



**PLANNING AND DEVELOPMENT
OFFICE AT THE SERVICE
OF THE SALESIAN CHARISM
IN THE PROVINCE**



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011



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CHAPTER I.

PLANNING AND DEVELOPMENT OFFICE SEMINAR. CONTEXT



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

PLANNING AND DEVELOPMENT OFFICE AT THE SERVICE OF THE SALESIAN CHARISM IN THE PROVINCE

FR. VÁCLAV KLEMENT, COUNCILOR FOR THE MISSIONS

1. WELCOME AND THANKS

Welcome to Hyderabad seminar of PDO 2011! I'm very glad that probably for the first time we are attending a really global seminar of the Congregation out of Europe. We are meeting in South Asia - India, in one of the three growing Regions of the Salesian Congregation. One of the reasons is to have a firsthand experience of the Salesian Charism, missionary solidarity and development commitment in this beautiful country. Since the year of 2010 India has the largest number of Salesians in one single country. It's a great blessing of God, but also a responsibility and a challenge to stay more in touch with the other seven regions of the Congregation. Our presence in Hyderabad has a deep symbolic and effective value!

First of all I would like to give thanks to all confreres and friends in India and around the Salesian world who contributed to a solid preparation of the seminar (Province of Hyderabad, South Asia Region, Salesian Mission Offices and NGOs).

As we recognize 'Planning and Development Office' as a bridge between civil society and the mission of our Congregation entrusted by God, during the whole process of preparation we tried to maintain an ongoing dialogue between many different parts. From the initial stage three General Councilors were involved -i.e. Economy, Youth Ministry and Missions-; the PDO building capacity related Salesian NGOs or

Mission Offices and other agencies. One of the major fruits on the way was already the involvement of many Provincial Councils. Without this important synergy we would not have been able to come here. Thanks to all parts involved!

2. BACKGROUND OF SALESIAN PLANNING AND DEVELOPMENT OFFICE

About 20 years ago due to the initiative of different Salesian Mission Offices (Procura Missionaria in Italian language) and some NGO-related Missions in some provinces various were started 'Project Offices' as a point of reference for the projects submitted to various agencies. At first they were very simple project cycle executing tools, but 10 years later some of them have turned into complex tools for the planning and overall systematic development of the Salesian provinces. The first Seminar of 'Planning and Development Offices' (Rome, April 2005) was the most visible event of this process.

General Chapter 26 of the Congregation (Rome, 2008 'Da mihi animas, cetera tolle', the fourth nucleus about **Witness of evangelical poverty** is asking Salesians to make our poverty more credible through Personal and community testimony (Guideline 12), Solidarity with the poor (Guideline 13), and Responsible management of resources in a spirit of solidarity (Guideline 14). Specially n.93 is asking the Rector Major to help the Provinces grow in their commitment to social justice and n.97 is using the following expressions: *more practical solidarity of resources ...among provinces and regions; ensure effective supervision of Provincial Economist operations; give directions for equitable distribution of wealth...; management of financial resources in an ethical way, in a spirit of solidarity.*

Also in the area of **New Frontiers**, the fifth nucleus of GC26 (*New models for managing works, Guideline 17*) we find many indications for a more systematic and professional management of our resources.

GC26 also assumes (n.96,107,111), that the 'Overall Provincial Plan' (POI – Progetto organico ispettoriale in Italian original) already suggested at GC25 (2002), should be used as an ordinary strategic tool for the development of each Province. Although there is not mention of the PDO as a specific 'structure' for the planning, coordination,

and training at the provincial level, many of the processes wanted by GC26 (n.104) are pointing in this direction: *...from occasional attention to poor young people, to lasting and focused projects in their service; from a welfare mentality, to involving poor young people in being active agents of their own development and active in the social and political field; from intervention directed to the victims of injustice, to networking to combat the causes of injustice;*

In this context we find in the Six-year-plan of the Rector Major for the sessenium 2008-2014, (*Part II, Missions, Area 3, 3.2.1.1 and 3.2.1.2*) two very concrete lines of action for the whole Congregation: (ACG 402, 2008) **“Promoting and consolidating Planning and Development Offices in the Provinces”** and **“Helping Provinces and accompanying PDOs with clear Salesian criteria for the development of the Salesian mission”**. This Seminar is a clear step forward in helping the Provinces to make their PDOs a basic tool for the quality of their mission.

3. PREPARATION PATH (OCTOBER 2010 – OCTOBER 2011)

After the last GC26 one Seminar was held each year for the different agents in the global field of **Salesian Missionary Solidarity**: Mission Offices (G4), November 2008 - March 2009; Provincial Mission Offices, November 2009, Missions/Development related Salesian NGOs, November 2010. In each gathering it was strongly underlined the importance of the role of ‘PDOs’ as an important condition for the development of Salesian mission. As an answer to the needs and one specific step in the growth of the Salesian Mission we have started to prepare this seminar since last October 2010. In the past 12 months more than half of the 87 Salesian provinces have been involved in the preparation process. Here we are meeting more than six years after the first PDO Seminar (Rome, April 2005, with more than 220 SDB and Lay participants). The main contents of the Rome 2005 Seminar were translated and published in Italian, Spanish, English, Portuguese and French. The conclusions of the 2005 Seminar were a starting point for the preparation process for the present seminar, to evaluate the growth direction and goals wanted by the Congregation some 6 years ago.

The First survey sent to the Provinces (January – June 2011) highlighted the main developments since 2005, verbalized the main challenges, open questions and indications for the consolidation process of PDOs. Some well reflected and documented replies helped us to define better the dynamics and topics of the seminar. At this stage the **48 contributions** were prepared by 23 Provincial Councils, 18 Provincial Economers or/and Directors of PDO, 7 PDO director or lay staff. By continents there were 18 provinces of Asia, 17 of America and 13 of Africa together with 3 PDO capacity building related NGOs and one Provincial Mission Office.

Over the next few months a **Second Survey** was requested (July – October 2011), with a clear aim to understand the wisdom from the different Provincial experiences. Although only half of the participants did answer in a narrative way, this process helped to inspire, find the causes of progress or difficulties related to many different cultural backgrounds and PDO models.

4. DIFFERENT MODELS OF PDOs

During the preparation process it became clearer that we have **many different models of the 'PDOs' in the Provinces**. While reflecting together about the 'PDOs' we were quite confused with the wide variety of different entities with the same label. In order to better understand the variety of existing models, a second survey, based on the rough descriptions in the first one, was asking the Provinces: *"When reflecting on your provincial 'PDO', which model would you like to be listed under? Feel free to choose from the 'provisory' list or describe your own 'model'".* Some five models existing in the Salesian regions were described:

Model '0'

Province is still struggling with some 'individualized' management of some works. The projects carried on with some foreign agencies are depending just on the rector of the single community concerned. There were some attempts at a more integral approach

in the province with a help of one 'office', but so far there is no provincial coordination in this field. Or the Province needs to start or re-start their Project Office/ PDO after some difficulties.

Some 10 provinces described their situation in these terms.

Model '1'

Project Office (PO) stage/model: There is a point of reference for all development projects in the Province, but very low key. The PO is staffed only by one lay person, writing projects on behalf of the local communities. PO is at the service of the local communities and works; there is only a small impact of the office on the provincial animation. There are some different versions of this model:

- a) Project office with some fundraising activities (local or foreign benefactors network) or looking for other necessary personnel or financial resources
- b) Project office involved also in the formation of SDB or lay staff in the houses (usually in the field of management, accountability, helping the communities to understand the project cycle)
- c) Project office facilitates the contact with the donor agencies, facilitates the network of different kinds of similar work within the Province

Other 15 provinces described their situation in these terms.

Model '2'

Planning – Project Office (PPO) stage/model: Beyond the 'Project Office' model 1, this model is more involved within the provincial animation structures. The office does contribute to the provincial planning and animation, at times helps also to work out the OPP (Overall Provincial Plan) or the Provincial Strategic Plan together with the Youth Ministry Delegate (or commission). There are some different versions of this model:

- a) PPO works with a larger (ad hoc) commission composed of SDB and lay mission partners.
- b) PPO director participates in the YM commission; the YM delegate takes part in the PPO board.
- c) PPO serves as a real 'catalyst' in the provincial animation and discernment.

Some 12 provinces described their situation in these terms.

Model '3'

Planning and Development Office (PDO) stage/model: After 2005 Rome seminar some provinces have reached this stage of growth. PDO helps the local communities to develop their mission according a plan. PDO is also involved in the formation of our Lay Mission Partners. PDO helps the Salesians to move from the 'charity' or 'institution' mentality towards the 'systematic development work' in the mission.

9 provinces described their situation in terms of a real.

Model '4'

PDO contributes to the planned and participatory development of Salesian Mission. PDO is also involved in the territory, in the local society: through the empowerment of processes on behalf of the youth or the poor people. PDO networks with nearby Province PDOs and other non Salesian agencies or government agencies in the country. PDO is also involved in lobbying and advocacy, working in the field of social justice and peace (reconciliation).

2 provinces described their situation in these terms.

Other possible situations emerging from the surveys

- PDO works only for some 'special kind' (e.g.: training centers) of works in the Province
- PDO is not part of the provincial animation structures; only 'provides provincial services'.
- PDO is run basically with expatriate (volunteer) staff, changing quite often.
- PDO not only coordinates, but also implements larger projects for the local communities.
- PDO is not yet part of the provincial culture, SDB are not yet convinced about its importance.

5. GOALS AND EXPECTATIONS

In the convocation letter dated last January 15 the three main goals of the Seminar are spelled:

1. ***Assessment of Salesian PDO process over past ten years (e.g.: Seminar 2005)***
2. ***PDO at the service of the Salesian mission (Overall Province Plan, Projects)***
3. ***Capacity building of Salesian PDOs.***

On the first day of the Seminar I would like to introduce some of your main expectations, as expressed by the respective Provincial councils during the two surveys. Most of them are already mirrored in the different themes for the 19 sessions for the following five days:

- Evaluation of the past 6 years development or setbacks of the PDO within the Provinces, learning from the specific experience of a PDO (a narrative method is suggested).
- Clarify the role and task of the PDO within the Provincial structures, especially the synergy of the different sectors involved

(Economy, Youth Ministry, Missions etc) with a clear mandate of the Provincial, backed up by the Provincial directives (OPP, Provincial directory, PEPS, PDO directory...)

- Foster the growing planning mentality in the Provincial and Local communities
- Facilitate more networking between the PDO and Salesian Missionary Solidarity agencies (Mission Office, NGO), between PDOs of the same Region or country.
- Find out some ways how to reach the self-sustainability of the PDO, depending in many provinces just on the foreign agency projects.
- Capacity building of the PDO: more professional and stable local personnel, ongoing training of the Salesians and Lay Mission Partners involved in the PDO.

Some concrete African expectations for the Seminar shows a clear vision: "...the PDO is not a static but a dynamic reality, it's a great idea. We are ready to adapt it in different situations and environments. The core of the PDO idea itself is to place the person at its core and not only the technical skills or the economical and financial matters. This idea points out that a PDO is a journey desired first of all by the Salesians, not just by the lay mission partners or agencies working with us. It's a part of our Charism, a part of what Don Bosco was dreaming of in his heart. A PDO seminar would lead to some operational conclusions which would turn up a PDO into a part of the Salesian mission of each Province."

Besides, there are also some expectations regarding the PDO related Salesian Mission Solidarity agencies (NGO, Mission Offices) of better accountability, transparency and professionalism. In the present globalized situation there are also growing expectations both from 'inside' (Salesian agencies) and outside agencies (government, enterprise, foundations, international networks) to be more transparent with regard to projects implementation. Probably the least developed element is the social communication capacity building and public relations.

One of the expectations strongly suggested by the Provinces and by the Mission Solidarity agencies is the sharing of good practices. This call brought us to the second survey based on the narratives of different PDO models around the Congregation, and we have the chance to share some ten provincial stories from all five continents. All other provincial stories can be accessed on the AGORA, as well as current materials that are also being uploaded during the seminar.

6. METHODOLOGY

Each day has its main theme: From the Context in which we are living (day 1), to the Salesian experience of the PDOs in the past few years (day 2); clarifying the basics of Salesian concepts of development, planning and missionary solidarity (day 3); answering the main challenges of PDO capacity building (day 4) and, finally, preparing a road map for the next few years (day 5).

At the end of the seminar we would like to offer to all Provinces some simple '**clear Salesian criteria for the accompaniment of the Planning and Development Office at the service of the Salesian Charism**' in order to consolidate and accompany the PDO as requested by the 6-year plan of the Rector Major (2008-2014).

As regards the seminar **method** we would like the pro-active participation of all. Each session has its input or good practice presentation, and also includes a time for workshops in groups according to the various languages. So each participant is invited to become an active player during the whole time.

Should you have any paper or information that you would like to **share with the other participants**, let the organizers or the steering committee know about it for the benefit of all. There is a possibility to share materials via a simple exhibition space, in digital or paper in order to share experiences as well.

The role of the **steering committee** is to guarantee a smooth and flowing, goal-oriented seminar. Please feel free to approach any of its members if you have any suggestion, idea or significant comment related to improving the program. Its members are the Economer General,

the Councilor for the Missions, the South Asia Mission Office Director as well as other three PDO directors/ Provincial Economers with a wealth of experience in the field.

The **Language factor** is a challenge for our worldwide Congregation. During the preparation process we tried to bridge the language gap with translations of the main materials into the two most widely spoken languages in the Salesian world – English and Spanish. During these five days we will try to help all participants with simultaneous translation during the Assembly open forum. During the workshops we will try to accommodate all the Spanish speaking participants in their respective groups.

There are some basic PDO related terms not yet included in the virtual **Salesian termbase** (<http://www.sdb.org/pmwiki/pmwiki.php>) which we would like to clarify in the main languages of the Congregation. I would like to ask some of you to collect them during the first four days. On the last day all the recommendations might be shared in a plenary session called 'the Assembly' (**language watch committee**).

All the materials produced for the Seminar/Conference(= Congreso, no es conferencia!) during the last year have been uploaded and made available via the Internet. www.sdb.org , **AGORA / Solidarietà missionaria**. Any Salesian or Salesian lay mission partner who is registered on the www.sdb.org can access these digital resources. Also the provinces which do not participate in the seminar can download all relevant materials in real time.

