

Mercy International Association



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About this Plan

This strategic plan is based on the Mercy International Association Purpose and on the current Vision Statement that keeps alive the founding spirit of Catherine among peoples of the world most in need of God's compassion and mercy.

It builds on the Strategic Directions which the MIA Board devised for the realisation of the MIA vision, a review of the 2009 Strategic Plan and a SWOT analysis of the current situation. Based on discussion with each Team Member, it sets out goals for the future, strategic targets, and tactics for achieving them in respect of each Strategic Direction. It also details key performance indicators for each goal.

It is presented to the Board for further discussion.

This plan, as in the 2009 – 2012 one address the following Strategic questions but in the context of present realities:

- How can MIA enable Sisters of Mercy, their associates and colleagues in ministry to develop a global sense of identity and interconnection?
- How can we make MIC the iconic centre of the Mercy world and share its richness on a worldwide basis?
- In what ways can Mercy respond to issues of global poverty?
- How can we secure MIA's future in a situation where our funding is insecure?
- How can we grow an organisation that effectively and efficiently enacts the purpose and vision of MIA and that is capable of seeking new horizons?

Vision Statement

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, FOUNDRRESS *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.

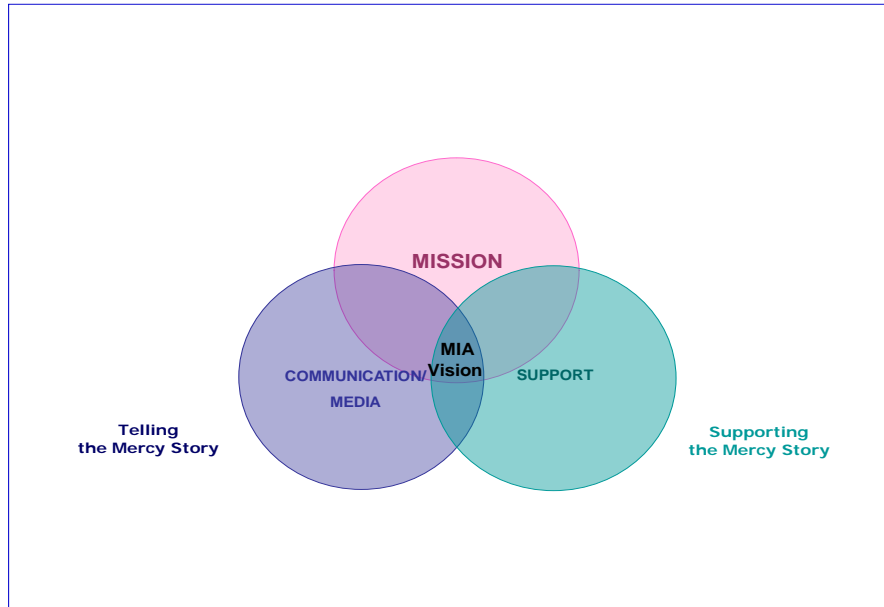


This VISION KEEPS ALIVE *the* FOUNDING SPIRIT *of* CATHERINE AMONG PEOPLES *of* *the* WORLD MOST *in* NEED *of* GOD'S COMPASSION *and* MERCY.

Mercy International Association

Vision in Action

Living the Mercy Story



...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.

MIA Values

- Grounded in Scripture, Theology and the Mercy Story.
- Valuing networking, interconnection and communication.
- Emphasis on hospitality.
- Pro-active in identifying and addressing global poverty.
- Attentive to the multi-cultural, multi-lingual, international dimensions of MIA.
- Professional in our relationships and practices.
- Promoting partnerships and collaboration.
- Using resources, human, social and financial, for mission.
- Open to development and new challenges.



Context for Strategic Plan

This section contains:





- Map of Mercy World
- A SWOT analysis which highlights the main Strengths, Weaknesses, Opportunities and Threats relating to MIA and which underpin the Strategic Plan
- An outline of areas of the 2009 Strategic Plan which have been adjusted or are about to be activated or are no longer being considered
- An organisational Chart of MIA
- Contracted Services employed by MIA

A Map of Mercy



Source: www.mercyworld.org 2007

Mercy International Association SWOT Analysis

<div style="text-align: center;">  <p>Strengths</p> </div> <ul style="list-style-type: none"> • An effective proactive Board • A Committed Team and Staff • A clear Vision and Strategic plan • Programmes and structures are integrated in the service of the mission/vision • Demand for the services and programmes offered by MIA • New developments – programmes for lay leaders and youth • Capacity to take advantage of internet based programmes and services • Market for Conference space 	<div style="text-align: center;">  <p>Weaknesses</p> </div> <ul style="list-style-type: none"> • Limited and basic accommodation at MIC • Seasonality of programme period • Lack of marketing, communication, technological expertise on site • High dependence on volunteers • Weak ownership/knowledge of MIA at grassroots level • Insufficient visible multicultural presence • Expanding vision/plan at a time of financial constraints
<div style="text-align: center;">  <p>Opportunities</p> </div> <ul style="list-style-type: none"> • Expansion of Global Action programme – an effective network being developed • Lay leadership formation in ethos/charism at a time of transition in ministry leadership worldwide • Strategic alliances being formed • Bringing a theological perspective to issues addressed by groups holding various beliefs/values • New possibilities available because of growing technological/internet possibilities 	<div style="text-align: center;">  <p>Threats</p> </div> <ul style="list-style-type: none"> • Changing demographics and age profile of Sisters worldwide • General financial environment – decreased market for services • Financial sustainability at a time of unassured income • Upkeep of an old and protected building • Loss of expertise/wisdom through time limits on Board Directors & Team Members terms of office which expire in a concentrated time period • Changed relationship with web hosting, design and maintenance company

