



Rome, 31 March 2024



Work for the 40th General Chapter^o

ECONOMY AND MISSION

Stage I: WHAT WE ARE DOING (January-March 2024)

1. WE HAVE DONE SOME WORK

For dialogue

1. What does your Province need in the coming years in respect of the theme of Economy and Mission?

	Specific responses
Africa	<ul style="list-style-type: none"> To have its own works (such as the Padre Eustaquio School) in which brothers can work. Train brothers in other fields to stabilise the economy of the Province.
Andina	<ul style="list-style-type: none"> Have a projection of an economic and financial plan (5 to 10 years), including an investment plan. Review existing health and pension systems, considering the legislation of each country and arriving at a common proposal. Strengthen zonal finance commissions, integrate local bursars and specialised lay people. Evaluate the practice of the communion of goods and strengthen the custom of accountability in communities and apostolic works. Self-funding apostolic works. Seek some forms of funding - internal and external - for pastoral projects in apostolic works. Provide basic ongoing training in asset management and in preparing financing projects for works.
Brazil	<ul style="list-style-type: none"> A more frequent economic report concentration of all the finances in the Provincial Fund, without generating excessive dependence
France	<ul style="list-style-type: none"> Prioritise the reduction of the annual operating deficit. Renewal of the finance commission. A reduction of staff and therefore of salaries. Selling assets that we do not need to keep. Improve the profitability of properties that are currently costing us money. Having a more rigorous sense of the financial management of each community. Living more frugally.

	<ul style="list-style-type: none"> ▪ Review our investments, especially those that earn next to nothing. Collect information on what is invested in Spain.
Ibérica	<ul style="list-style-type: none"> ▪ Follow up and strengthen the common fund; take care of the return on investments; take care of the increase in expenditure. Be prepared to manage well the decline in people and assets. ▪ Continuing to support the rest of the Congregation ▪ Be on the lookout for new sources for funding (public or private). ▪ Continue practice of transparency of personal, community and provincial accounts. ▪ Making real estate profitable ▪ Improve management in the communities and see what support is needed by bursars and above.
India	<ul style="list-style-type: none"> ▪ Need for concrete financial planning for development and investments.
Indonesia	<ul style="list-style-type: none"> ▪ Tools to help planning finances for the next 5 years. ▪ Have some investments in Indonesia or elsewhere for our financial independence.
Japan-Philippines	<ul style="list-style-type: none"> ▪ Shrinking membership in Japan and dwindling resources for the Philippines. Failure to get Filipino brothers to help by working in Japan. ▪ The help of the Congregation for IF in the Philippines is needed.
The Netherlands	<ul style="list-style-type: none"> ▪ We leave a financial plan for the coming years, once the Delegation is finished, with a person responsible for executing it (administrator), which guarantees the work of the investments and the care of the religious. This has been approved by the General Government. ▪ The Teteringen flats have been put on the market for sale. The investment fund will be increased. ▪ The entire fund will remain in the hands of the General Government.
French Polynesia	<ul style="list-style-type: none"> ▪ Joint investments ▪ Closing a community due to the age of siblings and decline.
US	<ul style="list-style-type: none"> ▪ Operation and management planning ▪ Some good ideas with more explanation as to how it would work with joint investments. ▪ Further efforts are needed to consolidate information and personnel issues.
Flanders	<ul style="list-style-type: none"> ▪ Take care of the system of common services, taking into account the different situations of each brother (those who live together, those who do not, etc.). Brothers are helped to transfer to the common account what they do not need or what exceeds a limit. ▪ Maintain everything that represents the spirit of Damien. ▪ Investments help to supplement the pension income.