Notes - Sources - Bibliography

All above mentioned materials can be downloaded from the AGORA at www.sdb.org.
 org: AGORA – MISSIONS – Solidarietà missionaria – PDO Seminar 2011 (10 different sections) <http://say.sdb.org/agora/index.php?board=14.0>

- Seminar on The Planning and Development Office in a Salesian Province, April 2005.
- General Chapter 26, in the Proceedings of the General Council n. 401(2008); ACG 402- Six year plan.
- Conclusions of the (Major) Mission Office Seminar, Rome november 2008 - March 2009.
- Conclusions of the Provincial Mission Office Seminar, Rome november 2009.
- Conclusions of the Missions/Development related Salesian NGOs, Rome november 2010.
- First survey (PDO 2011) – responded by 50 Provinces (AGORA).
- Second survey (PDO 2011) – responded by 25 Provinces (AGORA).

PROGRAM AND MAIN TOPICS

		Topic	Resource Person	Input
Day 1 Context	1	Welcome, Introduction	Councilor for the Missions	INH
	2	Global poverty context	Tom Brennan, SUE - UN	
	3	Future Salesian trends	DB Mission Bonn – JDW	
	4	Path of Salesian PDO 2005-2011	Economer general (1)	
Day 2 Salesian Experience	5	Challenges-survey analysis	MC George	
	6	Models: America – 2; East Asia 2	Presentation of PDO stories	4 PDO
	7	Models: Africa -2, South Asia - 2	Presentation of PDO stories	4 PDO
	8	PDO-role and synergy (province)	Provincial experience- HAI, AET	Regional Asia del Sur
Day 3 Basics	9	Planning in Sal. context WORK	YM department- Dominic	
	10	Development in Sal. context	YM department- Dominic	
	11	Salesian missionary solidarity	Economer General (2)	AUL
		Youth at Risk - Hyderabad	Group visit of all participants	INH
Day 4 Capacity Building	12	Role and task of the PDO	Jóvenes y Desarrollo	VIS
	13	Formation of PDO personnel	Comide - Via Don Bosco	
	14	Financing & accountability	Noi per Loro	
	15	Starting a PDO (handbook)	Salesian Missions	
Day 5 Road Map	16	Expo of PDO related ext. agencies	Economer general (3)	
	17	Regional networking	America, Asia, Africa	DBT.WV
	18	Clarifications -Terminology	Open forum, Salesian Terms	SocCom
	19	Conclusions – Road map 2015	Steering committee	

GLOBALIZATION: CHALLENGES AND OPPORTUNITIES FOR SALESIAN WORKS IN RELATION TO YOUTH AND DEVELOPMENT

FR. THOMAS BRENNAN

1. INTRODUCTION

Long before terms like globalization entered our vocabulary and consciousness, Blessed John XXIII told us, "The solidarity which binds humanity together as members of a common family makes it impossible for wealthy nations to look with indifference upon the hunger, misery and poverty of other nations whose citizens are unable to enjoy even the most elementary human rights. The nations of the world are becoming more and more dependent on one another, and it will not be possible to preserve a lasting peace so long as glaring economic and social imbalances persist".¹ While we would hope that globalization would mean greater solidarity and cooperation, we have sadly seen that it can also serve as a source of division and conflict, especially if it is not guided by a clear set of values and principles that are universally respected and adhered to.

Benedict XVI in *Caritas in Veritate* reminded us that "The truth of globalization as a process and its fundamental ethical criterion are given by the unity of the human family and its development towards what is good. Hence a sustained commitment is needed so as to *promote a person-based and community-oriented cultural process of world-wide integration that is open to transcendence.*

¹ John XXIII, *Mater et Magister*, 157

Despite some of its structural elements, which should neither be denied nor exaggerated, “globalization, a priori, is neither good nor bad. It will be what people make of it”.²

There is no one accepted definition of globalization, and it is difficult to even find consensus on an exact description. We know it exists, and so we try to describe it. Most will acknowledge that we are becoming increasingly interconnected in all areas of our lives, be they political, economic, social or religious. The present worldwide economic crisis, the impact of markets anywhere in the world on others, the Arab Spring, and now the Occupy Wall Street movement has demonstrated this dramatically. The significance of the role of religion in societal change or resistance to change has also become glaringly obvious.

Thomas Friedman summed up our situation quite well when he said:

*In the broadest sense we have gone from an international system built around division and walls to a system increasingly built around integration and webs. In the cold war we reached for the hotline, which was a symbol that we were all divided but at least two people were in charge – the leaders of the United States and the Soviet Union. In the globalization system we reach for the Internet, which is a symbol that we are all connected and nobody is quite in charge.*³

Since he wrote, we can add that social media, especially Twitter and Facebook, have connected us in ways never before imagined, for good and for ill. As people rose up in revolt against oppressive regimes, as flashmobs shifted from providing entertainment and joy to unsuspecting people going about their daily lives to calls for assaults on random individuals, and Wikileaks exposed huge volumes of confidential information, the need for someone being in charge became apparent. However, those in charge must be upright men and women whose consciences are extremely sensitive to the requirements of the common good and who respect the human dignity of everyone.

² Benedict XVI, *Caritas in Veritate*, 42. (The last part of this quote BXVI quotes JPPII, Address to the Pontifical Academy of Social Sciences, 27 April 2001.)

³ Thomas L. Friedman, *Longitudes and Attitudes: the World in the Age of Terrorism* (New York: Anchor Books, 2003), 4.

Because globalization is a multifaceted and complex phenomenon, we need to study the diversity and unity of all its different dimensions, including the theological dimension. This will help us to *“steer the globalization of humanity in relational terms, in terms of communion and the sharing of goods”*.⁴

As Benedict XVI has noted, globalization has made us neighbors, but it has not made us brothers and sisters. One of the challenges we have as Salesians, as missionaries to the young, is to help facilitate a shift from being neighbors to being brothers and sisters and global citizens.

To begin this examination of globalization, it is good to consider the kind of societies and communities we want to have in our locales and countries.

2. A SOCIETY FOR ALL

World leaders signed the Copenhagen Declaration committing themselves *“to promoting social integration by fostering societies that are stable, safe and just and that are based on the promotion and protection of all human rights ... and participation of all people”* and to *“ensure the protection and full integration into the economy and society of disadvantaged and vulnerable groups and persons”*.⁵

Since the time of the Declaration, we have become increasingly aware of our interdependence and our need for one another. Decisions and inaction in any part of our global community has an impact on the whole. At present, more and more problems and issues have become global, that is, beyond the reach of national governments. Examples include global terrorism, weapons trafficking, the drug trade, transnational organized crime, nuclear and toxic wastes, trafficking in persons, and disease and epidemics spread by air travel. This obliges us all to acknowledge our responsibility to each other and to collaboratively seek inclusive solutions. No one nation can address or hope to resolve these issues in isolation.

⁴ Ibid, 42

⁵ 1995 World Summit for Social Development Copenhagen; Copenhagen Declaration on Social Development; Part C: Commitments

3. A SHARED VISION OF SHARED FUTURE

Club de Madrid, an organization of former heads of states, has been working to encourage present world leaders to work for an equitable and shared society in their land. They describe it as a shared society and define it as follows: "A shared society is a socially inclusive⁶ and cohesive society. It is stable and safe. It is where all those living there feel at home. It respects everyone's dignity and human rights while providing every individual with equal opportunity. It is tolerant. It respects diversity." Such a society encourages the participation of all, including disadvantaged and vulnerable groups and persons.

Our vision of the future should look to a society that is socially just, sustainable, humane and respectful of every human person and the environment. Such a society is committed to the common good, respects cultural values and social institutions and promotes a solidarity that leads to social inclusion.

The members of an inclusive society engage in a , "... process of promoting values, relations and institutions that enable all people to participate in social, economic and political life on the basis of equality of rights, equity and dignity"⁷

4. A GLOBAL SOCIETY IN CRISIS

Social inclusion and development are impeded when a community faces a crisis. We have seen that the global climate and economic and financial crises have had a rapid, extensive and often devastating impact on the ability of societies to be inclusive and provide for its most vulnerable members.

a) Economic and financial Crisis:

Today the world is confronted with the worst financial and economic crisis since the great depression. The evolving crisis began with in the world's major financial centers and has spread throughout

⁶ The use of the term social inclusion rather than social integration is advocated by some groups. It stresses the need to respect the contributions of groups rather than ask them to become like the dominant group.

⁷ 2008 Helsinki Expert Group Meeting.

the global economy causing severe social, political and economic problems. While all countries are negatively impacted by the crisis, the developing countries are most severely affected. This crisis highlights long standing systemic fragilities and imbalances.

There are signs of increased social tensions, crime and violent outbreaks in communities worldwide. There has been a growing inequality that is controlled by a small group of powerful nations and individuals. The results of economic globalization has been the widening of the gap between the haves and the have nots. This has been evidenced on the local, national, and international, levels of societies.

Although globalization has opened up opportunities for economic growth and development, it has also triggered new risks and new inequalities. There has been further marginalization of social groups, indigenous peoples, and whole countries resulting in an overall increase in global poverty. Taken as a whole, macroeconomic policies ⁸ have maintained gender inequalities, impeded the economic empowerment of many and exacerbated the plight of people living in poverty. What is needed is an 'economics of solidarity'. John Paul II reminded us that as the gaps between the rich and those living in poverty have increased due to a "*globalization of polarity, our call is to work for a globalization of solidarity.*"⁹

b)Climate crisis:

Because of its magnitude climate change may well be the most significant challenge the world faces today. Climate change and its multiple manifestations exacerbate social inequalities, contribute to the maintenance of social exclusion and serve as obstacles to achieving socially inclusive and cohesive societies.

Poor health, lack of water and sanitation, vulnerable employment and political instability arise from the inequities that undercut development and the capacity to make societies more equitable and inclusive. Climate change exacerbates these stresses on development negatively and impacts the pace and quality of growth. Forced mi-

8 2009 World Survey on the Role of Women in Development, p12

9 John Paul II, 1999, Ecclesia in America, 55

gration and general insecurity among people who lack options as they struggle for basic subsistence are also frequently noted as effects of climate change.

These two crises have had multiple negative impacts on the ability of communities and countries to establish truly socially inclusive societies. When decision-making is dominated by a few issues and a few groups, the results are often inequitable and inadequate. As a result some people are excluded from choice, but not from consequences. An equitable global recovery, a sustainable future, and real social development require the full participation of all in shaping appropriate responses to the crises of these times.

5. ACHIEVING A SOCIETY FOR ALL

The extensive and long standing experience of those working with people on the ground, particularly those that are faith-based, has shown that no solution will work without equity at its core. Equity is primarily a matter of justice and human rights and has been a long standing goal of the church. In fact, the fathers of the church were explicitly speaking of the linkage of justice and equity. Lactantius (ca. 240- ca. 320) spoke words that are strikingly modern.

Justice ... is equity ... if we all have the same Father, by an equal right we are all children. No one is poor in the sight of God, but he who is without justice; no one is rich, but he who is full of virtues; no one, in short, is excellent, but he who has been good and innocent; no one is most renowned, but he who has abundantly performed the works of mercy; no one is more perfect, but he who has filled all the steps of virtue ... For where all are not equally matched, there is not equity; and inequality of itself excludes justice, the whole force of which consists in this, that it makes those equal who have by an equal lot arrived at the condition of this life.¹⁰

One of the great challenges before us, one that has become more complicated as a result of globalization and the global economic and

¹⁰ Lactantius, *Divine Institutes* 5.15, On Justice PL 6:598; *The Anti-Nicene Fathers*, ed. Alexander Roberts and James Donaldson (American reprint of Edinburgh Edition; Grand Rapids: Eerdmans, 2001), 7:150-151.

financial crisis, is to be clear that *“in commercial relationships the principle of gratuitousness and the logic of gift as an expression of fraternity can and must find their place within normal economic activity. This is a human demand at the present time, but it is also demanded by economic logic. It is a demand both of charity and truth.”*¹¹ (italics in original)

It is clear that every economic decision has a moral consequence, and we must challenge ourselves and others to make upright and good moral decisions regarding our stewardships of the goods and monies entrusted to us. St. Basil reminds us of just how serious this obligation is.

*To the hungry belongs the bread that you keep. To the naked belongs the clothing that you store in your closet. To the barefoot belongs the footwear that rots in your house. To the needy belongs the cash that you hide away. In short, you could have provided assistance to all those whom you treated unjustly.*¹²

Given the unequal material, social, and economic situations of the members of different societies, all need to accept their common but differentiated responsibility to respond at the local, national, and regional level.

The empowerment of people through active participation in the social, economic and political decisions which affect their communities is integral to the promotion of social inclusion. Civil society organizations and governments at the local, national, regional and international levels should avail themselves of every opportunity to engage their constituents fully in the design, implementation and evaluation of policies and program which affect their lives.

Empowerment, particularly of those most marginalized and excluded, is essential to social integration and to building inclusive societies that are equitable, participative and sustainable. Policies and program to promote social, economic, political and legal empowerment have the potential not only to create more inclusive societies, but also to address

¹¹ Benedict XVI, *Caritas in Veritate*, 36

¹² Basil, Homily on the text: I will Destroy my Granaries, *Patrologia cursus completus: Series Latina*. Edited by J.-P. Migne, 221 vol, Paris, 1844-55

some of society's most intractable problems including: poverty; gender, racial, religious, and class discrimination; climate change; crime; forced migration; trafficking in human persons; and violence.

Many people, especially those living in poverty, are excluded from society because they are unaware of their legal rights or lack legal identity. Some are unaware of the inequity of the hierarchical and patriarchal structures of their societies. Providing education for those living in poverty about their rights, the protections of law and access to social safety nets can empower them to be fully participating members of society. Additionally, education provides them with the tools to effect change in discriminatory or harmful practices embedded in their culture.

The reductionist paradigm of solving problems, one at a time, in isolation, without consideration of the impact a decision has on a system must end. Too often the unintended consequences of a decision or policy have exacerbated the problems they sought to correct. Before acting, to prevent an increase in problems, a caring society considers all of the consequences of decisions. Albert Einstein reminded us that "Perfection of means and confusion of ends seem to characterize our age"¹³

Culture and societal norms make for good order, but they are not immutable entities. In fact, there are times when long standing cultural practices must be abandoned because they are discriminatory or harmful to the more vulnerable members of a society. In a caring society of shared values, outdated and discriminatory practices need to be replaced by new practices and laws that respect cultural tradition, but also respond to the changing needs of a society and its members. Dignity, rights, and safety must always be safeguarded. As Ghandi noted, we must be careful not to mistake what is habitual for what is normal.

Our beliefs about what is or is not valuable in one's culture are largely unconscious. Tradition can replace reflection and can cause us to refrain from coming to a deeper understanding of the *raison d'être* of a cultural practice. Caring communities spend time in mutual reflection that leads to decisions that respond to the needs of a particular community in its own unique circumstances.