Areas of Strategic Plan 2009 that were not Actioned

Most of Strategic Plan 2009 has either been accomplished or is being activated. Some elements of the plan have been adjusted and a few have been abandoned. This report outlines elements in each area which have been adjusted or are about to be activated or are no longer being considered.

Mercy International Centre

1. Make the sacred space of garden and tomb more accessible to public.

There is no secure way of allowing unsupervised access to garden and tomb. Two ideas were pursued but did not develop:

- a. Entry area through the ground floor of Catherine McAuley Centre. This was part of an overall plan for the Centre that did not prove feasible.
- b. Exploration of locating the Irish Vice Postulator's office in Baggot Street and a hope that she would supervise and manage access to chapel and tomb. This did not materialise.

This area of the plan is no longer being pursued. With the new 'Open Door' facility there is an increase in 'drop in' visitors, many of whom just want to visit tomb and chapel and this is facilitated. Visits to chapel, tomb and garden are an integral part of all conducted tours and of some specific programmes.

2. Install modern audio, visual and interactive media for the telling of the story, the proclamation of the mission and for enrichment of tours and pilgrimages.

This did not get done due to its place on the priority list of upgrades. It is now top of the list and a suggested plan on how it might be done has been drawn up. There is some designated funding for this purpose.

3. Create work space for archivists and heritage specialists and for visual/graphic artists.

This was changed to creating Library space so as to provide easy access to the Book collection held by MIA and which comprises works by or about Sisters of Mercy. A small number of Archivists and heritage specialists have requested access for research and this has been facilitated by Marianne Cosgrove in the Archives section of the Catherine McAuley building where the MIA collection of archives is held. There was therefore no need to create extra space.

4. Encourage research, including contextualised archival research.

There was no specific plan devised to encourage research, although some research was done at the researchers' request – e.g research for autobiography of Catherine McAuley, commissioned by MIA; research on Ellen Whitty, foundress of Mercy in Brisbane, commissioned by Brisbane Congregation. Mary Sullivan, rsm has listed a number of areas that would benefit from research but if this is initiated by MIA, it implies a substantial budget and the recruitment of Researcher (s). We have not prioritised it as an action in the next 3 year strategic plan.

Organisational Structure

1. Devise a comprehensive orientation, induction and planning process with support facilitation where appropriate.

The current Team learned 'by doing' and because we were operating within a new vision and organisational structure, the path was made by walking. In the upcoming Strategic Plan, there is provision for induction of new Board and Team members.

2. Develop and implement a performance review system.

No formal performance review system operates at Board, Team or Staff level. There is an informal system in operation whereby feedback is given by way of encouragement or challenge. A formal performance review system has implications for time commitment but more especially would need careful and considered evaluation as to whether it would have positive or negative effects in a system unaccustomed to such a culture or practise.

3. Establish and implement a professional development plan.

A formal plan for professional development was not introduced. In its place training was provided as need for up-skilling arose in specific areas.

Global Action

1. Expand Mercy Global Concern to include Mercy action through the UN in New York and Geneva as well as developing policy influencing/advocacy opportunities for Mercy people through other relevant global policy making bodies.

Geneva was explored and the advice received was that it was extremely expensive to locate at Geneva and that its main focus was Human Rights. Since this is not MIA's current focus in the strict sense, it was deemed unnecessary to consider a presence there at the moment.

Efforts are being pursued to 'have a voice' at the EU and growing success is being achieved here, mainly through networking with Irish Government in the 2 main areas of focus – Opposing Trafficking and Environment. We have made significant progress in developing policy influencing/advocacy opportunities for Mercy people at local and national government levels.

2. Set up fundraising processes and programmes, receive and assess project grant applications, evaluate completed projects.

In conducting the Feasibility study, it became obvious that congregations/institutes did not see this as an appropriate role for MIA and in truth it does not have capacity for it.

3. Create a web based structure for rapid response to global poverty crises to include accurate and update information, a worldwide prayer support, co-ordinated donations, volunteer service with helping agencies, promotional appeals.

This has been achieved in part. Congregations/Institutes indicated that they preferred to make donations according to their own preference. All organisations manage their own programme for volunteers and individuals respond either personally or through their own congregations/institutes, e.g. Haiti. The practise we adopted in relation to Crisis situations comprise 4 parts (used for example in Pakistan Flooding Disaster, Famine in Horn of Africa)

- Provide researched information on the disaster, including UN assessments and provide regular updates (microsites created for this purpose)
- Give details on how donations can be made in each country and details how and where the particular organisations are using funds (2 organisations are named for each country, one faith based and another focused mainly on women/children (e.g. UNICEF).
- Provide opportunities for lobbying, advocacy as relevant to the situation.
- Provide prayer opportunities and resources.