2. Identify two concrete initiatives that would help to improve the functioning and care of the Congregation's body.

General answers
Insist on the common fund, as required by canon law and the Constitutions. Also on the budgeting and review of expenses of each province and make this a condition for receiving aid. This needs to be clearly stated by the General Chapter.
One criterion for restructuring is to ask the province to be economically viable and the communities to be self-sufficient.
Develop tools to plan for the next 5 years.
Training brothers for specialised professions (medicine, civil law, engineering, architecture)
Transparency of the accounts of all provinces, especially those with financial problems (General Government to accompany these processes). Be strict in reporting accounts and controlling budgets. All money received to be given to the community. Seek paid ministries.
Pursue joint investments. Consolidate teams and advice to manage investments and secure resources. A closer and more transparent look at our investments. The implementation of investments by Conferences Investing in real estate
There is security in the management and care of our resources. The important thing is to use the experience of the brothers in finance/management and to provide training/education to more brothers.
Maintain the general house fund so that it can live mainly on the result of investments, supplemented by contributions (which may decrease).
Create a common solidarity fund for the mission of the congregation - especially for new missions.
Use experts to improve our economic and financial management.
Form a team of religious and lay people to look for benefactors and take care of the relationship with them.
Seek to improve where we live (if the houses are too big for the group) and make it profitable or sell it and live in more suitable places.
Decrease the number of members of the General Government and smaller Provinces
Only communities (major and delegate) can contribute to initial formation.
The General Chapter needs to set the time limit for supporting the Africa Project/mission (only until the next General Chapter) so that they can work for their own financial independence in the mission. We can see two possibilities of support: financial or personal.

2. RESOURCES TO DISCOVER

For dialogue

3. What projects do we have in the Province that need external support? If so, what do we want to do to seek funding for them?

General answers	Specific responses
Africa	<ul style="list-style-type: none"> ▪ Equipment of Tondisa Ebale (vocational training centre) ▪ Construction of a hospital for the Père Kadumu Medical Technical Institute.
Andina	<ul style="list-style-type: none"> ▪ The educational project at the La Concordia Sagrados Corazones School, (Ecuador). It need to be supported so that the educational offer can be launched. ▪ Campus ministry project (Peru): Infrastructure for a campus ministry centre. Funding is being sought from foreign institutions. ▪ Project for the construction of a parish house in mission ministries (Peru). The aim is to seek financial support from foreign and national institutions.
Ibérica	<ul style="list-style-type: none"> ▪ Casa Damião (Lisbon) for children with heart disease in Guinea-Bissau. ▪ Project for the reception of prisoners from Jerez. Continue to seek public subsidies and donations. ▪ The house for the sick at Escorial could take in patients from other congregations. ▪ Development of the Sagrados Corazones Foundation in its social aspect. ▪ Search for public support and donations with the help of experts.
India	<ul style="list-style-type: none"> ▪ Initial formation: full support/contribution from the congregation (from the Generalate). ▪ Dedicate brothers to work in Education to generate income: Draft project proposals and identify donors.
Indonesia	<ul style="list-style-type: none"> ▪ Need to support the Bagong Silang community in the Philippines. ▪ CAP is studying the possibility of opening a missionary community in China and Vietnam, which initially will require the financial support of the Congregation. ▪ We are looking into opening dormitories for secondary and high school students. If we have the support of the Congregation we will be able to do it better.
Japan-Philippines	<ul style="list-style-type: none"> ▪ Use our properties to earn income in the Philippines. Accept religious students from other countries at the DFC. ▪ Join with other Provinces to invest, with due care and expert advice.
US	<ul style="list-style-type: none"> ▪ Initial and ongoing formation. ▪ To train brothers in other professional areas (teaching, chaplaincy, finance, formation...). ▪ Explore possibilities for non-traditional parish ministries.
Flanders	<ul style="list-style-type: none"> ▪ The Damiaan Vandag project and the Tremelo museum. We are looking for public subsidies to maintain this project.

4. Regarding benefactors, decide on two initiatives that you can practice to increase donations and aid, either to your Province or to other Provinces.

General answers
Create sponsorships for our work. Open channels and spaces where people can collaborate directly with the costs of training and mission.
Publicise our work on social networks. Create a website. Improve the information about our projects.
Promote support campaigns in all our mission works (parishes, schools, etc.) .
Establishment of a Mission Fund with funding for provincial projects
Participate in networks of associations working with the marginalised to find out how they are doing and to get information on existing public and private subsidies.
Increase and develop the database of donors, from the Province itself and others.
Think about how we can get high-level benefactors, now we have many but at lower levels.

5. How can we as a Province help or what suggestions do we make?

General answers
Offering models, sharing the Province's finance model, and the management of requests for project grants.
Facilitate and channel financial support for works.
Continue to support financially the other provinces (Africa and others).
Train brothers and sisters in the preparation and presentation of projects. Take the initiative in drafting projects.
Find people who have the capacity and time to make and present projects to public and private institutions. Further develop the foundation.
Continue to invite local associations to help support missionary projects. Introduce the projects to individuals and companies.
The Congregation to diversify in the areas of formation of the brothers.
Continue to develop projects involving the patrimony and real estate that we have.
Need to leverage local donations.
Seek the help of lay professionals.
Training is needed on how to be better emissaries of stewardship and to understand the impact we can have (e.g. Damien, Eustaquio, our martyrs, etc.).
We are concentrating on a sound financial operation, thanks to which we hope to ensure the maintenance and enhancement of the tangible and intangible patrimony of the congregation (Damien), even beyond the last Flemish father.

