Mercy Corps sets strategic goals and objectives with milestones to be accomplished by the end of each fiscal year, as part of our commitment to accountability and transparency. Each year, we review and establish our priorities to ensure we remain relevant and effective for the people we exist to serve. The Senior Leadership Team tracks and reviews progress against goals and objectives every quarter.

This summary report is available publicly. To understand how the goals are carried over to our next fiscal year please refer to Mercy Corps’ FY14 Strategic Roadmap. For more detailed information please contact Anna Young, Senior Director of Strategy and Learning ayoung@mercycorps.org.

At the beginning of Fiscal Year 2013, Mercy Corps set out five overarching goals for the agency that require a multi-year commitment.

- **Goal I.** Ensure high impact programming across the countries where Mercy Corps works
- **Goal II.** Establish and strengthen organizational systems and structures for success
- **Goal III.** Strengthen the leadership and culture of Mercy Corps’ global team
- **Goal IV.** Develops and evaluate global partnerships and new business models
- **Goal V.** Meet key revenue targets

Over this past year, our teams set out to adopt Regional Value Propositions to tackle specific development challenges that affect multiple countries in a comprehensive and inclusive manner with an evidence-based theory of change substantiating the approach. These Regional Value Propositions (that include Resilience in Africa’s Drylands, Invest-in-Youth in Asia, Conflict Programming in the Middle East, and Land Tenure for Rural and Indigenous Peoples in Latin America/Caribbean/Caucasus) are helping us to think beyond individual programs and grants and increase our impact by prioritizing our resources, leveraging and replicating successes across countries, and learning from past programs to adapt and refine our approach. We have made significant progress, while much work remains for FY14 as we continue to move these priority initiatives forward.

To help us meet our objectives for high-quality impact programming, we have focused on systems and structures needed to get there. In FY13, we have undertaken four system rollouts that enhance Mercy Corps’ ability to successfully support program implementation and management.

In FY13 we adopted a new system and minimum standards for Program Management, based on the industry-wide framework, Project Management for Development Professionals (PMD Pro). Mercy Corps was one of the first NGO’s to adopt these rigorous requirements. Building on these standards, we also established a mechanism and process to support and manage “complex programs” – defined as being high value, impacting over 500,000, politically sensitive and high-profile in the eyes of the host government and/or donor. Of the six complex programs identified thus far, all of them are meeting the additional requirements and our Senior Leadership Team now reviews quarterly which programs are on-scope, on-time and on-budget.

We continue to rollout a new financial software system which will enhance program implementation and financial decision-making through improved reporting and timeliness of financial information. While progress on the rollout is behind schedule, it was successfully launched in four countries during FY13. In recognition of the need to implement this system as soon as possible, we have made a one-time investment to accelerate the rollout with a target of agency-wide adoption in all 38 countries by July 2015.
Last year, we set out a target to improve the diversity of our global team – to increase the number of female team members and hires from outside North America or Europe – which we met this year and will continue to expand. Mercy Corps continues to enhance access to leadership resources, strengthen the understanding of "leadership at all levels," and create a robust leadership pool by developing leaders.

This year was our second best ever in terms of institutional grants and FY13 financial results came in significantly better than budget due to higher than projected grant achievements. We continue to push for increased private fund-raising. Moving forward, we will also enhance internal coordination and collaboration by aligning our communications, branding, and thought leadership efforts.

For more information on Mercy Corps’ priorities for FY14, please see our FY14 Strategic Roadmap. If you have questions about this report, please contact Anna Young, Senior Director of Strategy & Learning, ayoung@mercycorps.org.