Communications Plan

1. Make MIC a virtual centre for education in charism, ethos and mission effectiveness by making programmes and other activities offered at MIC available through the web and by providing on line education programmes, mission induction, etc. linking, where possible, with accreditation institutes.

This is still in its infancy, small initiatives have been taken, e.g. Duquesne/Mercy programme; Soup and Substance Uploads and Wellspring programme initiative which is in process. The next 3 year plan has specific targets in this area.

2. Compile information packs, including packs for users of the Conference facilities that gives information about the mission and activities of MIA and offers possibilities for further involvement.

This has not been done due to personnel and time constraints. It is an area that is outlined for attention in the proposed/draft Communications plan.

3. Develop a list of key media global contacts.

While Anne Walsh and Adele Howard have significant contact with these sources, a more integrated approach is envisaged in the proposed Communications plan.

4. Issue news releases and host press conferences on relevant issues when appropriate.

We have not done this mainly due to lack of expertise but there are recommendations outlined in the proposed communications plan for how it might be done.

Finance

All attended to!

New Horizons

1. Identify and induct future lay leadership.

Still an aspiration.

2. Develop a risk management plan.

This has not been done except in the case of Health and Safety but is included in the next 3 Year plan.

Mercy International Organisation

Members

Sisters Patricia Bell, Pat Mc Dermott , Anne Campbell, Bernice Loch, Elizabeth Davis, Maria Lourdes Amascual, Margaret Casey, Sheila Burke, Dolores Mc Gee

MIA Board of Directors

Peter Burnett (GB), Sr. Colette Cronin (GB), Sister Denise Fox (New Zealand), Maura Hyland (Ireland), Sister Coirle McCarthy (Ireland), Sister Patricia McDermott (US), James Peppiatt-Combes (US)

Executive Director
Sr. Mary Reynolds

Assistant Director
Heritage & Spirituality
Sr. Mary Kay Dobrovolny

Assistant Director
Global Action
Mary Purcell

Assistant Director
Administration & Finance
Sr. Sylvia Williams

Development Director
Sr. Mary Waskowiak

Communications
Consultant
Sr. Adele Howard

E-News Editor
Anne Walsh

MIA UN Representative
Sr. Aine O'Connor

Facility Manager
Sr. Kathy Higgins

Secretary
Louise O'Driscoll

Receptionist
Madeleine O'Hanlon

Housekeeper
Liz O'Sullivan

Maintenance
Joseph Tomina
Dabitora

Caretaker
Andy Lawless

Occasional AS
Needed Staff
Gillian McAllen

Live - In Volunteers
Srs. Teresa Mc Connell,
Tess Svehla

Regular Volunteers
Srs. Marian Rankin, Carita Irwin,
Rita Parks, Catherine Gibbons

Occasional Volunteers
Srs. Carmel Byrne, Joan Duddy,
Eleanor Kenny, Marianna Ryan,
Dympna Doyle

Programme Volunteers
Anne Reid, Srs. Aine
Barrins, Kathleen
Rushton and others

Interns
Betty Lacey

Contracted Services	
Auditor:	Christopher Kidney
Catering:	
Coffee machine	Robert Roberts
Meals	Byran Catering
Communications	
Web Hosting, Design & Maintenance	Fraynetwork
Cable Television	NTL
Photocopier	Canon
Franking Machine	Neopost
Telephone Service	Eircom
Telephone System	Cashings
Computers/Technology	INS
Financial Advisers	L & P
Heritage	
Archives	Marianne Cosgrove
Air Conditioning Heritage	Coolair
Architect	Anne Lavin – Heritage Architect
Insurance:	Frank Glennon
Maintenance	
Elevators (2)	Otis Ltd & Kohn
Electricity /Gas	Airtricity
Laundry	King's Laundry
Hygiene Equipment &Refills	PHS Group & OCS
Air Purifier	Woods Hygiene
Sanitary	Dublin Sanitary Disposal
Personnel Consultants	L & P
Security	
Buildings	Pinnacle
Alarm/Intruder	Chubb
Alarm/Fire	Vector Fire & Security
Fire Equipment Service	Fire Safety Solutions
Waste Disposal	
Kitchen & Office	Panda

Several other service providers are employed. While not on ongoing contract, these regular providers are employed as needed.

Strategic Directions

- Goal
- Strategic Target
- Tactics
- Key Performance Indicators
- Implementation and Evaluation

Mercy International Centre (64A Baggot Street and 23 Herbert Street)

Goal

Continue to extend and enhance the potential of the founding house of Mercy for all who seek knowledge of and immersion in the Mercy Story and to provide conference and accommodation facilities.

Strategic Targets (Objectives)

Why do we want to do this?

- To make MIC a home space for members of the Mercy global family, a place of welcome, hospitality, pilgrimage and renewal.
- To provide a wellspring of nourishment in Mercy heritage, spirituality, charism and ethos to people who wish to explore the significance of the Mercy story in their lives.
- To offer a facility with a particular mood and tone for conferences, meetings and training seminars.

