



MERCY
INTERNATIONAL
ASSOCIATION

Strategic Plan 2017 - 2022



GOD'S GRACIOUS *and* COMPASSIONATE MERCY *is the* WELLSPRING, *the* SOURCE of NEVER FAILING SUPPLY, *for all* THOSE WHO CHERISH *and* SEEK to LIVE OUT THIS GIFT of MERCY.



CATHERINE MCAULEY, FOUNDRESS of the SISTERS of MERCY, USED HER INHERITANCE in SERVICE of the NEEDS of HER TIME. TODAY, SISTERS of MERCY, THROUGH MERCY INTERNATIONAL ASSOCIATION, USE THEIR RESOURCES to RESPOND to ISSUES of GLOBAL POVERTY DEMONSTRATED in the MASSIVE DISPLACEMENT of PERSONS WORLDWIDE.



The HOUSE BUILT by CATHERINE to CONNECT THOSE WHO WERE RICH *with* THOSE WHO WERE POOR FORMS PART of MERCY INTERNATIONAL CENTRE, a PLACE of RICH HERITAGE *and* HOSPITALITY.



To INTEGRATE the ACTIVITIES of MERCY INTERNATIONAL ASSOCIATION *and* in SERVICE of the MISSION of MERCY TODAY, MERCY INTERNATIONAL CENTRE is EXPANDED to OFFER a DIVERSITY of PROGRAMMES, ENHANCED COMMUNICATIONS, OUTREACH EFFORTS, *and* APPROPRIATE ACCOMMODATION *and* CONFERENCE FACILITIES.



This VISION KEEPS ALIVE the FOUNDING SPIRIT of CATHERINE AMONG PEOPLES of the WORLD MOST in NEED of GOD'S COMPASSION *and* MERCY.

Introduction



The strategic plan, as always, is based on the Mercy International Purpose as expressed in the Mercy International Association constitution and on the current Vision Statement that “keeps alive the founding spirit of Catherine among the peoples of the world most in need of God’s compassion and mercy”.

This 2017 -2022 iteration of the plan is further influenced by the Mercy International Reflection Process (MIRP) report (April 2017), by an on-line consultation, and video conference interviews with those interested in contributing to the formulation of the plan (August/September 2017). It is estimated that the views of over 5000 people were captured by these exercises. Mercy Global Presence emerged as a concept that would dare Mercy in a new way through its response “to the cry of Earth and the cry of Poor”.

One of the images used in the MIRP report to bring more clarity about this Mercy Global Presence was the holon – an image that conveys something that is simultaneously a whole and a part, retaining its integrity and identity at the same time as it is part of a larger system. The holon image chosen for the strategic plan is a drop of water. As a holon it conveys that each element of MIA’s activities is a part of the whole MIA mission and ministry and that MIA mission and ministry is present in each element of MIA’s activity. Moreover it conveys that MIA is a part of world-wide Mercy – Congregations, Institutes, individual Sisters, Associates and Partners in Mercy and that in turn they are a part of MIA. The engagements inherent in these relationships and interconnected activities will contribute to the shaping of Mercy Global Presence.

The drop of water was also chosen as a fitting image for a number of the values that inspire this plan.

1. Grounded in Scripture, Theology and the Mercy story

God’s gracious and compassionate Mercy as expressed in our founding and on-going Mercy story– the wellspring - is foundational to the plan. The plan is grounded in scripture and theology. Like the Samaritan woman, who thirsted for living water, the cry of Earth and the cry of Poor today call us to create life-giving responses.

2. The promotion of partnerships and collaboration.

The water-drop, made up of several molecules, calls us to promote partnerships and collaboration.

3. Attentiveness to the multicultural, multi-lingual, international dimension of MIA

The ability of the water-drop to accommodate itself to liquid, steam or ice, calls us to be attentive to the multi-cultural, multi-lingual, international dimensions of MIA.



Introduction



The consultations and interviews drew special attention to the crisis and experience of homelessness, both physically and spiritually in our world, and recommended that this be a focus of Mercy Global Presence. In this plan MIA positions itself as an animator of Mercy Global Presence by ensuring that we:

1. Make Mercy International Centre a home space of welcome and hospitality and a place of nourishment in Mercy heritage, spirituality, charism and ethos to all who wish to explore or experience the significance of Mercy in their lives.
2. Extend the resources of Mercy International Centre beyond the home space by the use of technological and digital means.
3. Respond to the cry of our 'common home', particularly the degradation of the environment by promoting sustainability and a realisation of our oneness in the sacred communion of all creation.
4. Champion inclusion, belonging and the security of a home in a world of displacement and homelessness.
5. Further develop interconnection, support and global family identity and promote the mission and ministry of MIA through an effective communications strategy and network.
6. Support the mission of MIA with an organisational structure that provides good governance, effective management and efficient operations.