¹³ Albert Einstein

The Commission on the Legal Empowerment of the Poor notes:

Many societies and cultures have hierarchical and patriarchal power structures that make carrying out legal empowerment difficult. Involving the poor in decision-making and giving women equal rights may be particularly challenging. A similar dilemma arises when attempting to ensure minimum levels of accountability and transparency within customary structures.¹⁴

Additionally, many people are unaware of their legal rights and standing in society. This is even more evident with those living in poverty who often fear that the law will be used as a weapon against them. Educating those living in poverty about their rights and the protections of the law can do much to alleviate fear and increase access to legal systems. Rule of law is available to everyone equally and should be applied equally. Access to social safety nets for those who are excluded, while a complex reality that is regularly influenced by politics and power, needs to be viewed from the perspective of human dignity and justice. As noted by Secretary Generals Ban Ki-moon and Kofi Annan, people have a right to freedom from want and freedom from fear. To help insure that this become a reality more funding needs to be given to capacity building and skill training programs to enhance the ability of those living in poverty to find decent work that goes beyond subsistence living.

The pathway to development must also strive to achieve low emissions and lowering our carbon footprint. This is possible for everyone if extreme imbalances in development are corrected. We must recognize that groups that have benefited most from high level of emissions in the course of their development are now called upon to guarantee that new societies and governments have equal opportunities to develop within a framework of mutual efforts to slow the pace of climate change.

We need to change the system that causes some of the people with the lowest levels of emissions and development to suffer some of the most severe consequences of climate change. Among these are climate change, cross-border pollution, desertification, and loss of biodiversity.

¹⁴ 2008 *Making the Law Work for Everyone*, p.77

6. THE ECONOMY OF SOLIDARITY

We should start with the basic premise that economic systems should promote human welfare and human happiness. This means that the domination system that has been in effect thus far must be replaced by the partnership system. A new form of economic policy must be enacted, a caring economics, that is based not only in economic theory and practice but also on cultural values and social institutions.

Any economic invention is a way of utilizing and allocating natural, human, and human-made resources. But the shape it takes – and the consequences it has – depends on the governing system of values and the social institutions it supports. The scandal of having 48% of the world's people living on less than \$2 a day must be ended. An economics of solidarity can assist in eradicating this. If we want to change dysfunctional government policies and business practices, we need a new approach to economics in which taking care of individuals, societies, and the environment is held in at least the same regard as profits and power. Riane Eisler has poignantly reminded us that the real wealth of nations is people and their relationships.

7. AN ETHICS OF CARE

There are a growing number alternative economic models based on solidarity, collaboration, sharing, openness and voluntary contributions being initiated across the world. The culture of sharing is beginning to spread. Some of these initiatives have rediscovered the value of cooperatives. In this system, workers are owners rather than simply individuals selling their worker power to others. Some create new cities seeking to establish self sustaining lives and self sustaining communities.

We need to take steps to reclaim and build our local economy based on life affirming policies rather than money affirming values.

A caring economy accentuates global public goods, i.e., those goods whose benefits reach across borders, generations, and population groups. Additionally, they go beyond defense, health, and knowledge to include peace, equity, financial stability, and environmental sustainability. These shared public goods provide the enabling environ-

ment for people and societies to thrive. When all the members of a society see that “we are in this together” a more sustainable way of life that guarantees the well being of all is possible. In the dominant model for societies, access to power, funds, and policy formulation determines one’s position in a society. This can give rise to egotism and greed causing the marginalized to be further excluded.

The society we must seek to help create eliminates the violence that creates further violence and is an affront to the human dignity of us all. The reduction of poverty and the eradication of core poverty are central to achieving social integration.

The shared society we need to create values all the activities that reflect the caring that people have for one another. It is people centered and recognizes the social importance of primary human relationships in families and among friends. The ethical principles of care, respect, responsibility, and cooperation, will facilitate a world that provides for the common good of humanity and our eco-system. Such societies are frequently animated by a wide range of faith and spiritual traditions.

8. ACHIEVING A SOCIETY FOR ALL

We need to strive and take steps to reclaim and rebuild our local economy based on life affirming rather than money affirming values. Our goal is to create locally owned enterprises that sustainably harvest and process local resources to produce jobs, goods and services. Ideally, economies should be local; rooting power in communities and peoples who realize their well being depends on the health and vitality of their local environment. Local firms and workers, who pay local taxes, live by local rules, compete fairly in local markets, and contribute to community life should be favoured and supported. A global economy empowers global corporations and financial institutions. Local economies empower people. It is our consciousness, our ways of thinking, and our sense of membership in a larger community, which should be global.

Perhaps the most important fact of all is that life is about living, not consuming. Rabbi Meir, a first century Jewish sage showed great wisdom when answering a question about wealth. “Who is wealthy?

One who derives inner peace from his fortune”¹⁵ This mindset helps one avoid greed in all its forms and frees one to be generous with one’s time and talents. Without it, we can develop “anorexia of the soul.”¹⁶ We need to teach that a life of material sufficiency can be filled with social, cultural, intellectual and spiritual abundance that places no burden on the planet.

People can distinguish between what is and what ought to be. There are no guarantees that the gap between what is and what ought to be can be closed, but it must be tried. Every time someone tells you to ‘be realistic” they are asking you to compromise your ideals. The time has come to reach for the ideal rather than be satisfied with the status quo.

Today’s globalization provides us with the opportunity to share concepts and practices of sustainable development, commonly defined as development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

This requires that individuals, families, communities and nations look through the lens of social justice and undertake decision making that will transform our world.

9. SALESIAN RESPONSES TO THE PRESENT ECONOMIC SITUATION

Given the present state of affairs, and the fact that we have committed ourselves as Salesians to help form good citizens of this earth that they may be good citizens of heaven, I believe that we need to consider a number of initiatives that can help us accomplish this. We need to take a stand on behalf of the people who we are privileged to journey with in our diverse ministries, and more importantly, help them take a stand to assert their dignity as humans in possession of inalienable rights given to them by their creator. Rather than present a long list of projects or fund raising schemes, I choose to present a number of ways that we can create the enabling environments for individuals and communities to flourish.

¹⁵ Rabbi Meir, Talmud, Sabbath 25b, quoted in Larry Kahaner, Values, Prosperity and the Talmud: Business Lessons from the Ancient Rabbis, (New York: John Wiley & Sons, 2003), 1

¹⁶ Cf. Sara Rimer, “For Girls, It’s be Yourself, and Be Perfect, Too,” New York Times, April 1, 2007.

10. DEVELOPMENT FOCUSED ON PEOPLE

Too often crises are addressed by only looking at a narrow set of issues, and many times the human side of the crises is not addressed with the same determination as are finances and construction. Responses do not often tackle the complex underlying causes and vulnerabilities that exist in many societies. Peoples' lives are in the balance, so people must be at the center of human development, both as beneficiaries and as protagonists. It is our responsibility to create an enabling environment for people to contribute their skills, knowledge, and expertise to build their own communities, states and nations. Training and education in areas that the community needs assistance should also be provided. We need to ensure the participation of the affected population in the assessment, design, implementation, monitoring, and evaluation of any assistance program.

Human development must work to expand the choices available to people so that they can live valuable and meaning filled lives. According to Nobel Laureate Amartya Sen, it is lack of freedom to be able to make meaningful choices – to have an ability to affect one's situation – that is the distinguishing feature of poverty. Choice expands when human capabilities are developed and contributed. This is possible when the focus of development efforts is people's well-being and improving their quality of life. Development is successful when citizens live in this larger freedom.

Development strives to alleviate (or eradicate) poverty, but poverty is inter-related to other problems of underdevelopment. Additionally poverty manifests itself in different ways in rural and urban settings, in different societies and nations. Even defining poverty has become complex because it is such a multidimensional issue that affects people on every level. Surprisingly, the World Bank recognized this when it defined poverty as, " ... a pronounced deprivation in well-being. To be poor is to be hungry, to lack shelter and clothing, to be sick and not cared for, to be illiterate and not schooled." Quoting a woman from Latvia, they noted that poverty is "humiliation, the sense of being dependent and being forced to accept rudeness, insults and indifference when we seek help"¹⁷

¹⁷ World Bank, World Development Report 2000/2001 NY: Oxford University Press, 2001, 15, 3.

People centered development empowers people living in poverty to assess their poverty, and gives them voice as they participate in the formulation and implementation of policies aimed at poverty eradication. Lack of voice and the continued marginalization of those living in poverty exacerbate and increase the inequalities and injustices that perpetuate poverty.

For an extensive examination of the need to create a caring economy, please see *The Real Wealth of Nations* by Riane Eisler.¹⁸

Two helpful approaches in implementing a people centered approach to development are the Asset-based Community Development (ABCD) and Appreciative Inquiry (AI).

a) Asset-based community development (ABCD):

Many community development experts have discovered the benefits of using asset-based community development (ABCD) as they work to transform a community. They look at all of the gifts present in a locale including, but not limited to such diverse items as land, social networks, knowledge, animals, savings, intelligence, schools, creativity, and production equipment. ABCD emphasizes the gifts and resources that already exist in individuals and communities and seeks to mobilize the resources to transform a faltering or broken community. It asks a community to consider from the outset, "What is right with you? What gifts/talents/resources has God given to you that can be used to improve your life and that of your neighbors? How can individuals and organizations in the community work together to improve it?"

Instead of looking outside the low-income individual or community for resources and solutions, ABCD starts by asking the community how it can be better stewards of their own gifts and resources.

¹⁸ Riane Eisler, *The Real Wealth of Nations*, San Francisco, CA: Berrett-Koehler Publishers, 2008.

b) Appreciative Inquiry:

Similar to ABCD is appreciative inquiry, though its method of collecting data is different. It focuses on what is right and good in the community's past as a means of creating a more positive future. Central to Appreciative Inquiry is the belief that people have more confidence to face an unknown future if they are bringing forward positive elements of their past.

11. PROMOTE PEOPLE'S PARLIAMENTS AND CHILDREN'S PARLIAMENTS

Another means of fostering the participation of people in the development of their communities is through the formation of grassroots movements like People's Parliaments and Children's Parliaments.

Social challenges and injustices are present in many communities. Among these are poverty, corruption, violence and terrorism, unemployment, lack of community and social relationships, disease, exploitation of persons especially women, children and socially and economically marginalized persons. These issues are best addressed when citizens of all ages participate in identifying problems and proposing solutions. Their participation and voice can help create systemic change. Educating, organizing and empowering communities leads to much needed social change.

People's Parliaments are the ordinary citizen's forum for inclusive and participatory pro-people engagement in governance and development.

Peoples' Parliaments implement activities for general social benefit in a community that are proposed by the community itself to enhance its common life. Among activities sponsored by Peoples' Parliaments are: the development of democracy and civil society; advancement of the socio-political status of young people; strengthening local governments and public administration institutions, establishing cross-border and regional cooperation. Additionally, a number of Parliaments have sponsored beautification projects, increased lighting, sanitation, neighborhood watch groups. The majority of activities are public advocacy activities that promote and protect citizen's rights.

Special Children's Parliaments must also be formed and supported since the rights of children can sometimes be neglected more easily than those of adults. Children's status in a community and their sense of strength is enhanced when they are joined with other young people in pursuit of a common goal.

Children's parliaments develop a culture of social, political, economical and humane responsibility in the children assisting them in growing into responsible citizens who can build a society that is more inclusive and socially responsive.

By inviting children to become more involved in the forming of their society we help them become more aware of the importance of participation, of engaging in healthy dialog that engenders a culture of sharing, tolerance, equality, justice, community and mutuality.

Both Parliaments should be guided by the principles enunciated in The Universal Declaration of Human Rights and the Convention on the Rights of the Child. When we approach development and societal change through the human rights lens, the inherent dignity of all, and facilitate people's participation, real change occurs.

12. SUPPORT AND FOSTER FAIR TRADE INITIATIVES AND COOPERATIVES

Fair trade seeks greater equity in international trade by establishing trading partnerships based on dialog, transparency and respect. It contributes to sustainable development. It offers more favorable trading conditions to marginalized producers and workers – especially in the South-, and secures their rights. Fair trade has been a strong partner in developing sustainable local economies. In addition to paying higher prices than usual to local producers, it advocates for higher social and environmental standards. Part of the additional revenue is put aside to fund projects that will benefit the local community and are decided upon by the members of the community. Among the many exports that can be certified as fair trade are: handicrafts, coffee, cocoa, sugar, tea, bananas, honey, cotton, wine, fruit, chocolate, flowers, and gold.

People who are most inclined to purchase certified Fair Trade products have often made a commitment to ethical consumerism, i.e., the in-

tentional purchase of products and services that have been produced in an ethical manner. Care is taken to insure that there has been minimal harm to or exploitation of humans, animals, and/or the environment. Ethical consumerism favors buying ethical products and boycotting ones that are not.

“Co-operatives are a reminder to the international community that it is possible to pursue both economic viability and social responsibility.” Ban Ki-moon, UN Secretary General

Communities can come together to create sustainable employment for themselves by forming cooperatives. This form of work focuses on human need not human greed, where the workers collectively own and govern the business. They share in the benefits of the production rather than simply move the profits on to shareholders.

In contrast to an exclusively market based economic system, co-operatives stress cooperation while not being blind to competition in the marketplace. Real social change is most durable and transformative when collaboration is an intrinsic part of its make-up.

Research has shown that co-operatives respond to social change, are resilient to the economic crisis and are serious, successful businesses. Additionally, they solve real problems by creating jobs in all sectors putting sustainability before risk and profits. And co-operatives provide people-centered solutions owned by their members.

Since co-operatives enhance socio-economic development and the achievement of the Millennium Development Goals,¹⁹ we should strive to have governments establish policies, laws and regulations conducive to the formation, growth and stability of co-operatives.

¹⁹ Cf. <http://www.un.org/millenniumgoals/>

13. PROMOTE DECENT WORK FOR ALL AND ADVOCATE FOR THE DECENT WORK AGENDA OF THE ILO

Fr. Greg Boyle, S.J., who has worked for years with gang members in East Los Angeles, California is fond of saying that the fastest way to stop a bullet is a job. Work is central to people's well-being. It provides the money necessary to purchase food, medicine, clothing, etc., but it also gives people a sense of purpose and meaning. Decent work enhances self-esteem and allows individuals to more fully participate in society. With just wages, and fixed workdays, individuals can also find time for leisure which frees them to develop their creative talents, recreate and contribute to the culture. Decent work can pave the way for broader social and economic advancement, strengthening individuals, families and communities.

Pope John Paul II was a champion of the worker and the dignity of human work. He emphasized the need for a just wage and the personal security of the worker and his or her family. On May 1, 2000, during the Jubilee of Workers he made an appeal for "a global coalition in favor of 'decent work' ²⁰ and urged support of the International Labor Organization's Decent Work Agenda.