Tactics

How will we approach this task?

We intend to continue current efforts and develop additional means that will

- 1.1. **Foster** a global sense of Mercy ownership of Mercy International Association and Mercy International Centre.
- 1.2. **Enhance** the Mercy wellspring possibilities of the Centre (Theology, Scripture, Spirituality, Story).
- 1.3. **Develop** the pilgrimage capacity.
- 1.4. **Enlarge and diversify** the hospitality outreach.
- 1.5. **Display** heritage in a contemporary and engaging manner.

- 1.6. **Protect and preserve** the archival resources and promote their inspirational possibilities.
- 1.7. **Grow** the centre as a focus point of Mercy Global action as a centre of activity for Advocacy.
- 1.8. **Offer** Conference and Meeting spaces.
- 1.9. **Provide** office space for MIA administration.

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- Leaderships, Memberships and Lay partners in Ministry are aware of MIA and its role.
- Leaderships, Memberships and Lay partners in Ministry have increased recognition of the capacity of Mercy International centre to enhance their understanding of the Mercy story and to provide formational experiences in Mercy charism.
- MIA's work is relevant and responds to and adds value to its Members.
- The display of heritage resources of the Centre is enhanced and resources are made available to a wider audience on line.
- There is an increase in the numbers of lay partners in ministry and young people coming on pilgrimage.

Ultimate Outcomes

- There is a shared understanding of what Mercy International Association contributes to nourishing the Mercy charism and advancing the mission of Mercy.
- Mercy International Association is a recognised and effective advocator on identified issues of global poverty and displacement.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) In order to promote a global sense of Mercy International, we will encourage interconnected sharing of resources e.g. sharing of ministry formation programmes, E-learning opportunities, pilgrimage experiences.	Executive Director and Assistant Directors, Heritage & Spirituality, Global Action	Ongoing
b) Seek opportunities to meet with the Mercy Congregational/Institute leaders in order to build interconnected links between MIA mission direction and Congregational mission directions.	Executive Director	From May 2013 Onwards
c) Continue to offer short, week long and month long renewal programmes which provide specialised courses in Mercy studies, Scripture and Catherine McAuley and Invite Mercy intellectual (scripture, theology, history) talent around the world to contribute their expertise to these programmes.	Assistant Director Heritage & Spirituality	
d) Develop and extend lay Leadership Programmes.	Executive Director & Team	Ongoing
e) Explore and pilot Religious Leadership Enrichment programmes - including programmes aimed at younger members.	Executive Director Supported by Team	September 2013
f) Develop Youth Pilgrimage Programme and explore follow up programmes. Expand school tours.	Assistant Director Heritage & Spirituality	Ongoing
g) Evaluate current on-line Theological Reflection programme (offered in conjunction with Duquesne University) and open discussions on on- line Ethos formation courses with Conference for Mercy Higher Education (Americas) and Georgian Court Mercy University.	Assistant Director Heritage & Spirituality assisted by Denise Fox and Kath Rushton	October 2012
h) Review tours of Centre including: a) recruitment and training of future tour guides, b) capacity level for tours within current staffing levels, c) incorporation of MIA mission activities into current heritage tour, d) possibility and implications of some self guided tours.	MIA team assisted by Carita Irwin, Kathy Higgins & Carmel Byrne	March 2013
i) Explore the potential for linkage with other Heritage Centres, particularly Handsworth and Bermondsey and the possibility of developing joint pilgrimages.	Executive Director and Assistant Director Heritage & Spirituality	September 2013

j)	Further diversify the hospitality facilities by providing self catering accommodation and private retreat space.	Assistant Director Finance & Administration and Facility Manager	September 2012
k)	Continue partnership agreements with YWCA and local hotel for B&B accommodation for larger or overflow residential groups.	Assistant Director Finance & Administration and Receptionist	Ongoing
l)	Offer lunch time activities, e.g. Lenten public lectures, organ recitals.	Assistant Directors Global Action and Heritage and Spirituality	March 2012 and following
m)	Welcome groups to use chapel for celebrations e.g. (local school, Mass in Irish group) and provide Oratory accommodation to the public.	Assistant Director Finance & Administration & Facility Manager	
n)	Continue to licence accommodation to Womens' Therapy Centre (WTC) and explore links between WTC and the Opposing trafficking work of MIA.	Executive Director and Assistant Director Global Action	May 2013
o)	Install modern audio, visual and interactive media in International Room and Heritage Centre for the telling of the story, the proclamation of the mission and for the enrichment of tours and pilgrimages.	MIA Team supports by Communications Consultant	Starting 2013
p)	Have archival resources recorded digitally and explore the possibility of sharing these resources on-line as well as their exhibition potential.	Assistant Director Heritage & Spirituality assisted by Archivist Marianne Cosgrove	Starting October 2012
q)	Organise the restoration of primary source material as necessary.	Assistant Director Heritage & Spirituality assisted by Archivist Marianne Cosgrove	Ongoing
r)	Attend to ongoing preservation, conservation, maintenance and storage of archival materials.	Archivist assisted by Assistant Director Heritage and Spirituality	Ongoing
s)	Explore the possibility of research on Mercy topics.	Executive Director assisted by Assistant Director Heritage & Spirituality	Summer 2013 and Following
t)	Continue to attend to Register update, Bibliography of books and articles published by or about Sisters of Mercy and enlargement of Library holdings.	Assistant Director Heritage and Spirituality	Ongoing

