



Mercy International Association Strategic Plan 2022 – 2023

*Planning a future for MIA which is both
Mission Focussed and Sustainable.*

Writing on Ordinary Duties in the original constitutions, Catherine McAuley included a comment which can apply to all who plan. She writes, "We may depend upon it, the blessing of God will never attend any of our undertakings which are conducted in a hurried, impetuous manner."

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Vision Statement

Deeply rooted in the Gospel and the legacy of Catherine McAuley, MIA seeks to gather the inspiration and energies of the Sisters of Mercy, our associates, colleagues and partners worldwide toward the creation of a Mercy Global Presence.

Standing with the displaced, we will model a world of welcome and inclusion.

Actively engaged in the protection of our Common Home, we will witness to the sacredness of all creation.

Through the work of the Association and through the longings and efforts of the entire Mercy family, we will strive for the globalisation of compassion and the recognition of God's Mercy as present and active in our world.

This vision keeps alive the Founding Spirit of Catherine among people of the World most in need of God's compassion and mercy.

Introduction

The Board of Directors agreed to the proposal of the MIA Executive Team that this strategic plan would be for only two years. It was approved by the Board at the commencement of 2022, and very much in a worldwide context in which pandemic uncertainties continue to make any form of planning difficult. None-the-less, MIA has a clear sense of certain imperatives for these years which will see societal change throughout the Globe.

While the pandemic is a major generator of change, other very significant factors include the increasingly evident effects of climate change, the statistical shifts in MIA Membership groups, the increased use of technology to bring people together and so much more.

It has been agreed that the Strategic Plan will be kept at the level of major strategic directions to be taken by MIA. Much more detail will be contained in the work-plan documents of Mercy Global Action and Heritage and Spirituality teams. This plan will pick up only the contributions they plan to make to the strategic directions.

The Board intends this to be an influential document guiding what is undertaken in all areas of MIA activity. The vision and mission of the organisation are included since the strategies are intended to be in accordance with the mission and work towards the realization of the vision.

Berneice Lock

Chief Executive Officer
Mercy International Association CEO

Consultation

In putting together this Strategic Plan, efforts were made to ensure that the voices of those with particular insight into Mercy International Association (MIA) were heard. Those consulted included:

- MIA Members
- MIA Directors
- The Executive Team
- MGA and Heritage and Spirituality Team members
- Members of Staff

Mission and Objectives of MIA

The Mission of MIA is reflected in the statement of objectives from the MIA Constitution. These are:

Principal Objects

The principal objects for which the Company is established are (1) the relief of poverty or economic hardship, (2) the advancement of religion and (3) to benefit the community by:

- (a) Stimulating and inspiring Sisters of Mercy, their associates and colleagues, in ministry, to continue the work of Catherine McAuley Foundress of the Sisters of Mercy in ways which at all times are in full compliance with the provisions of the Charities Act 2009 and Irish Charity law; and
- (b) Responding to the cry of the poor and cry of the Earth in Ireland and elsewhere in a spirit of mutuality, compassion and mercy, and through charitable works, prayerful reflection and discernment in/on the experience, to promote personal growth and apostolic commitment.

Strategic Objectives

As we enter into this third century of Mercy

Objective 1

MIA will continue to position itself as a dynamic influence in the Mercy world.