This position and focus emphasises:

- the value we place on hospitality.
- our commitment to identifying and addressing global poverty.
- the stewarding of our resources, human, social and financial, for mission.
- our attentiveness to networking, interconnection, communion.
- our faithfulness to professionalism in our relationships and practices.



Mercy International Association Strategic Directions

The plan details Strategic Directions for four main areas:

Heritage & Spirituality, Global Action, Organisation and Administration, Future Horizons.

The focus of these strategic directions is to nurture Mercy Global Presence that responds with Mercy to 'the cry of Earth and cry of Poor today', engaging new challenges and enabling new horizons.



The House of Mercy that Catherine 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.

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.

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.

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.

Heritage and Spirituality

The House of Mercy that Catherine 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 provide heritage resources and programmes that inspire contemporary commitment to Mercy mission.

To make Mercy International Centre a wellspring for all members of the Mercy global family.

To initiate and support new conversations that explore an evolving Mercy spirituality and understanding of Mercy Global Presence.

Review existing programmes and develop new programmes to meet the needs of a growing Mercy family.

Offer hospitality, pilgrimage and renewal opportunities.

Provide opportunities to explore Mercy spirituality today that embraces new theology, new images of God, new language and new conversations.

Mercy International Centre continues to be a desired place of pilgrimage for our Mercy global family.

The programmes are providing experiences that nourish pilgrims in their Mercy journey.

An enriched and relevant Mercy spirituality is developed in which all in the Mercy global family can find meaning.

Global Action

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.



Focus

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

Initiatives

Initiate specific responses to identified issues of injustice, in which all our Mercy World can participate. Invite the Mercy World to identify and share stories of injustices. These stories will be used as a basis for theological reflection and further research that will direct advocacy at every level. Work in partnership with others responding to the issues identified.

Outcome

A response to emerging critical issues is coordinated and implemented. The impact of MIA in tackling the degradation of Earth and the displacement of peoples can be identified. The stance that MIA holds on key issues of injustice is articulated. The intersection between 'the cry of Earth and the cry of the Poor' is explored to inform practice.

Organisation and Administration

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.



To ensure that the MIA mission is promoted by highly committed and skilled people at leadership, management and operational levels who are supported with good employment and workplace practices.

To be directed by sound and ethical financial and fundraising policies and procedures.

To attend to the management, administration and upkeep of Mercy International Centre.

To promote and model Ecological responsibility.

To have a communications plan to enhance the living, telling and supporting of the work of MIA.

Comply with Company, Charity & Employment law and implement the Good Governance Code

Prepare the Annual budget and present regular reports to the MIA Board.

Attend to the ongoing upkeep and improvement of Mercy International Centre, manage risks and keep insurances updated and under review.

Develop an Environmental Impact Study of MIA.

Evaluate the current communications strategy.

Best practice in organisational leadership and management is observed.

Visitors and guests to MIC are welcomed and hosted in the spirit of Mercy hospitality.

There is a positive work environment, compliant with employment legislation and other regulatory requirements.

MIA operates efficiently within an approved budget; it is guided by ethical standards in all its dealings.

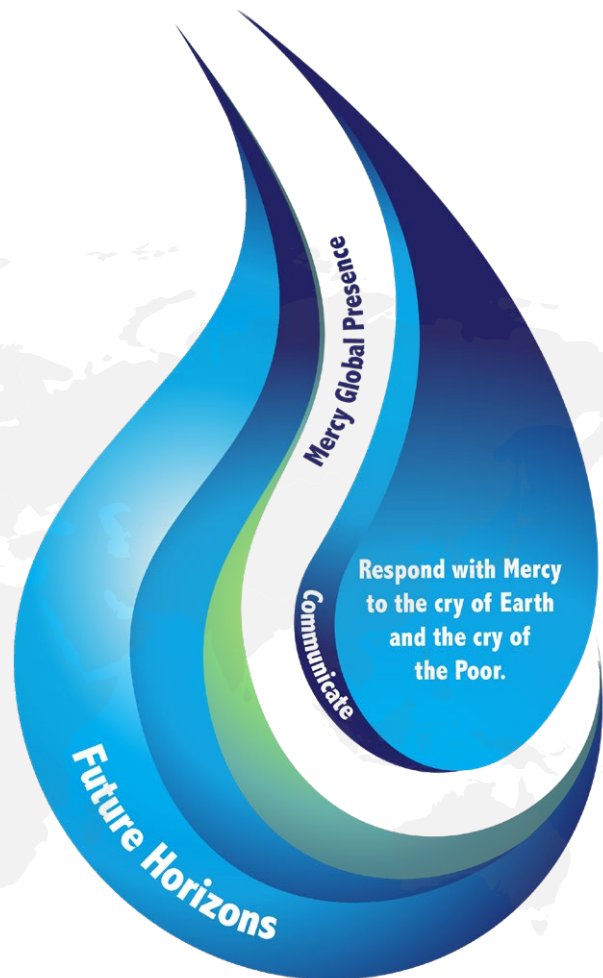
An Ecological Responsibility policy is in place.