u)	Continue to employ the services of a professional archivist to caretake the MIA archival collection.	Executive Director	Ongoing
v)	Facilitate the work of Global Action.	Assistant Director Global Action	Ongoing
w)	Maintain close links with Canonisation Commission and support in advancing the cause of Catherine.	Executive Director	Ongoing
x)	Market and advertise the Centre to various audiences.	Executive Director & Team assisted by Communications Assistant	Ongoing
y)	Provide an enriching and work friendly space for the staff and volunteers of MIA.	Assistant Director Finance and Administration and Facility Manager	Ongoing
z)	Develop a data base of all visitors to Mercy International Centre.	Receptionist & Secretary	Ongoing

Organisational Structure

Goal

Provide good governance, effective management and efficient operations.

Strategic Targets (Objectives)

Why do we want to do this?

To ensure that the Mission of MIA is effected through the people who undertake the work of the organisation, that optimum conditions of work are provided and that all work together to achieve common goals.

Tactics:

How will we approach this task?

- 2.1 **Attend** to necessary recruitments for Board of Directors and Team Members.
- 2.2 **Evaluate** current and future employment needs.
- 2.3 **Keep** Volunteer system under review.
- 2.4 **Establish** Committees that enhance the work.
- 2.5 **Comply** with Company and Employment Law.
- 2.6 **Limit** Risks associated with running MIA.

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- There is a clear schedule for Board and Team appointments and procedures for assessing staffing requirements.
- Good Governance practices , regulatory requirements and employment legislation are observed
- Committees and Commissions enhance the work of MIA.
- There is a positive work environment.
- Collaborative working both internally and externally is the norm for MIA.

Ultimate Outcomes

- MIA Mission is promoted by a highly committed team of people at leadership, management and operational levels.
- Best practise in Organisational Leadership and Management is maintained.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) Chart an overall schedule of expiry dates of Board Directors' Tenure and Team Member Contracts.	Executive Director	October 2012
b) Plan for recruitment, induction and transition processes.	Board of Directors and Executive Director	October 2013
c) In the light of the Mission, Goals, Strategies and Resources of MIA, determine an optimum team of permanent/temporary paid staff, volunteers and interns.	Executive Director and Assistant Director Administration and Finance	Ongoing
d) Continue to invite volunteers, (religious and lay, male and female) to support the hospitality, programme, project and research needs of MIC and MIA.	Assistant Director Administration and Finance	Ongoing
e) Ensure the Association complies with its Governing Document, Company law, charity law and other relevant legislation and statutory regulations.	Board of Directors assisted by Executive Director	Ongoing
f) Adopt the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland.	Board of Directors	February 2013
g) Establish Commissions, subcommittees and working groups as necessary for the advancement of the work of the Association and establish terms of reference for same.	Board of Directors, MIA Team, Development Director	October 2012
h) Provide a comfortable and pleasant working environment for employees, volunteers and interns, maintain good practise in relation to contracts, payroll and PRSI, sick leave, annual leave and any other relevant leave.	Assistant Director Administration and Finance	Ongoing
i) Retain the services of Mary Duffy (L&P) for consultancy on Personnel issues.	Executive Director assisted by Assistant Director Administration and Finance	Ongoing

j)	Review pay and conditions of employees on an annual basis including salary/wages, pension	Assistant Director Administration and Finance	Ongoing
k)	Provide relevant training/upskilling for staff and occasional celebratory and 'thank you' occasions.	Assistant Director Administration and Finance	Ongoing
l)	Keep Health & Safety policy updated and ensure staff members are familiar with it.	Assistant Director Administration and Finance and Facility Manager	Ongoing
m)	Ensure compliance with Mercy Child Protection Policy, if and when under 18s attend MIA.	Executive Director and Child Protection Officer	Ongoing
n)	Develop a risk management strategy to cover financial, human, operational, technological, physical, reputational and governance risks.	Board of Directors assisted by Executive Director	February 2013

3. Global Action

Goal:

Develop and implement a programme of Global Action ensuring that Mercy programmes at grassroots level are incorporated into MIA international policy and advocacy at the UN.

Strategic Targets (Objectives)

Why do we want to do this?

To strengthen and measure the impact of MIA in its response to tackling two major issues of concern to the Sisters of Mercy – the issue of Human Trafficking and sustainable development. To action the goal of 'doing better together than any of us can do apart'.

Tactics:

How will we approach this task?

We intend to attend to

- 3.1 Theological Reflection:** Ensure that Theological Reflection is the underlying approach to all Global action of MIA and that good quality analysis will be carried out by Mercy theologians to ensure this occurs.
- 3.2 Structures:** Continue to evaluate the structures we have developed to promote the Global Action programme, ensure their effectiveness and make changes where necessary.
- 3.3 Networking:** Ensuring co-ordination between all MIA members in their Global Action programmes on our two themes to ensure greater effectiveness.
- 3.4 Research:** Programme work on our major themes will be grounded in good quality social, political and economic research.