In *Caritas in Veritate*, Benedict XVI defined decent work from the perspective of the Church..

It means work that expresses the essential dignity of every man and woman in the context of their particular society: work that is freely chosen, effectively associating workers, both men and women, with the development of their community; work that enables the worker to be respected and free from any discrimination; work that makes it possible for families to meet their needs and provide schooling for their children, without the children themselves being forced into labor; work that permits the workers to organize themselves freely, and to make their voices heard; work that leaves enough room for rediscovering one's roots at a personal, familial and spiritual level; work that guarantees those who have retired a decent standard of living.²¹

²⁰ John Paul II, Jubilee of Workers, *Greeting after Mass*, 1 May 2000

²¹ Benedicto XVI, *Caritas in Veritate*, 63

The International Labor Organization (ILO) has developed a decent work agenda that protects the rights of workers while working with businesses and governments to be sure of implementation. Decent Work Country Programs developed in coordination with its constituents are available from the ILO and these can assist us in advocating for workers in multiple settings.

The Decent Work Agenda has ILO's four strategic objectives, with gender equality as a crosscutting objective:

Creating Jobs – The ILO seeks to encourage an economy that generates opportunities for investment, entrepreneurship, skills development, job creation and sustainable livelihoods.

Guaranteeing rights at work – All workers, especially disadvantaged or low skill workers, need representation, participation, and laws that protect their rights and foster respect.

Extending social protection – When women and men have safe working conditions that allow for leisure time and rest, take into account family and social values, provide for adequate compensation in case of lost or reduced income and permit access to adequate healthcare, Both productivity and social inclusion are enhanced.

Promoting social dialog – Strong, independent workers' and employers' organizations are key to increasing productivity, avoiding disputes at work, and building cohesive societies.

As the prospect of a prolonged global increase in unemployment, poverty and inequality and the continuing collapse of enterprises, the International Labor Organization (ILO) adopted a Global Jobs Pact²² in 2009 to help guide national and international policies. The Pact proposes a range of crisis-response measures that can be adapt by countries to address their specific needs and situation. It is not a one-size-fits-all solution, but rather, it proposes ways to stimulate economic recovery, generate jobs and provide protection to working people and their families.

²² For more information on the Global Jobs Pact, please cf. <http://www.ilo.org/jobspact/lang-en/index.htm> The quotes describing the pact are also from the ILO.

The Pact also calls for a “stronger, more globally consistent supervisory and regulatory framework for the financial sector, so that it serves the real economy, promotes sustainable enterprises and decent work and better protects the savings and pensions of people.” It also urges cooperation to promote “efficient and well-regulated trade and markets that benefit all” and avoid protectionism. It further urges a shift to a low-carbon, environmentally-friendly economy that will help accelerate a jobs recovery.

The Pact urges governments to consider options such as public infrastructure investment, special employment program, broadening of social protection and minimum wages. Particularly in developing countries, such measures can reduce poverty, increase demand and contribute to economic stability.

14. ADVOCATE FOR THE MILLENNIUM CONSUMPTION GOALS

The Millennium Consumption Goals (MCGs) have been proposed as the next step in achieving global solidarity begun by the Millennium Development Goals (MDGs). They identify consumption targets for those with more economic resources to consume more sustainably and seek to make human consumption and production more sustainable in economic, environment and social terms. This in turn will improve overall well being, reduce the burden on natural resources, free up resources to alleviate poverty, and ensuring intra- and inter-generational equity.

The most obvious and easily measurable MCGs would target:

- Green house gases (GHG) emissions reduction
- Energy use (conservation, fossil fuels, renewable energy, transport, buildings, urban planning, etc.)
- Water use (conservation, quality, re-use, etc.)
- Land use (urban habitats, rural land, buildings, forests, protected areas, agro-ecological zones, biodiversity, etc.)

- Pollution and waste (air and water effluents, solid waste, toxic waste and chemicals, etc.)

Further areas might include:

- Food security and agriculture
- Health, diet and obesity
- Livelihoods and lifestyles (working hours, work conditions, etc.)
- Economic-financial systems (progressive taxation, banking reform, measuring well-being, etc.)
- Military expenditures

Unsustainable patterns of consumption, production and resource exploitation are threatening the future of humanity. The present global economy with consumption as its engine uses natural resources equivalent to 1.5 planet earths, an unsustainable course of action.²³ The 1.4 billion people in the richest 20th percentile of the world's population consume over 80% of global output – 60 times more than those in the poorest 20th percentile. And all of this as nearly 18% of the world lives on less than a dollar a day. The MDGs seek to halve this number by 2015, a noble goal, but it also means that new consumers will also enter the market.

The MCGs shift our thinking away from simply viewing the affluent as a problem, or even evil, to moving them to contribute to the solution of the problem of preserving our world for future generations. The approach of the MCGs is to create a more manageable future rather than an unpredictable or undesirable outcome.

The MCGs address the key factors that have been identified as composing the sustainable development triangle: the economy, the environment, and society. They adhere to the core principles of what is now called sustainomics.

²³ Cf. http://www.footprintnetwork.org/en/index.php/GFN/page/world_footprint/

15. PROMOTE THE CONCEPT OF SUFFICIENCY AS AN ANTIDOTE TO MATERIALISM AND CONSUMERISM ²⁴

The principle of sufficiency notes that all forms of life are entitled to enough goods to live on and flourish. Additionally, it means that no one should waste or hoard resources intended for the sufficiency of all. Living by this principle makes demands upon individuals – to share, to live more simply – and on human communities: to ensure that everyone has access to the goods that they need to live a life with dignity. The ethical norm of sufficiency is closely tied to the notion of moral significance, that everyone is worthy of our ethical concern. When we consider the needs of others, including those living in poverty in our society or other countries in the world, we are asserting the moral principle of sufficiency. This principle helps us think about who else we need to consider, to whom we have moral duties. It underlies the practice of empathy.

16. PROMOTE THE SOCIAL PROTECTION FLOOR ²⁵

The Social Protection Floor (SPF) initiative began as a major United Nations crisis response initiative in 2009 and has increasingly been recognized as a key developmental instrument. Led by the ILO and WHO, and in collaboration with 17 UN Agencies the IMF and World Bank, social protection floor initiatives have been recognized by an increasing number of world leaders as a key component in consolidating and achieving development gains. Since it takes an integrated approach to development that includes policy coherence, gradualism starting from the basics, sustainability and empowerment, all the major stakeholders are expressing confidence in its successful implementation.

This is because Social Protection is about preventing, supporting and promoting. It is not only about protection, but also about empowerment. It is not designed to create dependency, but to unlock the productive capacity of women and men to participate in the economic, social

²⁴ The concept of Sustainable Consumption can also used. Cf. http://www.unesco.org/education/tlsf/TLSF/theme_b/mod09/uncom09i06.htm

²⁵ More than 75 per cent of the global population do not enjoy social guarantees that would enable them to cope with livelihood risks. Cf. *The Global Social Crisis: Report on the World Situation*, Department of Social and Economic Affairs, United Nations, 2011, p.11.

and political lives, as workers, employers, consumers and citizens. As basic needs are attended to, citizens become more productive and creative and as a result societies improve.

The SPF is a social and economic necessity and demands an investment in both social justice and economic development. Social protection contributes to economic growth by raising labor productivity and enhancing social stability while reducing poverty. In times of crisis, an SPF acts as an automatic counter-cyclical stabilizer for the economy. In fact, an ILO analysis of the 2008 crisis found that the employment effects of social security schemes were just as important as those of the stimulus packages.

To date (2011) 30 developing countries have introduced elements of a Social Protection Floor and their experiences demonstrate that social security initiatives are a vital, flexible policy tool to counteract social and economic consequences of financial shocks and crises. They have also demonstrated that with the necessary political will, adequate resources for capacity-building and sound implementation processes, a strong national consensus in favor of SPF policies can be created and developed. As ILO Director-General, Juan Somavia has often said, "The world does not lack the resources to abolish poverty it only lacks the right priorities"

The Social Protection Floor Initiative promotes access to essential services and social transfers for those living in poverty and for vulnerable populations. It is a comprehensive approach to social protection that stresses both the supply and demand side of extending social protection and ensuring effective access. The Social Protection Floor includes a basic set of essential social rights and transfers, in cash and in kind, to provide a minimum income and livelihood security for all. It also facilitates universal access to an essential level of goods and social services such as health, water and sanitation, education, food, housing, life and asset-saving information.

The SPF emphasizes the need to implement comprehensive, integrated and coordinated social protection policies to guarantee services and income transfers across the life cycle, from children, to the economically active with insufficient income, to older persons, paying particular attention to vulnerable groups.

The principles of universality, solidarity, equitability, sustainability, promoting the responsibility of individuals and focusing on supporting those living in poverty make the implementation of the social protection floor worldwide the most comprehensive and just approach to addressing the world economic crisis.

A campaign to gather one million signatures supporting the SPF Initiative was begun by the NGO Committee on Social Development at United Nations Headquarters in New York in late 2011. Individuals from around the world have been asked to sign the online petition. Given the number of people we minister with and for, perhaps we could begin a vast movement in our ranks to sign this petition. We hope to present the list to the government leaders who will join in the Social Development Commission in February, 2012. The petition is available at

- EN: <http://www.gopetition.com/petitions/signature-campaign-social-protection-floor.html>
- ES: <http://www.gopetition.com/petitions/en-apoyo-del-piso-de-protecci%C3%B3n-social.html>
- FR: <http://www.gopetition.com/petitions/appuyer-le-socle-de-protection-sociale.html>
- PT: <http://www.gopetition.com/petitions/patamar-de-prote%C3%A7%C3%A3o-social-para-todos-e-todas.html>

17. STOP THE PENALIZATION OF THOSE LIVING IN POVERTY

People living in poverty are increasingly and disproportionately subjected to a range of administrative and legal policy measures that seek to criminalize, penalize, segregate and treat them with suspicion due to their poverty. They often undermine the autonomy of those living in poverty. Laws that explicitly target people living in poverty (e.g., laws prohibiting vagrancy, begging and panhandling), and laws and regulations that are used disproportionately against people living in poverty (e.g., measures that prohibit actions such as sleeping, drinking and bathing in public spaces) are being more stringently enforced in many places. Additionally, the penalization of people living in poverty has increased in welfare systems, where discriminatory attitudes have led to unfair and unequal treatment that complicate the lives of those living in poverty, e.g., requirements and conditions imposed on access to public services and social benefits which interfere with the autonomy,

privacy and family life of persons living in poverty, over-zealous policing of adherence to regulations. Detention, incarceration and institutionalization, are also more common among people living in poverty.

Criminalizing poverty fails to address the root causes of poverty and the multiple deprivations that people living in poverty face. It also further increases the stigmatization of and discrimination against those living in poverty, thus increasing their social exclusion.

Such measures have been adopted with increasing frequency over the past three decades, and they have intensified in the past five years due to the economic and financial crises. They are a serious threat to the enjoyment of human rights by persons living in poverty.

For a careful analysis of this phenomenon please see the Report by the Secretary General on Extreme Poverty and Human Rights prepared by Magdalena Sepúlveda Carmona, Special Rapporteur on extreme poverty and human rights, in accordance with resolution 17/13 of the Human Rights Council.²⁶

18. CLOSING REMARKS

“Every time we turn our heads the other way when we see the law flouted, when we tolerate what we know to be wrong, when we close our eyes and ears to the corrupt because we are too busy or too frightened, when we fail to speak up and speak out, we strike a blow against freedom and decency and justice.” Robert F. Kennedy.

At the beginning of this presentation, I referenced Benedict XVI who noted that globalization has made us neighbors but not brothers and sisters. This is the crux of the work ahead for us as Salesians. We must help construct caring communities in which all the members work for the common good. Apathy and indifference will undermine any efforts we make to help build more just societies. And indifference is powerful. None has expressed this more eloquently than Elie Wiesel, the Nobel Peace Prize winner and holocaust survivor. “The opposite of love is not hate, it’s indifference. The opposite of beauty is not ugliness,

²⁶ Cf. <http://www.ohchr.org/Documents/Issues/Poverty/A.66.265.pdf>

it's indifference. The opposite of faith is not heresy, it's indifference. And the opposite of life is not death, but indifference between life and death"²⁷

We cannot be bystanders as people suffer from the effects of living in poverty, lack of opportunity and voice in the directing of their own lives. Research has consistently shown that shame, a poverty of being, is one of the most common experiences of those living in extreme poverty. Instead of seeing themselves as worthy, as created in the image and likeness of God, they often feel inferior to others. This in turn can prevent them from even seeing the possibility of improving their life and situation. Paralyzed by feelings of inadequacy and inferiority, they become unable to take initiative. But when responsive individuals unite with them in discovering and developing their hidden abilities things change dramatically. We are called to be those responsive individuals. Don Bosco set a powerful example of responding to the needs of his time and empowering the marginalized and excluded. As consecrated religious and priests, as lay members of the Salesian Family, the challenge ahead of us is clear. Will we answer it?

"The responsibility of our time is nothing less than a revolution. A revolution that would be peaceful if we are wise enough; humane if we care enough; successful if we are fortunate enough. But a revolution will come whether we will it or not. We can affect it's character, we cannot alter its inevitability." Robert F. Kennedy.

²⁷ Elie Wiesel, US News & World Report (27 October 1986)

FUTURE SALESIAN TRENDS

MR. NELSON PENEDO, CEO OF DON BOSCO MISSION IN BONN
MRS. SILVIA CROMM, HEAD OF THE PROJECT DEPARTMENT OF THE NGO
JUGEND DRITTE WELT AND OF DON BOSCO MISSION

1. INTRODUCTION

Mr. Nelson Penedo and I, Silvia Cromm, we are happy and honored to participate in this seminar for PDOs and NGOs of the Salesian world. Nelson Penedo is the CEO of Don Bosco Mission in Bonn and I am the head of the project department of the NGO Jugend Dritte Welt and of Don Bosco Mission.

If I say we are happy to be here, it is not only because it is wonderful to be a guest here, but mainly because we are convinced that this seminar is very important and very valuable for all of us.

Most of us, who have gathered here, are representing either a Salesian PDO or an NGO. So these 5 days we spend together here, will give us countless opportunities to share experiences, to network, to look back to what we have achieved since 2005 and also to what we did not achieve, of course.

In my opinion the PDOs and the NGOs have many similar functions and share a lot of common challenges and struggles.

