- 2.6 Share partner project learnings to promote and acknowledge impact, and encourage, acknowledge and act on partner feedback.

### IN FOUR YEARS' TIME WE WILL SEE ...

- Shared vision, goals and expectations, effective coordination and collaboration with project partners.
- MWIA Board decided on the scope and viability of a volunteer program based on research.
- Strong and effective advocacy partnerships that deliver change in law, policy or practice.
- Project partners well-resourced and skilled to deliver change.
- Partners increasingly drawing on locally-available resources and decisions being made at the level closest to those most affected.

## GOAL 3

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*Increased awareness of and commitment to MWIA and its mission.*

### CORE STRATEGIES

- 3.1** Support the Loreto education goal to instill in students a conviction for social justice and individual responsibility so they may emerge as the next generation of leaders advocating for global change.
- 3.2** Inspire the students, families and teachers of Loreto and other community-centred schools to engage with MWIA's mission and fundraise for our projects.
- 3.3** Build awareness and profile through increased media coverage.
- 3.4** Invest in MWIA's long-term financial viability and growth through resourcing a diversification strategy that includes:
  - expanding MWIA's individual donor base, with a focus on philanthropy and bequests through effective stewardship,
  - increasing engagement with and submissions to a wide range of grant-making bodies, trusts and foundations,
  - scoping accreditation with Australia's Department of Foreign Affairs and Trade (DFAT) accreditation to secure Australian NGO Cooperation Program grants, and
  - increased online engagement and marketing.
- 3.5** Harness the potential of MWIA's database to understand our supporters to maximise engagement opportunities.

### IN FOUR YEARS' TIME WE WILL SEE ...

- Members of the Loreto and other like-minded communities championing MWIA mission throughout their networks.
- A financially-secure MWIA providing increased funds to projects overseen by Sisters and the MWIA network.
- Effective stewardship of donors and highly-engaged online supporters.
- Increased support for our projects from faith-based and family foundations and government grants.
- A comprehensive and continually expanding database which enables effective connection with stakeholders and supporter base growth.

## GOAL 4

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*Strong, streamlined governance and expanded organisational capacity enabling MWIA to achieve its mission.*

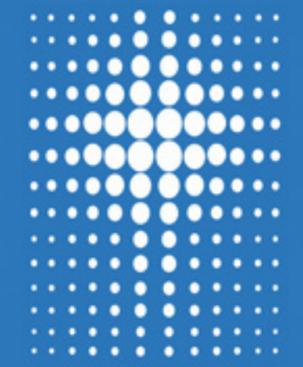
### CORE STRATEGIES

- 4.1 Review legal and financial structures to ensure efficient use of resources.
- 4.2 Identify, recruit and support board, committee and staff members that ensure the balance and diversity of skills, knowledge, experience and shared values needed to achieve our strategic goals and direct our future.
- 4.3 Proactively support board member formation, induction, professional development and succession planning.
- 4.4 Develop rolling 12-month activity plans to:
  - operationalise this four-year strategy,
  - consistently monitor and evaluate progress, and
  - identify and manage risk to MWIA's projects and operations through effective mitigation strategies.
- 4.5 Build and expand staff capacity and capability to deliver this strategy.
- 4.6 Develop policies that promote gender equity, diversity and inclusion and environmental sustainability, and integrate these principles across the organisation.
- 4.7 Undertake due diligence of partners, projects and donors, appropriate to scale, ensure regular evaluation and learning, and maintain check-and-balance mechanisms.

### IN FOUR YEARS' TIME WE WILL SEE ...

- MWIA with sustainable governance structures.
- Effective governance and financial structures and systems to ensure accountability, transparency and the ethical and responsible use of resources.
- A well-resourced, skilled and supported MWIA team of staff, board and volunteers.
- Commitment to high-quality international development practices through compliance with relevant regulatory obligations and membership to industry peak bodies.
- An embedded culture of risk identification and management.
- A commitment to continually learn and improve across all areas of the organisation to ensure quality and effectiveness.

THANK YOU



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