3.5 Campaigning: MIA Global Action will endeavour to co-ordinate and promote common campaigning on our two themes – such as the Opposing Trafficking in the hospitality sector campaign.

3.6 Policy development: Based on our Mercy stories at grassroots level and on objective research, we will produce good quality policy analysis which will support our advocacy at national and international level.

3.7 Advocacy: MIA Global Action will support Congregations/Institutes to develop relationships with decision makers at national level to advocate for common issues related to our two themes. We will advocate at international level through the UN system (including the Human Rights system)

3.8 Capacity Building/Training – MIA will provide training to Global Action Co-ordinators and others members of Congregations/Institutes involved in justice work. This training will be related to the needs identified by the Global Action Network.

3.9 Evaluation – Through participatory evaluation and writing up case studies, we will measure the impact of MIA's Global Action programme and imitate good practice.

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- Global Action work is informed by Theological Reflection.
- Global Action Network is working effectively.
- Global Action work is strategic and informed by good research and evidence
- Institutes/Congregations are involved in Opposing Human Trafficking Campaigns.
- Lobbying at UN and at National and International forums is advancing MIA policy positions.
- Training in advocacy is being provided to and availed of by Congregation/Institute members.

Ultimate Outcomes

- There is a shared Mercy understanding of the potential Mercy has for global influence on issues that affect disadvantaged people.
- MIA Global Action is recognised as a key advocate in issues related to Opposing Human Trafficking, right to water and good practise the mining industry and has influence.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) The Theological Advisory group will work with Theologians on the Opposing Trafficking and Cosmology/Eco Justice working groups to ensure a Theological Reflection process is incorporated into MIA Global Action work.	Assistant Director Global Action	October 2012
b) Annual evaluation with the Global Action Network and the two working groups will occur to ensure they are working effectively and changes made where necessary.	Assistant Director Global Action	June 2013 and Onwards
c) Quarterly meetings of the Global Action Network and working groups to discuss work, progress and what can be done together.	Assistant Director Global Action	Ongoing
d) MIA intern researcher – presently working on detailed research on mining. Plans to produce research on water and the rights of mother nature – the three themes of the Cosmology/Eco Justice working group.	Betty Lacey, MIA Intern	Ongoing
e) Study has been done of Mercy Investment Services programme to promote campaign in hospitality sector against child trafficking. MIA is broadening this campaign to incorporate trafficking of women and all Mercy Congregations/Institutes are being encouraged to participate. Irish Congregation will implement this campaign in 2012/13 and plans for other Congregations/Institutes to take up over next 3 years.	Assistant Director Global Action with the support of Congregational/Institute Leaderships	Ongoing
f) MIA Global Action at the UN is producing policy interventions for major UN conferences. Plans to produce intervention on Trafficking and mining in 2012 with support of working group members. Each year MIA Global Action at the UN will respond to the UN agenda and produce policy papers where necessary. These policy papers will also be the basis for lobbying at national level where appropriate.	Assistant Director Global Action and Aine O'Connor, rsm	Ongoing

g) MIA Global Action at the UN and Congregations/Institutes at national level will work together to lobby decision makers to promote MIA policy positions.	Assistant Director Global Action and Aine O'Connor, rsm	
h) A training programme will be developed and offered at the UN in New York each year for Global Action Network members and members of the two working groups. This will provide an opportunity to network and learn about the UN system as well as develop skills in policy development and advocacy.	Assistant Director Global Action and Aine O'Connor, rsm	
i) A study is being undertaken to measure the impact of Mercy Global Action in our interventions for the Rio+ 20 Conference on Sustainable Conference. Each year one such evaluation will be carried out and good practice shared with all Congregations/Institutes.	Assistant Director Global Action	Starting November 2012

Communications Plan

Goal:

Create a communications plan that enhances the living, telling and supporting of the Mercy story.

Strategic Targets (Objectives)

Why do we want to do this?

To ensure that every aspect of the public life and purpose of Mercy International association is promoted by an effective communications strategy.

Tactics:

How will we approach this task?

- **Develop** a co-ordinated approach to the promotion of Mercy International Association;
- **Market** the key messages of MIA;
- **Establish** a Communications Network;
- **Upgrade** the communication media at MIC;
- **Publish** a weekly e-news letter;
- **Maintain** an up to date website;
- **Hire** communication assistance at MIC;
- **Promote and upskill** users in the use of the Network area and Connect Meeting Facility.

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- The communications support of MIA Team will be improved.
- Fundraising communication needs will be integrated into the overall Communications strategy.
- There will be capacity building/training of MIA personnel and targeted members.