I see the PDOs and the NGOs as the 2 poles of a bridge. The PDOs are working in the areas where Salesians are doing pastoral, educational and social work for people who are in need. The NGOs are working in the so called donor countries, where they are an impor-

tant part of civil society and an important partner for the governmental development aid agencies. The children and youth that Salesians all over the world are working for, would not easily get in touch directly with the donor countries and agencies. They do not speak the same language; they do not share common realities. For many people in Europe it would be difficult to really understand what a street child means when speaking about his or her daily living. On the other hand, for most people who are not professionals in the field of development cooperation, it is almost impossible to understand what a donor agency is talking about, when it asks about base line studies, impact monitoring, tracer studies and so on. So it is our task to bridge this gap, we are there to bring together those who want to support and those who are in need of support with all the procedures this is demanding in today's world of development cooperation.

So we all had to become professionals, we all had to learn and we will have to continue to develop ourselves and to learn. Measuring impact is required to see, whether our programs and projects are really effective and efficient. This is a challenge, which in many places we yet have to overcome.

2. A BRIEF EXPLANATION OF GROUP WORK

This session number 3 stands under the title of Future Trends in the Salesian Congregation. The overall objective is to get an idea of these future trends from your point of view, the participants of the seminar. We would therefore invite you now to work in groups and discuss the following questions:

- What would you consider the biggest chances and opportunities for the congregation of the Salesians of Don Bosco in the next 5 years? Given the scarcity of human and financial resources, where would you say should the congregation invest our resources?
- What would you consider the biggest challenges for the Salesian Congregation and the Salesian work in the coming years?

Each group will receive 4 cards and we ask you to write down, as a result of your discussions, the 2 biggest challenges and the 2 biggest opportunities for the SDB.

You will have 30 minutes for this group work task. Please name a speaker in each group.

After this group work we will come back together in the Plenum and we will ask all the speakers to come up here and bring the cards. There will then be 5 minutes for each group to present their results.

You have already seen the list of working groups hanging out and hopefully you have already gathered together. We will now call up the first person on the list of each group and ask him or her to come forward and collect the cards for the group.

TRENDS SDB

GROUP SHARING: CHALLENGES AND OPPORTUNITIES



Abbreviations: AF – Africa, AM – America, EAO – East Asia & Oceania, SA – South Asia, LMP (Lay mission partners – collaborator laici)

1. CHALLENGES

- SA: Moving from an institution –based mission to a community– based mission; Preferential options for poor youth with no resources.
- SA: Sustainability of our works for the youth; the gap between the rich and the poor is widening across the most developed economies.
- AF: Training local personnel to substitute for older confreres and missionaries.
- AF: Effective cooperation with donors.
- AM: More economic solidarity in our work.
- AM: Better collaboration with Lay Mission Partners, economic solidarity.
- AM: This is always our first challenge: evangelizing; Jesus as model for SDB and the youth, we educate and develop for the sake of evangelization. The PDO should be also helpful with this mission. We should be all very well identified. We make sure we're forming SDB/ Lay Mission Partners in this identity.
- AM: We are called upon to structure a fast-changing world (technology, sociological change - secularization) To improve the education of Lay Mission Partners /SDB and the administration / management of funds; so as not to make more scandal around our works, we could even to lose our mission. We all should be more professional and transparent.
- EAO: A glance at the UN – Should we get more involved in advocacy? If yes – it's a slight move away from the Salesian tradition, which avoided advocacy in the past (immigrants, children)
- EAO: Social Communication means or mass-media can be used more fruitfully, and more effectively for advocacy and as a lobby.
- NGO: Each challenge represents an opportunity (two sides) Transition from project to program or process strategy (ex: new provincial changes everything, need to guarantee the continuity and sustainability of the mission).
- NGO: Ensuring more connection between the University, public agencies, non SDB agencies.
- NGO: Changing from individual to community/team work & more LMP focus.
- NGO: Changing from a Salesian-centered to a people-centered approach, where the people are, maximizing their relevance as agents of change; more stress on the formation of LMP and SF.

2. OPPORTUNITIES

- SA: Governmental policies, influence.
- SA: many youth seen as resource for the growth of the nation.
- AF: Many youth join SDB, many institutions growing, work with the Government.
- AF: Tertiary education, networking about common points.
- AM: capacity building, networking in the local society, territory.
- AM: meaningful mission which we are involved, full of youth, which can transform the society.
- AM: Sharing the same mission in the whole world, working for/with the youth. Need to communicate better along this network.
- AM: Many LMP works with us, we need more joint formation SDB and LMP. Need to involve more Salesian Family groups and members (past pupils who might help us from their government positions).
- EAO: Training of personnel, including the Salesian Family, SDB and Lay mission partners, not only forming in development, but also spiritually. We need more people who are technically prepared; good will is not enough, they need to know very well what they are doing.
- EAO: networking, sharing of resources. Crossing boundaries, Vocation Training Center or Technical schools. There is an opportunity for best practices.



CORE ELEMENTS emerging from the group sharing (summary)

Effectiveness and sustainability of the Salesian mission – challenges

- Human and financial resources (Local people, Youth, Lay Mission Partners).
- Salesian identity and mission.
- Effectiveness by sharing, taking our global network as a chance.
- Networking with the Government or partner, lobby and advocacy.
- Seeing the youth as the protagonists of their own life; long term strategy.

PATH OF THE PDO 2005-2011

BR. JEAN PAUL MULLER SDB, GENERAL ECONOMER

We can create admirable works – the only ones which shall count are the ones coming to us from the merciful love of Jesus Christ. (Roger Schutz 1915-2005, Taizé)

1. IF YOU WISH TO HELP THE YOUNG IN A SALESIAN INSTITUTION, YOU MUST KNOW HOW THIS CONGREGATION FUNCTIONS

Our congregation is a very dynamic organization constantly facing the challenge to reflect, modify, expand or newly develop its programs in order to serve its main target group, the youth. The structures with their clear hierarchy create concrete competences deviating from the magisterium (the teaching) of the congregation management (Rector Major) on a global level down to the responsible persons on regional and local level. It is upon the Provincials with their councils to generate a plan in which they determine how to support the youth in their development and how to guide the destiny of their Province.

The General Chapter convened every six years provides a forum for review and evaluation of the congregation life with future-oriented statements and guidelines which are always based on the Gospel for the actions of the entire congregation and their individual members. The members of the PDOs gathered in Rome in 2005 identified this framework trying to configure criteria for their own work and their service for the Provinces.

Naturally, it has not always been easy for the many competent co-workers of the PDOs to deal with the decision-making processes of the congregation-based structures. The opposition shown by some charismatic confreres against the PDOs was fed with arguments such as com-

plex structures, lack of transparency and tendencies towards a growing bureaucracy. Critics argue that the implementation of a PDO delays the aid for the youth, makes it more difficult and increasingly complex. As a matter of fact, occasionally it takes indeed too long of a definite decision to be taken, often there is a lack of understanding for the quality criteria of international cooperation; and sometimes officers are alarmingly overloaded, etc. Nevertheless, as of today, we emphasize that the PDOs together with the Province managements have made huge and substantial progress since 2005, that we are well under way to secure our work with effective standards, sustainability and efficiency. Alas, the feedback shows that to a certain extent our congregation does not differentiate from other major enterprises and organizations: Alteration processes, new initiatives, restructuring and expansion of our concepts are mostly initiated by individuals or small groups and just as often are doomed to rejection by the very same groups. It is well known that minorities are the ones changing the world! For this very reason, the Provincials and the PDOs installed by the Provincials, must take the human factor (Salesians, coworkers, teens...) into account for the consideration of implementing new concepts in the Province. The same applies if they deem it necessary to reduce existing programs.

It is quite striking that within our Congregation, first and foremost the persons in leadership positions (Major Superiors) are expected to be flexible as well in spirituality as on the human side, to develop projects and to meet the financial budget. The vast majority of confreres have to be motivated for quite some time before they can be lured into leaving their 'comfort zone' to venture out into new avenues. Thanks to the continuous debates between spiritual and economic approaches among Salesians, many have finally come to the understanding that the managing organs of our congregations require consultation regarding the optimum configuration of aid programs for the young, educational concepts for Salesians and laypeople, the administration of goods and conservation of our tradition in the world of today. Because everything what we have and what we are is there to serve the youth and woe to us if we forget about this.

2. SENSE OF URGENCY

According to the testimony of our oldest offices among our numbers, the PDOs were created due to necessity. International contacts provided the Provinces with substantial help (primarily donations) used for the construction of youth facilities, training of confreres and employment of many teachers and educators. At the same time it became obvious to the Provincials that they had to provide evidence for the clean, transparent utilization of the aid to remain credible and to qualify for further assistance. The personal situation (often just a few confreres had an expertise in administration, barely any engineers, lack of foreign languages etc) resulted into the need for action and for the creation of PDOs. The success of the first offices spread like wildfire and the Provincial tried to install similar offices, unfortunately, without detailed knowledge – also of the problems - related with the first PDOs. Often offices were shut down quickly, the efficiency was not identified and much money was wasted. For this reason, the team around Father Alencherry generated a directive with the intention to define the PDOs and to provide a task description.

We are gathered here in Hyderabad today, which offers us a splendid opportunity to reflect on this guideline and to improve it for future use. Thanks to the good work of the PDOs some Provinces can be very proud of their development in the educational, personal and financial areas. They were able to transmit the necessity of commitment with third parties across the country and abroad, thus, securing important help for and with the youth. Regrettably, there is not one single statistic on the work of PDOs worldwide, although it would be worth the effort just in view of the funding gathered through advertising, the contacts and the really existing learning success. The necessity to act still exists in many Provinces because the work with the youth requires constant changes and adjustment of our projects. During the evaluation of the responses received by Father Vaclav Klement regarding the development of the individual offices of our congregation I noticed that the challenges have not significantly changed since 2005. The precondition for success with the work as "aid workers of the Province" is communication which is the key factor for successful work.

Communication taking place at all levels:

- Between the Salesian who directly lives and works with the youth and his facility or provincial management, there are often tensions caused by a lack of understanding for the “needs at site on a local level and the possibilities available at the provincial level”.
- Each Province has a PEP/PDP (Province Development Plan) and still many Salesians and coworkers don't know about its existence or specific contents.
- The Communication between the head of the PDO and the Provincial and its Council often suffer because there is not enough time available, because special terms are not understood, because the relationship between one single measure/purchase is not understood in context with the entire youth aid program.
- With the documents created by the PDO, applications are submitted to national and international boards. Often this communication is interrupted because the PDO does not directly negotiate with the donator, but third parties such as the Provincial or director lead the negotiations without having the required special knowledge for calculations and concept depiction.
- In particular, the information from international agreements and requirements regarding quality, sustainability and efficiency of aid are rarely translated into the concrete, everyday language of the local level. Often the PDO experts know what is meant but fail to explain it to the Salesians at site, why certain processes take such a long time or why so many forms and questions are required.

3. COMMUNICATION IS MORE THAN SOLE INFORMATION

Many places require basic courses to train communication and to train how to implement easy things such as following rules and, finally, how this facilitates work. Therefore, it is important to consider six steps on the way to action, just like in a family or a relationship. Each PDO must ensure:

1. That the intended is really said,
2. that the intended is really heard,
3. that the heard has been understood as intended,
4. that the understood has been accepted,
5. that the acceptance leads to identification with project goals and
6. that this identification is implemented to the benefit of the youth in
7. the course of the daily business

Almost all Provinces share the experience that change processes do not run smoothly. This is normal, nevertheless, quite challenging. In particular, the provincial management of the young Provinces in Africa (AFO, ATE, AFW) and Latin America (ARN) state their clear intention to achieve more quality and sustainability, but still have to face the reality that suitable personnel is not available and suffer from severe setbacks:

- Because new employees did not show the performance required,
- Because they did not have adequate, specific knowledge
- Or because they were incapable of negotiating with partners overseas.

There was only little support from other Provinces, e.g. by assembling expert from different offices for an exchange or by offering train-

ing and mutual internships. In this regard, we as the worldwide widest spread order congregation have an enormous potential which we still have not exhausted to the extent possible.

4. ADVANCES LEAD TO TRANSFORMATION (CHANGES)

Even if there was initially euphoria and hope, frustration was inevitable. The way through the typical 'Valley of tears' was for many of you present a path from annoyance and accusations to a feeling of impotence and depression to the careful approach and, finally, the acceptance on all levels of the Province and the following expansion of the PDO.

Although the necessity of the PDOs had been identified and been brought into with new impetus at the global meeting in Rome gear in 2005, we all need much patience and serenity, since especially the Salesians working directly in the educational field showed quite some resistance against the supposedly new bureaucracy and the 'bloated' Province management. This is a reflex resistance typical for us humans: Once we are comfortably set, we do not wish to change anything if possible.

Some confreres occasionally need to be confronted with the following: "What is one of the most important elixirs of life?" – "The celebration of the Eucharist!" and "What is the most important component of the Eucharist?" "The change of bread and wine!" *Consequently, the transubstantiation, the change, is the essential component of Christians and Salesians!*

We still anticipate some resistance, often veiled by objective arguments such as lack of time, too much work with the youth etc. Since at first many only see the additional administrative work, it must be clearly conveyed that each individual youth project does not derive a disadvantage, that, on the contrary, a reliable long-term aid is created.

Conspicuously positive was the evaluation of the fact that the implementation of the PDO allowed many Provinces and institutions to improve the marketing of their real goals (evangelization, social development, support for disadvantaged teenagers, education of pedagogic

experts etc.), that they learned to represent Don Bosco's advocacy for the young in a confident manner with valid arguments whenever dealing with authorities, boards, foundations and NGOs.

This is when the core value of our work surfaces, that the young are not only the key element and cornerstone of our existence but that they challenge us to adjust our concepts to the time and to invest in the future. The fact that we as Salesians wish to have PDOs is also founded with the youth. Therefore, it is a test criterion for me to see whether the work of the Province (and, consequently, of the PDO) actually does not contribute to our intention as successors of Don Bosco to feed the hungry and to fill knowledge gaps – but, primarily, to instill self-initiative, motivation, perseverance to the individual teenager, thus, building up and strengthening their self-esteem to guide them into becoming more and more independent from our support and help as soon as possible.

5. POSITION OF THE PDO WITHIN THE PROVINCE

The feedbacks show that only few PDOs consider that they are integrated into the Province, some perceive themselves as “swallow nests” docked to the Province Economist while others feel quite independent as NGO not wanting to depend on the Province management by no means.

I have already mentioned the genesis of the PDO development. I think it is inevitable to integrate the Salesian PDOs as a staff unit into the Province administration. Whether they have to report directly to the Economist or the Provincial, this is subject to their specific situation, and it is important anyway that they are aware that work for the Provincial and his Council. The Provincial or any deputy (Economist, member of Council,...) give the directives, and is also in charge of establishing and signing the work conditions, the quality criteria as well as checking the results.