Future Horizons

Just as Catherine did in her time, Mercy International Association is committed to embracing a contemporary vision of Mercy outreach.

This vision has been influenced by the Mercy International Reflection Process and by those who engaged in the Strategic Planning Consultation Process.

It follows the creative dynamic of the envisioned Mercy Global Presence.



Focus

- Offer inspiration and support to those seeking to dare Mercy into the future.
- Promote unity with all creation through new and relevant responses to the displacement of people and the devastation of Earth.
- Support Mercy Global Presence.
- Establish an ongoing fundraising programme to ensure viability.
- Identify new areas to which MIA needs to respond.

Initiatives

- Enhance existing resources and develop new methods to tell the Mercy story.
- Open up new conversations about a relevant Mercy spirituality today.
- Take a lead role in addressing the displacement of peoples and degradation of earth.
- Develop a structure for ongoing fundraising.
- Establish a process for continuous evaluation of structures and activities.

Outcome

Mercy International Association will be viable into the future and its mission and ministry will continue in an effective and enriching way.

Living, Telling and Supporting the Mercy Story

Communications will enhance the living, telling and supporting of the Mercy story and will nurture Mercy Global Presence.

Communication strategies will be utilised in all areas of Mercy international Association.



	Heritage and Spirituality	Global Action	Administration and Organisation	Future Horizons
Focus	<p>The Mercy story and mission continues to be effectively shared.</p> <p>Mercy Global Presence is explored as an emerging dimension of Mercy spirituality.</p>	<p>Local critical concerns are shared with the global Mercy family.</p> <p>The Mercy world is engaged in a compassionate response to 'the cry of the earth and the cry of the Poor'.</p>	<p>Initiatives that seek to connect members of the Mercy family are supported.</p> <p>'Advancing Mercy's Mission' initiatives are supported.</p>	<p>Mercy Global Presence is supported through a variety of resources.</p> <p>Fundraising is enhanced by effective communications strategies.</p> <p>New initiatives advanced by good communication.</p>
Initiatives	<p>Tours, programmes, website, e-News and other resources will be reviewed and utilised.</p> <p>Programmes and resources will include the exploration of an understanding Mercy Global Presence.</p>	<p>Facilities are provided to enable sharing of critical concerns.</p> <p>Information is shared and global participation in advocacy is supported using MIA's communication channels.</p>	<p>Facilities for online conferencing will be provided.</p> <p>Communications will be utilised to promote fundraising awareness.</p>	<p>Resources will be enhanced to further tell the Mercy Story.</p>
Outcome	<p>Our communications and networking structure will create an organic entity linking congregations and institutes, individual Sisters of Mercy and Associates and Mercy International Association in creative and energising ways.</p>			

*the principal ...
marked out by ...
Christ for those
who desire to
low Him.*

... resource of ... failing supply ... for all ... and seek to live out this

*Catherine McAuley, foundress
of the Sisters of Mercy, used her
resources in service of the needs*

*Today, Sisters of Mercy through
Mercy International Association,
use their resources to respond
to issues of global poverty
demonstrated in the massive
displacement of persons worldwide.
The house built by Catherine to
connect those who are rich with
those who are poor is part of
Mercy's mission to bring a place
of richness and quality.*

*To integrate the
Mercy International
and in service of the
Mercy today, Mercy
Centre is expanded to
diversity of program
communications, out-
reach and appropriate acco-
modation and conference facil-*

*This vision keeps at heart
spirit of Catherine
of the world and
compassion.*

home

God of the Universe,
Maker and Sustainer,
You are the true global presence of Mercy,
Your Mercy infuses every part of every/ thing.
Every part of every/ thing.
Guide and free us to act
with your righteous kindness
and piercing justice,
to bring all home,
to be at home,
to be makers of home.

Amen.

Mary Wickham rsm

 **MERCY**
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www.mercyworld.org

Amen.

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