Ultimate Outcomes

- Mercy International Association will have an effective Communications Strategy.
- There will be an integrated network of communication across the Mercy Congregations/Institutes.
- The communication assets of MIA will be held securely and will be added to on a continuous basis.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) Ensure that the heart of the Mercy story is brought to life by presenters that lead the Mercy renewal and ethos programmes at MIC (and on the web)	Executive Director, Assistant Director Heritage & Spirituality, Programme Presenters	Ongoing
b) Tell the story of what goes on at MIC by promoting the information, value and excitement about the quality of the programmes offered in the Centre .This will be done by communicating through reports, participant feedback and through still photography and video when appropriate e.g. talks, presentations, launches, commemorative events and liturgies, recitals etc.	Executive Director, Assistant Directors Heritage & Spirituality, Global Action and Communications, personnel Programme Presenters	Ongoing
c) Develop capacity for offering e-programmes.	Assistant Directors Heritage & Spirituality, Global Action and Communication personnel	Ongoing
d) Support the Fundraising activity by <ul style="list-style-type: none"> ensuring that the power of the story about MIC and MIA in general is communicated to potential donors and foundations; creating a specific fundraising micro site; upgrading the donation capacity/button on the website to the needs of Fundraising programme. 	Executive Director, Development Director, Communication personnel	Ongoing
e) Develop a clear connection between the historic story of Catherine, the spirituality of Mercy and the passion of action for justice in the contemporary issues of our time.	Mercy Global Action Team, Communications personnel	Ongoing
f) Raise awareness of global issues through focus on stories that show how Sisters of Mercy worldwide are engaged in the alleviation of poverty and offer possibilities for engagement in and with those mercy ministries.	Assistant Director Global Action, UN Mercy Representative, Communications personnel	Ongoing

g)	Provide opportunities for involvement in advocacy for justice at national, international and UN levels.	Assistant Director Global Action, UN Mercy Representative, Communications personnel	Ongoing
h)	Continue online action alerts and rapid response process to global emergencies.	Assistant Director Global Action, UN Mercy Representative, Communications personnel	As Needed
i)	Set up a Communication network that will link the core MIA communications team with Mercy leaderships, Communication practitioners and membership in general.	Executive Director, Communications Consultant	March 2013
j)	Prepare information packs, etc for publicity and communication with Mercy Sisters Associates, Partners in ministry, key Stakeholders and broader audiences.	Executive Director, Communications Assistant	April 2013
k)	Develop the use of blogs, Facebook and other social media for MIA communications.	Communications Team	September 2013
l)	Develop 'Story Spaces' in the International and Heritage rooms on video via screens and on walls and partitions via graphic design and photographic elements.	MIA Team, Communications Consultant	June 2013
m)	Edit and publish Mercy E-news for 48 weeks a year. This will include sourcing and receiving articles, preparing images for E-news, integrating full items to the news section of the mercyworld.org website and creating links.	E- News Editor	Ongoing
n)	Publish bulletins, briefing papers, special reports, advertisements, prayer lists and requests and other communications needs of Mercy International Centre, Mercy Global Action and the Canonisation Cause for the mercyworld.org website and E-news	E- News Editor	Ongoing
o)	Attend to general content maintenance and tidy ups of www.mercyworld.org to ensure that the site is operating to expectations and users are being provided with a reliable and functional experience. This will include attending to general content updates for the MIA website, the Mercy International Centre website components, the Micro sites, the Canonisation Cause, review and updates associated with the various repositories: Resources, Facts, Quotes, Bibliography.	MIA Web Content Manager	Ongoing

p)	Expand the media prayer space offering reflection resources, on line prayer requests, etc.	MIA Team and Web Content Manager	Ongoing
q)	Develop e-commerce capacity, including purchase of shop merchandise and bookings for MIA/MIC facilities and events.	Assistant Director Finance & Administration, Web Content Manager	Ongoing
r)	Employ the technical expertise required for graphic production associated with buttons, banners, thumbnail images , highlight elements for content articles, technical updates associated with Member countries updates to the Mercy Worldwide map and associated content , updates to MIC information relating to accommodation, shop items, etc.	Executive Director on advice of Web Content Manager	Ongoing
s)	Ensure the safe keeping of current MIA assets and continue to develop a bank of resources such as high quality photographs, video clips, etc. for the telling of the Mercy story.	Executive Director and Communications personnel	Ongoing
t)	Train users in the use of the member's area of the MIA web, (including Connect Room) for the development of communication through conferencing, document sharing and discussion forums.	Communications personnel	Ongoing
u)	Provide practical support to users, i.e. new e-mail addresses, password establishment, etc.	Web Manager	Ongoing

5. Finance and Administration

Goal:

Provide for the administration of Mercy International Centre and administer the financial affairs of Mercy International Association.

Strategic Targets (Objectives)

Why do we want to do this?

To ensure effective administration and good financial management in order to implement the vision and strategic plan of MIA.

Tactics:

How will we approach this task?

We intend to

- 5.1 **Manage** Mercy International Centre including accommodation/facilities and maintenance.
- 5.2 **Carry out** necessary repairs, renovations and upgrades of MIC.
- 5.3 **Monitor** MIA Investments and Deposits.
- 5.4 **Prepare** and Monitor Annual Budget.
- 5.5 **Manage** insurance and property issues.
- 5.6 **Support** Fundraising Strategy and Plan.

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- Mercy International Centre will be well maintained.
- MIA Financial and Insurance affairs will be effectively managed.