I believe that PDOs which became independent from the Province management as NGOs, can only be referred to as ‘Salesians’ under certain conditions. Therefore, it is important to me that the Provincial or any representative assigned by him, must be clearly involved in the de-

cision-making process of the NGO's board. In addition, the PDO's set goal is as important and needs to be transparent: To serve the young with the work of Don Bosco!

The potentials for more synergy between the youth ministry, economy and the special knowledge of the PDOs critically scrutinized by the Provinces VIE, AFC, AFE, MOZ, are guaranteed to exert a fruitful impact on our work if we continue to yield at maintaining an open and transparent communication focusing on the goals of the CG26.

Due to the criteria requiring a clear structure and the inter-provincial cooperation beyond the borders of individual Provinces (this is where the Province economy plays an essential part!), the still different PDO models within and around our congregation shall develop further into an important institution of planning and implementation of all our projects in future.

6. FINAL REFLECTION

Let us use the time here in Hyderabad to identify the positive and fruitful moments of cooperation on the local, regional and global level for mutual enrichment to compensate for the precious time of travel, the travel expenses and the enormous efforts undertaken by the Province INH to host us – in order to be able to justify these expenses to our sponsors and the youth with a clear conscience!

Please allow me to express my heartfelt gratitude for your hard work in your countries. I am looking forward to the future cooperation and mutual support, knowing that *"God does not fulfill all our wishes, but all his prophecies"* - according to a quote by Dietrich Bonhoeffer.

CHAPTER II.

SOME EXPERIENCES OF SALESIAN PDOs



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

CHALLENGES FACING PDOs TODAY

FR. GEORGE

The challenges facing PDOs as presented here are, by and large, extracted from the results of the surveys that were made by the Councilor for the Missions in preparation for this conference. The comments made by me are kept to the minimum – only to the extent I felt them necessary to understand each challenge a little better. Longer reflections would tend to propose solutions. This, I feel, should be the result of the joint efforts of all of us present here. After this very brief presentation we shall split into groups and we shall try to study how we could face up to the challenges before us.

Here are our challenges as I see them emerge from the results of the surveys:

1. **Understanding Development.** There is no unanimity among governments, professionals and ordinary individuals as to what 'development' actually means. We are repeatedly reminded by the Rector Major that we are not just a development NGO. We are Christians, Religious and Salesians. Our identity, our aims and objectives, our *raison d'être* should influence our aims and objectives, target groups and processes. As we acquire qualifications in 'development' in secular universities and institutions, as we participate in conferences and conventions of professionals, the uniqueness of our concept of development and our contribution to it cannot be forgotten.

2. **Understanding what a PDO is and what we would like it to be.** When the survey results came in, it was difficult for the Mission Councillor's office to categorise them in groups. When the office did offer descriptions of five models, some provinces found it difficult to decide into which category they could place themselves. There would appear to be a sort of progression in the 'quality' of a PDO from category 0 to category 4. We need to reflect whether there is an 'ideal' model that fits all provinces; or, whether every province has to decide for itself what sort of PDO fits them best. If we think that more uniformity is desirable and possible, what model would we propose to the congregation?

3. **How do we go from the stage we are at to the model we want to be?** Provinces that have more advanced PDOs probably began working in this direction decades ago. Most of them started with the basic work of writing project proposals to find money to build infrastructure for Salesian centres. Over time, probably through a process of evolution rather than prophetic strategic planning, they have now arrived at their advanced levels. Now that we have the experiences of these provinces to learn from, we may be able to avoid this slow, tedious evolutionary process. Once a province decides what sort of PDO it needs to have, what steps does it need to take to arrive at it?

4. **Fragmentation in the animation of the province.** The provincial and his council are ultimately responsible for the animation of the province. They are helped by various delegates and commissions that give greater attention to specific dimensions and sectors. The key commission in this assistance is the one for Youth Pastoral. The way an organisation finds and uses its resources is also an important indicator of what it stands for. There has to be a close co-ordination among the provincial/economer, the delegate for Youth Pastoral and the director of the PDO to avoid duplication, fragmentation or even working at cross purposes.

5. **Capacity building. Continuity / Stability.** We need to become professional. We lack qualified, trained and experienced SDBs to be directors of PDOs. All our donors, whether they be multilateral institutions, governments, corporate bodies, funding agencies or private individual donors, expect us to be professional in our analysis of the problem we face, the solutions we propose, the implementation of the programme, accounting, monitoring and evaluation. Governments in all countries are coming up with laws that demand more and more of technical qualifications and professionalism even in works of 'charity'. Sincerity of purpose and good will are no longer sufficient 'licenses' to let us do good. Professionalism also ensures greater continuity to the nature, quality and quantity of our work as they will not depend solely on the personal capacities of an individual alone.

6. **Developing a planning mentality in confreres, institutions and province.** The clash between the 'urgent' and the 'important'/'priorities' of the Provinces. Province owned planning, Overall Provincial Plan, GC 25 vs. Strategic Planning promoted by the NGOs.... How do we reconcile all these? There could be circumstances that justify a rush into activities and programmes with only a very minimum of planning. On the other hand we could also make prior contingency plans even to react to such circumstances. What can the PDO do to develop the planning mentality in confreres, institutions and province?

7. **Finding resources.** The economies in the traditional donor countries are stagnating or even sinking. There is growing poverty in many countries of the West. There is donor-fatigue as many developing nations do not seem to make any progress in the reduction of poverty despite decades of external aid. Our traditional donors are aging and dying off. Younger people do not want to support religious organisations. The theory is gaining popularity that external aid blocks rather than promotes development. Some developing countries have started developing very fast. There are individuals and corporate bod-

ies in these countries indulging in brazen displays of wealth. Some governments prefer to spend their resources on arms rather than aiding their own poor. Several NGOs are very successful in raising funds in developing countries themselves. What about our PDOs and/or Mission Offices?

8. **Our Constitutions, the GCs and the RM challenge us to work for 'Justice', for changes in structures of injustice.** As far as economic development is concerned, a small change in a government policy can achieve far more in a very short while than all our hard work over decades. We do not want to duplicate the government or to replace it. We can't. We can and must get the government, and other institutions and organisations to do what they are supposed to be doing. We move, when and where possible, from charity to skills development. We need to move on to working for human rights, just laws, equitable distribution of resources, etc...
9. **The challenge of 'collaboration' and 'partnership' of the PDO with the diocese, the government, other congregations, NGOs, corporations....** If we are to achieve our goals, we cannot go it alone. We need to work with the government, with corporate bodies, with the diocese, with other religious with development NGOs and individuals of good will. We need not be originators of every project, nor take the leadership in every programme. We can be equal partners and collaborators, and followers, too. This involves give-and-take. We cannot demand that everything be done in our way. On the other hand, we cannot lose our Christian, religious and Salesian identity. We need to know what will be our unique contribution and what are our non-negotiables.



WORKSHOP CARRIED ON BY WORKING TEAMS

1. **UNDERSTANDING DEVELOPMENT. WHAT DOES DEVELOPMENT SIGNIFY FOR US, AS SALESIANS? IN WHAT WAY DO WE DIFFER FROM A DEVELOPMENT NGO? HOW IS THE SALESIAN IDENTITY OF OUR PDO EXPRESSED IN ITS STRUCTURES, AIMS AND OBJECTIVES, TARGET GROUP, PROJECTS, PROCESSES, METHODOLOGY, ACCOUNTABILITY, MONITORING AND EVALUATION, ?**

Ideas contributed by the Work Team 

- For us, Salesians, driven by the slogan of Da Mihi Animas, development signifies a Holistic approach to the integral development of the whole person, comprising body and soul. Not mere material development, but a pastoral ministry. Development has to be seen through a kingdom perspective. Holistic involvement, body and soul, inspired by the slogan of Da Mihi Animas and is saving aspect. Demanding but elevating.
- Global Learning Process, human and spiritual, not just material.
- It is youth centered since being Salesian. Accompaniment and presence are Salesian aspects of development. Networking is a new aspect of our development, a new trend. Networking with other NGOs and governments could compromise, again, our values. We have certain non-negotiable which cannot be bargained for. OUR CHRISTIAN AND SALESIAN IDENTITIES. And the Target group. The missionary aspect has suffered due to networking with other NGOs. Responsibility has forced us to be more transparent. Responsibility towards Donors' accountability and also towards Salesian structures and target groups. These two aspects have to be incorporated in our development work. Because money is available we adjust our target and compromise with principles.
- Women groups and SHGs is the focus of development – IS IT OUR TARGET?

- Youth Pastoral took care of youth hence PDO shifted the target. PDO becomes a planning and coordinating agency for the provinces. However it is part of Structure: Coordination of various commissions is needed. It is quite in place. There could be better coordination with Youth pastoral and finance. Effective functioning is needed.

2. UNDERSTANDING WHAT A PDO IS AND WHAT WE WOULD LIKE IT TO BE. AT WHICH STAGE ARE WE, BETWEEN MODEL 0 AND THE MODEL 4 ? WHERE DOES THE PDO, THE PROVINCE, WANT US TO BE? WHERE DOES THE CONGREGATION WANT US TO BE? WHICH IS THE IDEAL MODEL IN THE CONTEXT OF MY PROVINCE? WHAT OUGHT THE PDO BE DOING IN THE PROVINCE? DO WE WANT TO PROPOSE A MORE UNIFORM MODEL FOR ALL PROVINCES IN THE WHOLE CONGREGATION?

Ideas contributed by the Work Team 

- The aim is to move towards model no 4. Many of the Provinces in India are at stages 2 and 3.
- We should have general guidelines and minimum standards for the PDO at the Congregational level.
- We do not have an ideal model. But it could emerge in the process as the years go by.
- There is a need for setting up a model that could be followed by all the Provinces.

3. HOW DO WE GO FROM THE STAGE WE ARE AT TO THE MODEL WE WANT TO BE? IS IT POSSIBLE TO JUMP FROM 0 TO 4 OR HAVE WE TO GO THROUGH A NORMAL EVOLUTIONARY PROCESS? WHAT WOULD THE STAGES OR STEPS BE IN SUCH AN EVOLUTION? HOW MUCH TIME WOULD SUCH AN EVOLUTION TAKE?

Ideas contributed by the Work Team 

It's model No 4 the ideal and the best one? There could be evolution of further better models?

The Provinces and the confreres should be made aware of the functions, roles and the scope of the PDOs.

We need to set aside personnel and resources if we want to reach the desired level. We prefer to have common guidelines which will lead us to achieve this level.

The Mission Office and the Mission Superior can take a lead in the process of framing and monitoring this evolution.

- It is possible to jump from model 0 to 4, but we do not recommend it, because we could miss certain stages of development.
- Introducing the concept and mentality of the PDO at all stages of animation and formation (from the novice to the provincial level).
- Setting up the infrastructure/team.
- It can take between 1 to 4 years.

4. FRAGMENTATION THE PROVINCE'S ANIMATION. HOW DO WE ACHIEVE AN IDEAL CO-ORDINATION AMONG PDOs, YOUTH PASTORAL AND ECONOMER / PROVINCIAL? IS IT IDEAL THAT THE ECONOMER BE ALSO THE PDO DIRECTOR? IF THE PDO DIRECTOR IS SOMEONE OTHER THAN THE ECONOMER, SHOULD HE ALSO BE IN THE PROVINCIAL COUNCIL? HOW DO WE AVOID FRAGMENTATION IN THE ANIMATION OF THE PROVINCE? HOW DO WE AVOID DUPLICATION OR EVEN WORKING AT CROSS PURPOSES? WHAT SHOULD BE THE PROCESS FOR A 'PROJECT' TO BE TAKEN UP IN THE PROVINCE?

Ideas contributed by the Work Team 

- It is through a mentality of a common mission in the Province.
- At the beginning it is good to have the Economer as also the PDO Director. As the office develops, the Director could be another person.

- The PDO Director, if he is different from the Economist, need not be a member of the Council. He is responsible to the Economist, who is the member of the Council. He could also be invited to the Council for a presentation.
- To avoid fragmentation and duplication have planning sessions together.
- The guidance to coordinate, the PDO, the Youth Ministry and the Inspectorial Economist, shall be the POI. The director of the PDO shall be the Provincial Economist, in coordination with the team of lay people, to avoid fragmentation and duplication. The PDO should be part of Youth Ministry Team, in which the team of lay people must participate coordinated with the Provincial Economist.
- The PDO must be fitted with its own identity, with clear and precise mandate, by the Provincial and his Council, and released to the whole Province.
- A project in the Province should start from local communities, known and valued by the Pastoral Team, evaluated technically in the PDO, and finally approved by the Provincial Council.

5. CAPACITY BUILDING. CONTINUITY / STABILITY. WE NEED TO BECOME PROFESSIONAL. WE LACK QUALIFIED, TRAINED AND EXPERIENCED SDBs TO BE DIRECTORS OF PDOs. WHAT QUALIFICATION, TRAINING AND EXPERIENCE DO WE NEED? WHERE CAN WE ACQUIRE THEM? DOES THE CONGREGATION HAVE POSSIBILITIES AND FACILITIES TO IMPART THESE? HOW MANY CAN OR SHOULD WE QUALIFY AND TRAIN IN A PROVINCE TO ENSURE CONTINUITY OF PROFESSIONAL QUALITY DESPITE TRANSFERS AND DEPARTURES?

Ideas contributed by the Work Team 

- It's clear, that the PDO has to be an entity with technical qualification, for which it has to be trained in, and to train, for Development Cooperation and Human Rights approach. When changing Provincial Economist the new one should be prepared on these topics.

- If we need to be professionals, in order to achieve it we need the SDB to be trained in all aspects so as to understand the various processes of PDO, and lay people to be trained to understand the mission of the Salesian Congregation.
- We can look for training in different institutions of superior education.
- The Salesian Congregation has possibilities and facilities to impart it.
- We're all called upon to be trained; it's going to depend on our will to do it.

6. DEVELOPING A PLANNING MENTALITY IN CONFRERES, INSTITUTIONS AND PROVINCE. HOW DO WE RECONCILE PROVINCE OWNED PLANNING, OVERALL PROVINCIAL PLAN, GC 25 VS. STRATEGIC PLANNING PROMOTED BY THE NGOs? WHAT CIRCUMSTANCES JUSTIFY A RUSH INTO ACTIVITIES AND PROGRAMMES WITH ONLY A VERY MINIMUM OF PLANNING? IS IT NEEDED AND IS IT POSSIBLE TO MAKE CONTINGENCY PLANS EVEN TO REACT TO SUCH CIRCUMSTANCES? WHAT CAN A PDO DO TO DEVELOP THE PLANNING MENTALITY IN CONFRERES, INSTITUTIONS AND PROVINCE?