3. WHAT THE CGA 2023 PROPOSES

For dialogue:

6. Point out two possible initiatives for the Province that will help the community to adapt to what the future might hold.

General answers
Need to adapt the quality of transparency and accountability, and information needs to be shared with all the brothers.
Grow in international or interprovincial experience.
Organise the new communities to be self-financing. Brothers to have salaries.
Discernment of our apostolic works using missionary criteria and taking into account marginal situations.
Maintain a balanced way of life: neither too ostentatious nor too precarious.
Evaluation and renewal of contracts with the Dioceses where we are present.
The qualification of the younger Brothers for other jobs, not only in the parish, for example as teachers.
Mission projects should be obtained through fundraising and project writing.
Make a plan for real estate that we do not need with a view to selling or renting it. Think about how to make our structures more sustainable
Investment in real estate (land, farm...).
Professionalise our social associations related to the Congregation.
Greater discussion and awareness of co-responsibility (time, talent, treasure) and what my responsibility is to help the Congregation.
We have put in place a plan whereby we would retire to a new, smaller monastery (long term lease) that would accommodate the care needs of our dwindling community. As the religious community continues to shrink, this building could also generate rental income.

7. Please identify two initiatives for the Congregation in the next 6 years.

General answers
Continue with interdependence in the economy. The relationship with mission should be an area of interdependence in the Congregation.
The same system of resource management, common cash and transparency. Pooling of all the income of all the brothers.
The Provinces that still have means can lend a hand to those that have less, in order to balance the strengths in the Congregation.
The General Government to be increasingly proactive in the exchange of personnel. There should be a policy of rebalancing personnel according to the importance of the Congregation's mission.

Conduct a general audit (with an external entity) on the economy throughout the Congregation.
Carry out interventions in the Provinces where the greatest difficulties, transparency and economic management are encountered. Continue to improve transparency and accountability at the general level.
The Conferences to be a space for sharing the mission and what is involved in investments and expenditures with transparency
Study the invitation to propose joint investments, based on mutual trust and the search for resources. Better use of the Congregation's assets for sustained mission.
Create a mission fund for the mission project aimed at young people for future vocations.
Common investment for the General House from the properties of the Congregation (in particular from communities/delegations that are ending their mission).
Consider the possibility of conferences becoming a province, e.g. CAP becomes a province of Asia.
Pay attention to caring for older brothers and sisters and providing them with life experiences and consolation that help to improve their lives, also with the laity.
Provide opportunities for older brothers and sisters to interact in common mission projects, pastoral experiences, collaboration, etc.
We are listening to the Congregation and the General Government. In this context, we remain ready to contribute within the framework of international solidarity.

8. Identify two possible initiatives for the sustainability of initial formation in the Congregation.

General answers
Training of formators
Move towards one or two Novitiates for the whole Congregation (Spanish and English).
Seek out benefactors for initial formation. Create an international network of benefactors. Initiate the Christian family to adopt a seminarian and have the family bear the expenses. Common houses of formation. Encourage contributions not only of money, but also of food and other things. Maintain good relations with donors.
Practice accountability with transparency, and good management of financial resources.
To live a formation that is richer in Gospel values, in our spirituality and poorer in its structures and ways of living.
It is necessary to limit the pace of life and seek poverty in the formation houses and their possible self-financing (that those in formation undertake paid work experience in their countries). To live according to the context of the country. That those in formation work outside to help the Congregation in its financial efforts. We need to use their gifts and life experiences that they already possess.
Avoid large and costly seminaries. Take care in the formation and discernment of candidates.

Seek support from church organisations. Give preference to formation grants over other projects.

Common investments or common mission that would provide income to support IF in the whole Congregation, which can be managed by the General Government.

To undertake parts of the IF processes together, to deepen the relationship with each other and to get to know the communities and mission areas.

Preparing together for perpetual vows.

Our location in the university city of Leuven opens up opportunities for members of the congregation who wish to study philosophy or theology with the possibility of them being integrated into the Leuven community.