Ultimate Outcomes

- Best practise in financial and administrative management of MIA is maintained.
- MIA and MIC are more sustainable.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) The Theological Advisory group will work with Theologians on the Opposing Trafficking and Cosmology/Eco Justice working groups to ensure a Theological Reflection process is incorporated into MIA Global Action work.	Assistant Director Global Action	October 2012
b) Annual evaluation with the Global Action Network and the two working groups will occur to ensure they are working effectively and changes made where necessary.	Assistant Director Global Action	June 2013 and Onwards
c) Quarterly meetings of the Global Action Network and working groups to discuss work, progress and what can be done together.	Assistant Director Global Action	Ongoing
e) MIA intern researcher – presently working on detailed research on mining. Plans to produce research on water and the rights of mother nature – the three themes of the Cosmology/Eco Justice working group.	Betty Lacey, MIA Intern	Ongoing
j) Study has been done of Mercy Investment Services programme to promote campaign in hospitality sector against child trafficking. MIA is broadening this campaign to incorporate trafficking of women and all Mercy Congregations/Institutes are being encouraged to participate. Irish Congregation will implement this campaign in 2012/13 and plans for other Congregations/Institutes to take up over next 3 years.	Assistant Director Global Action with the support of Congregational/Institute Leaderships	Ongoing
k) MIA Global Action at the UN is producing policy interventions for major UN conferences. Plans to produce intervention on Trafficking and mining in 2012 with support of working group members. Each year MIA Global Action at the UN will respond to the UN agenda and produce policy papers where necessary. These policy papers will also be the basis for lobbying at national level where appropriate.	Assistant Director Global Action and Aine O'Connor, rsm	Ongoing

<p>l) MIA Global Action at the UN and Congregations/Institutes at national level will work together to lobby decision makers to promote MIA policy positions.</p>	<p>Assistant Director Global Action and Aine O'Connor, rsm</p>	
<p>m) A training programme will be developed and offered at the UN in New York each year for Global Action Network members and members of the two working groups. This will provide an opportunity to network and learn about the UN system as well as develop skills in policy development and advocacy.</p>	<p>Assistant Director Global Action and Aine O'Connor, rsm</p>	
<p>n) A study is being undertaken to measure the impact of Mercy Global Action in our interventions for the Rio+ 20 Conference on Sustainable Conference. Each year one such evaluation will be carried out and good practice shared with all Congregations/Institutes.</p>	<p>Assistant Director Global Action</p>	<p>Starting November 2012</p>

6. New Horizons

Goal:

Ensure a structure that is capable of seeking new horizons

Strategic Targets (Objectives)

Why do we want to do this?

MIA's long-term success doesn't exist where we are...it exists where we are going. We therefore want to ensure that MIA remains focussed on its mission, open to development and new challenges and financially sustainable

Tactics:

How will we approach this task?

We intend to focus on:

- 3.1 **Strategic thinking:** Strategically thinking forward in order to be able to strategically respond.
- 3.2 **Flexibility and adaptability** - Remain flexible enough to adapt to change, be open to change and lead others to embrace change within MIA.
- 3.3 **Staffing and team-building** – Recognising that the strength of MIA depends on its personnel, plan ahead for personnel needs at Board, Team Staff and Volunteer levels
- 3.4 **Keeping Financial Sustainability under review** including evaluation of the effectiveness of the fundraising strategy
- 3.5 Celebrating the 20th Anniversary of the opening of Mercy International Centre (2014)

Outcomes (Key Performance Indicators)

When we achieve these objectives the following will happen:

Intermediate Outcomes

- The Members and Board are collaboratively planning for the future of MIA.
- Fundraising is underway and is raising the required funds.

Ultimate Outcomes

- Mercy International Association is developing its mission and is successfully engaging new challenges.
- Mercy International Association is sustainable and viable.

Implementation

What Actions will we take?

	People Responsible	When
Tactics		
a) Prepare a position paper each year on the emerging trends and challenges in MIA and engage discernment and planning on this with Board and Members at AGM.	Executive Director	Ongoing
b) Keep alert to the opportunities and restrictions that the changing environment in Congregations/Institutes, Lay Mercy relationships, global needs, financial conditions, demographic profiles present and seek to engage these creatively and realistically.	Board, Executive Director and Team	Ongoing
c) Ensure that timely planning is done for replacement of Board Directors and Team Members and that the necessary ancillary staff is employed.	Board, Executive Director and Team	Ongoing
d) Keep Financial Strategy under review and adapt as necessary. Evaluate the effectiveness of the Fundraising effort annually and decide if and when contingency plans are needed.	Board, Finance Committee, Executive Director and Team	Ongoing
e) Establish a Committee to plan for 20 th year celebration of MIC	Executive Director	February 2013

Implementation

The implementation of this plan will be overseen ultimately by the Board of Directors of MIA, who will play an active part with Executive Director and Co- Directors in monitoring progress. The Executive Director and Co- Directors will prepare an annual operations plan and Budget for Board approval.

Evaluation

Reviews of progress against the strategies and targets as outlined in the Strategic Plan will be presented to the Board at each Board meeting. Participants at all events and courses will be asked to complete evaluations and the feedback will be collated and reviewed. Feedback from users of our web based services will also be facilitated.