Ideas contributed by the Work Team 

- The proposed methodological aspect by the NGO's, must be reconciled with the contents of the documents pertaining to the Salesian Congregation.
- SDB and lay people should have a "projecting" mentality.
- The initial training stages of an SDB should include planning aspects.

7. FINDING RESOURCES. AS THE ECONOMIES IN THE TRADITIONAL DONOR COUNTRIES STAGNATE OR SINK, WHERE AND HOW DO WE FIND FUNDS TO KEEP GOING AND TO EXPAND? DOES MY PROVINCE NEED TO LOOK FOR RESOURCES LOCALLY? IF YES, WHAT ARE THE POSSIBILITIES? SHOULD ATTEMPTS AT SELF-SUSTAINABILITY BE AT THE LEVEL OF A REGION, A COUNTRY, A PROVINCE OR AN INSTITUTION? WHAT IS THE ROLE OF THE PDO IN THIS?

Ideas contributed by the Work Team 

- With the current world economic crisis, there are fewer resources for the developing world
- Bank loans (through repayments) can cause problems
- We should aim to attract local resources and aim for self sufficiency
- Help can be in cash and kind (e.g. goods, services)
- People give if they know the money is going to be used well (to solve problems) and that they are thanked
- Gratitude is still a relevant virtue (cf Jesus and the ten lepers).

8. THE GC AND THE RM CHALLENGE US TO WORK FOR 'JUSTICE' AND FOR CHANGES IN STRUCTURES OF INJUSTICE. WHERE DO WE NEED TO ENGAGE IN 'CHARITY' AND WHERE DO WE MOVE ON TO SKILLS DEVELOPMENT AND FURTHER ON TO 'JUSTICE'? HOW SHOULD THE PDO FACE THE CHALLENGE OF LOBBYING, ADVOCACY, AWARENESS BUILDING, CLAIMING RIGHTS AND ENTITLEMENTS, ETC?

Ideas contributed by the Work Team 

- Following the idea of think tank, we propose that the PDO should also be the place for (1) the strategic planning, implementation of the province's strategy and (2) for lobbying and advocacy work.
- Justice and human rights are paramount; They are "our" values [Catholics and Salesians lose credibility when they allow injustices and corruption]
- We should be moving from a needs approach to a human rights approach.

9. THE CHALLENGE OF ‘COLLABORATION’ AND ‘PARTNERSHIP’ OF THE PDO WITH THE DIOCESE, THE GOVERNMENT, OTHER CONGREGATIONS, NGOs, CORPORATE WITH WHOM CAN WE COLLABORATE AND WITH WHOM NOT? HOW DO WE ENSURE OUR CHRISTIAN, RELIGIOUS AND SALESIAN IDENTITY WHILE WORKING IN COLLABORATION WITH OTHERS? WHAT ARE OUR ‘NON-NEGOTIABLES’? WHAT SHOULD OUR SPECIFIC, UNIQUE ‘SALESIAN CONTRIBUTION’ BE IN ANY COLLABORATION?

Ideas contributed by the Work Team 

- It is crucial to define co-operation and collaboration which might range from a PDO influencing others, up to joining forces in order to achieve same goals.
- In a positive perspective, true co-operation should be established with organizations, institutions and individuals with the same core values, same aims/objectives, resources.
- In a negative definition, criteria have to be defined and applied which mean risk and contradiction to our identity, mission, and goals. A key criterion is credibility. Thus, we should avoid partnerships with organizations, institutions and individuals who might endanger the Salesian reputation and mission.
- Research has to be done to identify the background and the objective of potential cooperators.

10. HOW DO WE ENSURE OUR CHRISTIAN, RELIGIOUS AND SALESIAN IDENTITY WHILE WORKING IN COLLABORATION WITH OTHERS?

Ideas contributed by the Work Team 

- There should be a general, basic listing of non-negotiables, added by criteria based on the local context.
- Any condition, which would restrict e.g. the Salesian mission or pedagogical work should be rejected, e.g. companies exploiting children, production of arms, and weapons proliferation.

OFPROBOL - PROJECT MANAGEMENT OFFICE IN BOLIVIA

MR. HUMBERTO CAMACHO, NATIONAL COORDINATOR OF THE PROJECT
MRS. ROSALYNN MOTIÑO, PROJCT SPECIALIST AT COCHABAMBA

1. DESCRIPTION OF THE ORGANIZATION

Salesians have been working in Bolivia for more than a hundred years. The Salesian development approach is focused on human beings, families and societies as agents of their own development.

Although the Salesians are renowned for their educational work through private schools and the Popular Schools Don Bosco (EPBD), they also have an important role in development activities that are focused on wretched considered areas as the countryside and outlying areas.

Nowadays, there are 24 Salesian deeds distributed between La Paz, Cochabamba, Sucre and Santa Cruz departments, from where they work in different development activities for youth and the lowest classes with scarce economic resources.

The Salesians arduous work in development is supported by the Project Office for Bolivia "OFPROBOL", nongovernmental organization, that was founded to assist and coordinate the Salesians development work, through development projects. At the beginning, OFPROBOL was created in 1987, dependent of the Salesian Provincial Economer. Since 2002, it is independent; it got its own legal status as an NGO, and drew up its statutes, always aligned with the principles and values of the Salesian Society.

OFPROBOL principal role is to coordinate, advice and evaluate, the planning and managing of development projects from Salesians in Bolivia. Our aim is the implementation of projects as a way to achieve sustainable development of vulnerable groups of the population.

Our main activities are:

- Identifying the development needs in the areas under Salesian influence settled in outlying and rural areas.
- Drawing up project proposals to satisfy the identified needs.
- Managing financial resources outside the country to implement projects with the support of the Salesian NGO network in the U.S. and Europe.
- Training local partners in Project Management..
- Monitoring and assessing the implemented projects.
- Promoting strategic planning processes involved in Salesian projects.

Over the years, OFPROBOL has generated public and private partnerships to implement its projects. An important factor that ensures sustainability of interventions managed by OFPROBOL, is the confidence gained by the Salesians in their areas of intervention.

As an NGO, it is constituted as a strategic actor for fundraising and partnership for management. To do so, it has the support of the Salesian NGO network that manages global economic resources in front of public and private entities to carry out development projects, among these NGOs are: Salesian Missions (U.S.), DMOS -comidad (Belgium), Youth Third World (Spain), Jugend Dritte Welt (Germany), Jugendhilfe Lateinamerika - JUHILA (Switzerland).

In 2006, under the Program for Strengthening Informal training in Rural Centers, funded by the Belgian government through the Salesian

NGODMOS-COMIDE, OFPROBOL opened 2 new regional offices in Santa Cruz and La Paz to attend directly the needs of Salesian works in these regions.

At present, OFPROBOL has prepared a Strategic Planning Project 2009-2013 aligned with the Provincial Organic Project (POI) to help to define the next work guidelines, responding to the developmental needs of Salesian works.

2. MISSION AND VIEW

Mission:

“TO SUPPORT SALESIAN WORKS IN SOLVING THE NEEDS OF ITS TARGET COMMUNITY”

View:

“OFPROBOL, EFFECTIVE AND SUSTAINABLE MANAGEMENT CO-ORDINATION OF PROJECTS AND SALESIAN FRONTS”

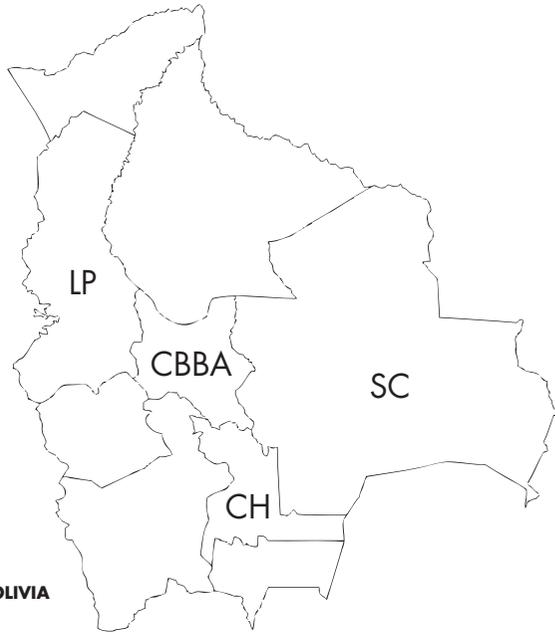
Values:

- The pastoral charity in the heart of our spirit.
- The Gospel Christ, as wellspring of the Salesian spirit.
- Union with God.
- Sense of Church.
- Preference for youth.
- Salesian Kindness.
- Family Spirit.
- Optimism and joy.

- Work and Temperance.
- Creativity and flexibility.
- Preventive System and Salesian spirit.
- Don Bosco, our model.

3. GEOGRAPHICAL INTERVENTION AREAS

Below, it is detailed, the geographical area of intervention of Salesians in Bolivia:



SALESIAN FAMILY IN BOLIVIA

	SALESIAN WORK	PROVINCE	MUNICIPALITY
COCHABAMBA			
1	Kami	Ayopaya	Distrito Kami
2	Independencia	Ayopaya	Independencia
3	Las Villas	Cercado	Cercado
4	Colegio Don Bosco (Quintanilla)	Cercado	Cercado
5	Universidad Salesiana de Bolivia	Quillacollo	Colcapirhua
6	Fátima	Quillacollo	Tiquipaya
7	Casa Inspectorial	Cercado	Cercado
LA PAZ			
8	Escoma	Camacho	Puerto Acosta
9	Centro Juvenil Don Bosco-El Alto	Murillo	El Alto
10	Colegio Don Bosco-Ciudad	Murillo	La Paz
11	Colegio Don Bosco-Pampahasi	Murillo	La Paz
12	Domingo Savio - Calacoto	Murillo	La Paz
13	Universidad Salesiana de Bolivia	Murillo	La Paz
SANTA CRUZ			
14	Albergue Miguel Magone	Andres Ibañez	Santa Cruz de la Sierra
15	Obra Don Bosco-Santa Cruz	Andres Ibañez	Santa Cruz de la Sierra
16	Hogar Don Bosco	Andres Ibañez	Santa Cruz de la Sierra
17	Muyurina	Obispo Santiestevan	Montero
18	La Floresta	Obispo Santiestevan	Montero
19	Sagrado Corazón	Obispo Santiestevan	Distrito 5 del Municipio de Mineros
20	Tarucate	Ichilo	Santa Fe de Yapani
21	Portachuelo	Sara	Portachuelo
22	San Carlos	Ichilo	Sección municipal segunda San Carlos
23	Plan 3.000 Santa Cruz (P. Vicente)	Andres Ibañez	Santa Cruz de la Sierra
SUCRE (CHUQUISACA)			
24	Colegio Don Bosco	Oropeza	Sucre

4. WORK AREAS

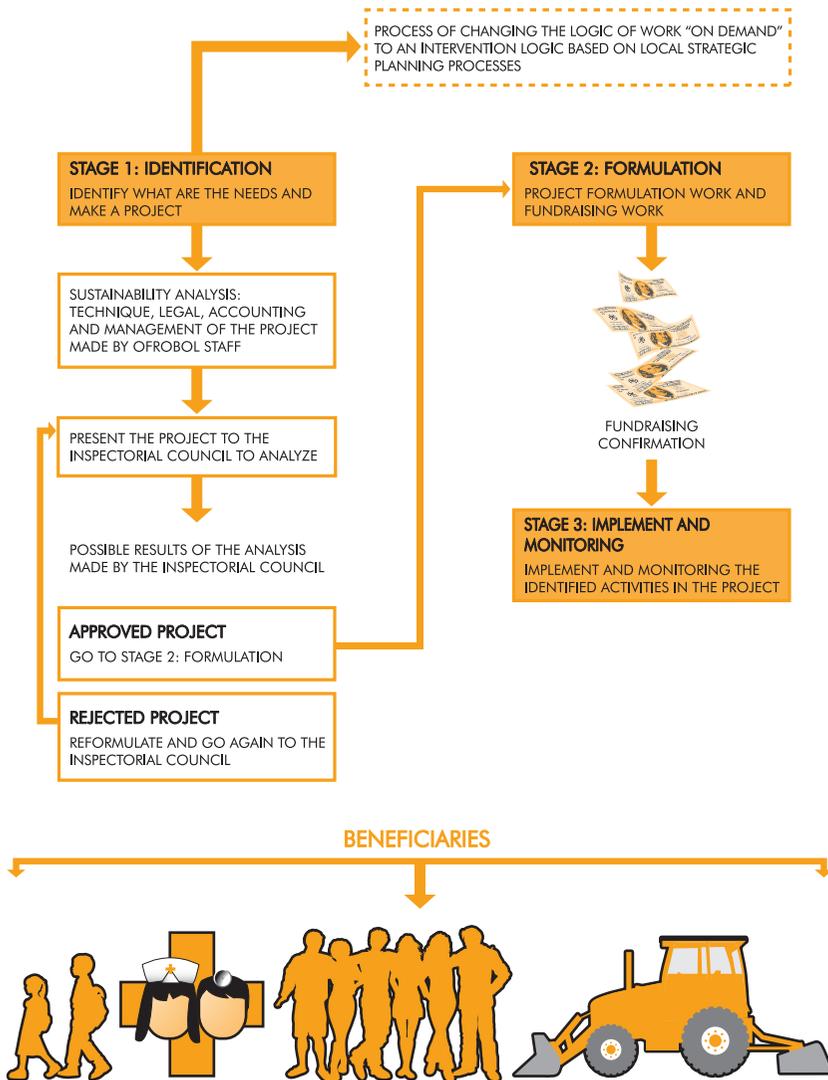
Below, it is detailed, the geographical area of intervention of Salesians in Bolivia:

MAIN ACTIVITY	SPECIFIC DATA
SCHOOLS	Private Schools
	Public charter Schools
	Adults educational Centers
VOCATIONAL TRAINING/ UNIVERSITY	Vocational training Colleges
	Agribusiness Colleges
	University
SOCIAL COMMUNICATION SKILLS	Editorial / Printing / Library
	Radio Station
SOCIAL PROMOTION	Work with Street Children
	Foster Homes
	Medical Center
	Social promotion for farmers
	Women's centers

In this sense, the work areas supported by OFPROBOL are:

- Education: Primary, Secondary, Vocational Training.
- Production (within the technical training).
- Basic Facilities Services (water, irrigation).
- Institutional Strengthening.