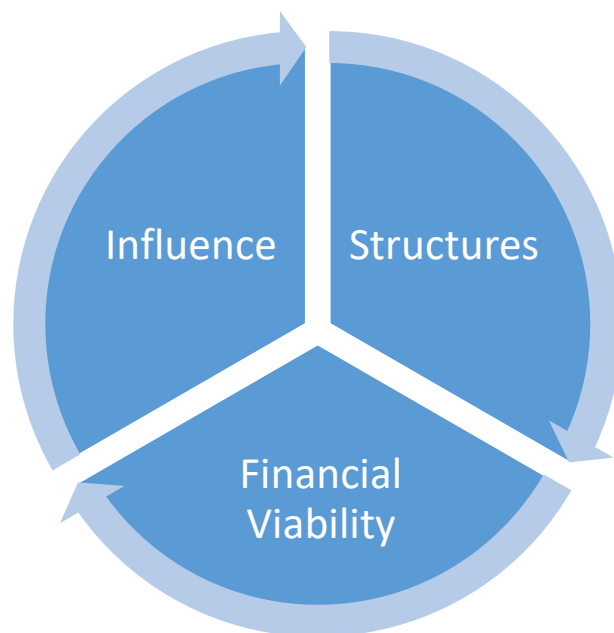
Objective 2

MIA will review the sustainability of current governance and organisational structures, in order to create channels through which people of Mercy can participate more actively in the life of the Association.

Objective 3

MIA will take the necessary steps to ensure future financial viability.

The following diagram emphasises the interrelationship of these three objectives:



Implementation Plan for 2022-2023

Objective 1 *MIA will continue to position itself as a dynamic influence in the Mercy world.*

We aim to achieve this by	Success Indicators
The Board/Executives will engage with the Members in a discussion about MIA being highly relevant to Mercy groups.	Generation of ideas from the Members or those they ask to represent them. Engagement of Members
Initiate the process of creating a communications strategy for MIA.	Recognisable visual identity for MIA. Active engagement in communication across MIA.
MGA and H&S teams will invite feedback from programme/workshop participants.	Insight into perceptions of users
Creating accessible content in a variety of mediums eg prayer services, blogs, videos, tweets	Increased participation and engagement through digital platforms.
Intentionally create spaces to amplify voices from the global south	Increased participation from the global south including programme speakers, presenters, etc.

Objective 2 *MIA will review the sustainability of current governance and organisational structures, in order to create channels through which people of Mercy can participate more actively in the life of the Association.*

We aim to achieve this by	Success Indicators
The Board/Executives will engage with the Members in a discussion about possible forms of affiliation (individual and group)	Generation of ideas that are worth exploring further Generation of possible 'benefits' that could be offered to interested individuals/groups
MGA and H&S teams will take opportunities that arise to identify potential affiliates.	Contribution to the list of potential affiliates
On-going development of staff organisational structure to meet the needs of MIA.	Ensuring all staff terms and conditions are fair and reflective of MIA values.
A "development officer" will be appointed with particular remit to identify and consult with interested 'affiliates'.	Development officer on MIA staff and consulting in the second half of 2022.
A thorough exploration of the practicalities of uses of MIC especially in regard to the canonization process.	MIA has advanced the planning to meet future needs or anticipated needs.

Objective 3 MIA will take the necessary steps to ensure future financial viability.

We aim to achieve this by	Success Indicators
The Board/Executives will engage with the Members and Ministry groups in discussion about future financial viability and strategies for ensuring this.	Generation of options to be explored further
Formulate a development strategy for MIA that incorporates fundraising, communications and on-line services.	Database established for MIA Digital donation processes reviewed. Strategy development.
Friend-raising/Fundraising Committee new in 2022 – efforts will be supported	The Committee has established contacts and is able to demonstrate some success in friend-raising/fundraising.
Careful planning of expenditure by the Executive in 2022, taking into consideration the security of staff members.	Demonstrated living within the budget for 2022. Identification of areas in which costs might be able to be contained. Engagement of executive staff in the budgeting process.
Undertake due diligence in relation to awareness of the rules governing administration of MIA funds.	Have this achieved by Dec 2022 and the budgeting implications clear for 2023.
Look for funding opportunities that would enhance the mission e.g. long-term financial viability of MELF,	MELF and/or other projects securely funding into the future.

Monitoring and Accountability

Monitoring and Accountability strategies will include:

- The CEO's report to each board meeting will include reference to the Implementation of the Strategic Plan.
- Review of this Strategic Plan prior to the final board meeting of the year in 2022 and 2023.
- This review will include a report from the CEO on implementation.