The following summarizes the methodology that OFPROBOL works with, based on the project cycle:



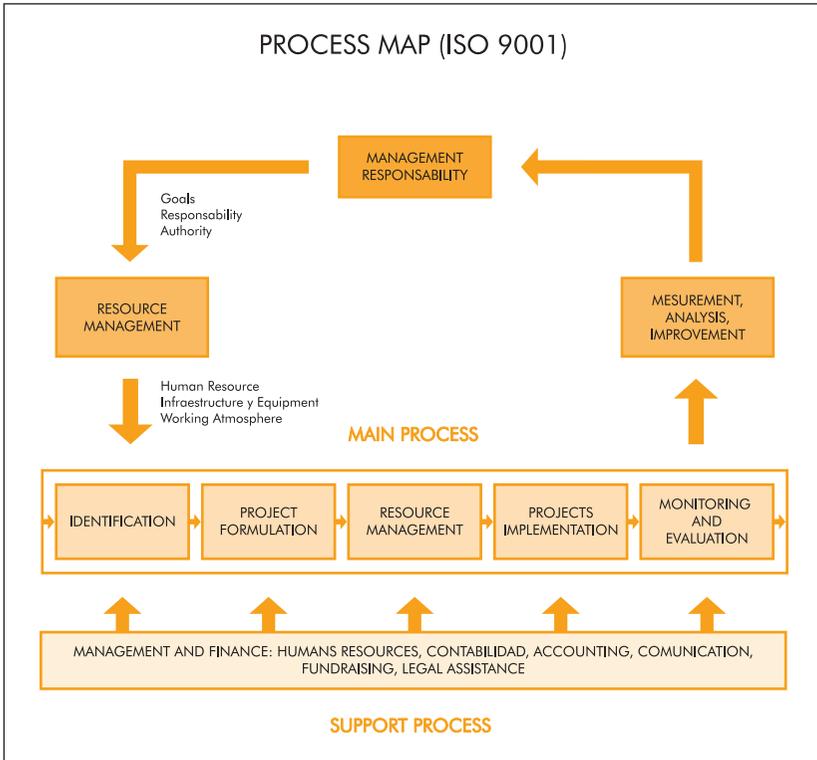
5. QUALITY POLICY

OFPROBOL has decided to adopt the philosophy of Quality, gradually implementing the quality process and culture throughout its organization, under the principles of ISO 9001 Quality Standard.

There is a clearer awareness of having each process developed by our organization under control, adopting the criterion of continuous improvement of the effectiveness of quality management through the implementation of quality policies, quality objectives, critical analysis and a review of senior management.

In this context, OFPROBOL has defined the following quality policy:

- To know and satisfy the real needs of the various groups of youngs which work with the Salesian Family, through the efficient implementation of social development projects.
- To fulfill the internal and external requirements throughout the project management cycle.
- To continuously improve the processes of project management cycle, committing the participation of all staff involved.



6. MAIN OPTIONS

In order to formulate the Main Options, the Province has examined the external and internal environment that has allowed to identify the long-term actions, articulating the resources of internal and external environment, in order for the Province to achieve its vision by fulfilling its mission; here are the main options (MO) resulting from this process:

- **MO1:** To improve the process of initial and ongoing training in the province to suit the requirements of the Salesian mission in Bolivia.

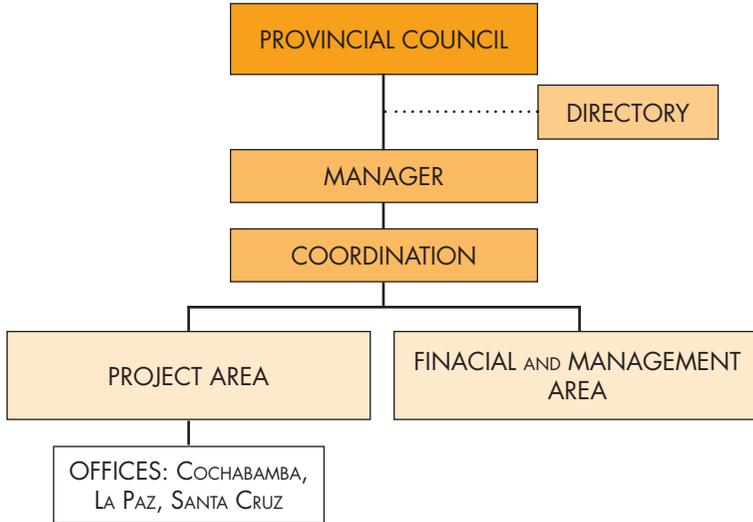
- MO2: Restructuring work to answer with more fidelity to the charisma and mission of the congregation, and to be handled by adequate quantity and quality communities.
- MO3: To provide training to the Youth Ministry level for a better participation in Don Bosco's spirit and mission.
- MO4: To develop vocational and labour skills in our educational work.
- MO5: To attend the preferential option of marginality or exclusion as, a transverse line in all pastoral works.

7. FUTURE CHALLENGES

Among the main challenges for the future, OFPROBOL is considering:

- Promoting the management of project/programs with traditional funders and exploring new ways of funding.
- Developing a comprehensive diagnosis of Salesian work allowing proposals that respond to their needs, always aligned with the POI.
- Consolidating the quality management system and improve our services towards the beneficiaries.
- Creating a DEVELOPMENT and a PLANNING AND DEVELOPMENT OFFICE concept, inside the framework of the Salesians in Bolivia (by area of assistance).
- Supporting the Province in the implementation and assessment of the POI.

8. ORGANIZATION



Payroll Personnel

NAME	POST	TRAINING
Giampaolo Mario M.	Director	Priest
Humberto Camacho P.	National Coordinator	Civil Engineer
Rocío Ayala V.	Responsible of Financial Management Area	Auditor
Olga Morozova	Project Manager -Santa Cruz	Zoological Technician
Israel Barrera	Project Manager	Architect
Rosalynn Motiño R.	Project Manager Cochabamba	Economist
Martha Nina Ch.	Project Manager La Paz	Sociologist
Mónica Rojas V.	Accounting Assistant	Accountant
Irma Robles V.	Accounting Assistant	Auditor

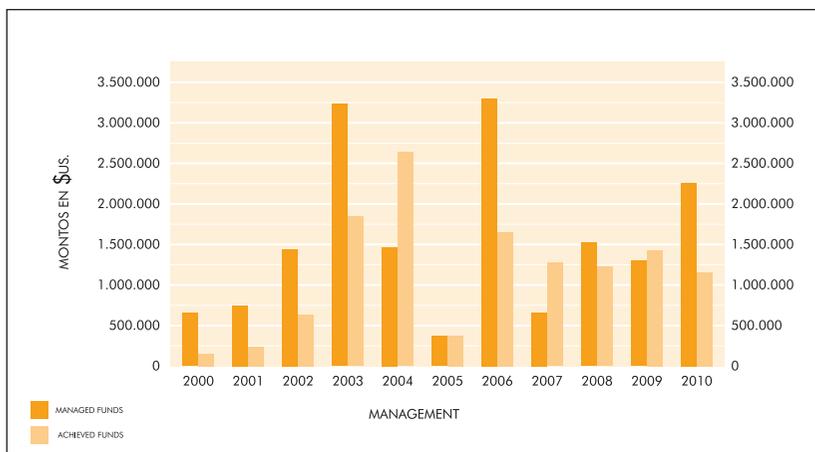
9. SOME STATISTICS

Resources managed between 2000 and 2010: 16.985,827 US\$

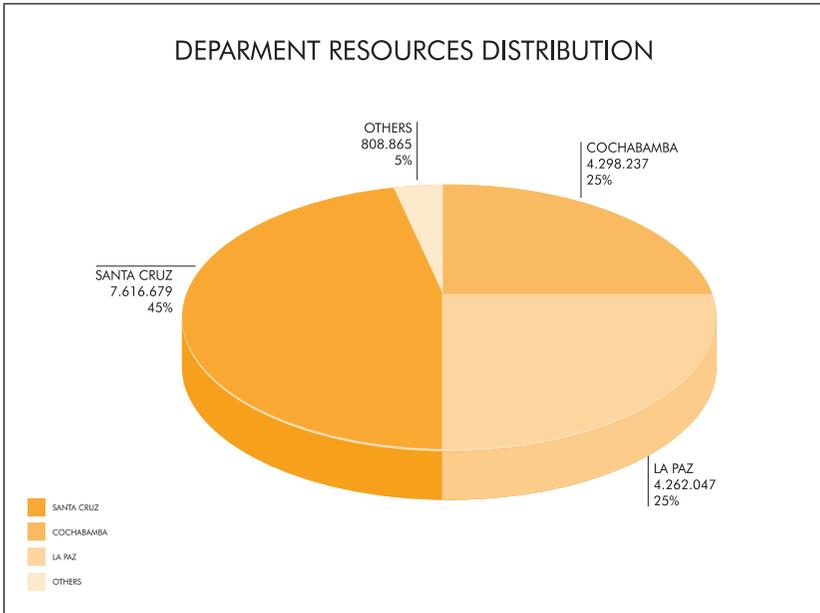
For more information please access our website:

www.ofprobol.sdb.bo

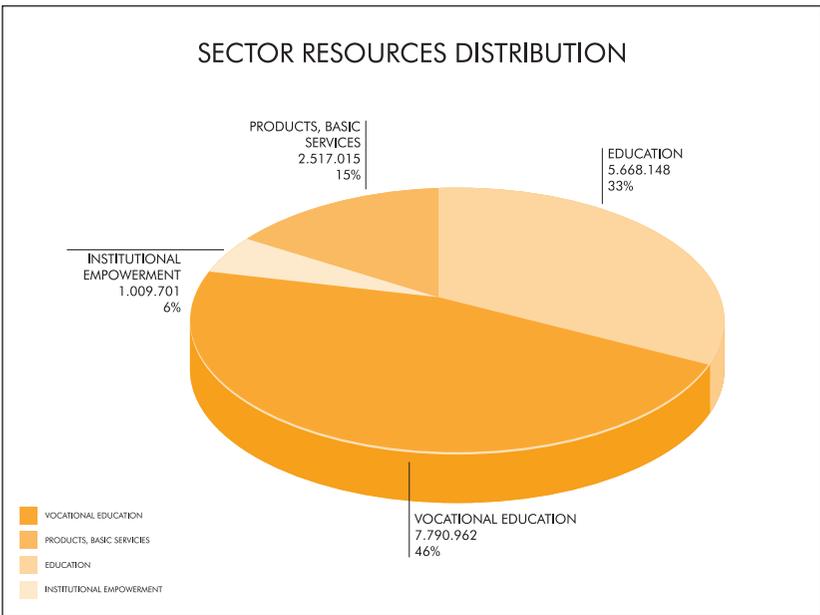
MANAGEMENT FUNDS	MANAGED	RECEIVED
2000	677.791	101.859
2001	700.911	286.243
2002	1.467.658	629.327
2003	3.257.175	1.812.718
2004	1.484.772	2.640.289
2005	368.092	383.528
2006	3.302.822	682.965
2007	654.310	1.275.784
2008	1.502.249	1.244.736
2009	1.305.484	1.462.676
2010	2.264.564	1.158.493
TOTAL	16.985.827	11.678.619



DEPARMENT RESOURCES DISTRIBUTION



SECTOR RESOURCES DISTRIBUTION



THE FIS PDO STORY

MR. LEAH N. SAMSON, FIS PDO DIRECTOR

1. THE BEGINNINGS: 1992-1995

A Province barely a year old. A territory beginning to be carved out. A profusion of needs. Back in 1992, these were some of the realities of the Salesian Philippine South Province of Mary Help of Christians (FIS Province), when shadows of a Projects Office began.

That year was the FIS Province's canonical erection, having spun-off from the single Salesian Philippine Province which was divided into the Philippine North (FIN) and the Philippine South (FIS) Provinces. The tasks of raising funds for this baby of a territory that was the FIS Province fell on the shoulders of both the FIS Provincial and the Provincial Economist. One page proposals and individual letters expressing needs were the order of the day.

Two years later, in 1994, Salesian Missions-New York spearheaded an institutional capability-building project for Guatemala, Haiti, Ethiopia, and the Philippines. The project, funded by a cooperative agreement with the United States Agency for International Development (USAID), sought to strengthen Salesian capacity to manage economic development projects and ran from September 1994 until September 1999.

When the project rolled out for implementation in the Philippines in early 1995, a single Projects Office was envisioned to "coordinate

Salesian activities and improve project development for the FIN, FIS and FMA Provinces.” This one-country Projects Office was established in the FIN Province being central to the three beneficiary-Provinces. However, by mid-1996, the Projects Office was transferred to the FIS Province “because the Philippine South Province required more project development assistance.” The decision reached by the three Provinces largely took into consideration the status of the FIS as a newly created Province. Following this agreement, a change on the original mandate of the USAID-funded Projects Office was effected and the Philippine Projects Office, which from being country-wide now focused on Southern Philippines, established its base in Cebu and hired one lay personnel.

2. THE FIS PROJECTS OFFICE: 1996-1999

With the Provincial Economer, who was also the Projects Director at the helm, the FIS Projects Office started its regular operations by late 1996 with a workforce of two - the Economer and a lay staff. The FIS Projects Office had the primary mandate to attend to the project needs of its own houses and, secondarily, when opportunity arised, to involve the FIN and FMA Provinces on collaborative projects beneficial to all three Provinces.

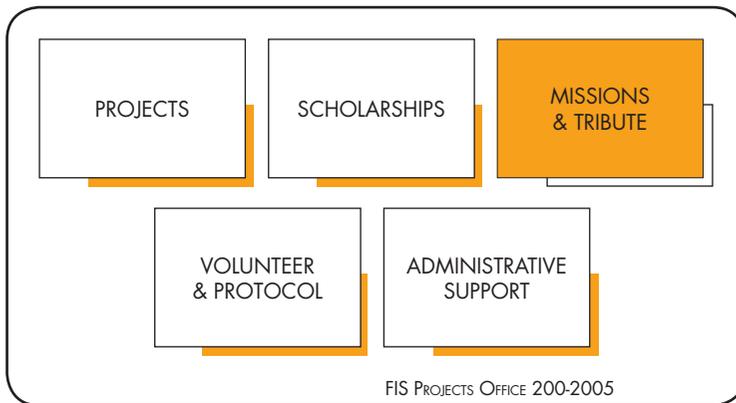
From 1996 to 1999, the FIS Projects Office, which continued to maintain a staff of one, served the FIS Province in matters concerning project conceptualization, project development, project fund accessing and project implementation for all sixteen Don Bosco centers in Southern Philippines. In 1998, it opened its project development and fund accessing services to groups outside the FIS circle.

At the start of 1999, with the USAID-funded project nearing completion, the FIS Projects Office made preparations to face one of the major project expectations: becoming autonomous. It went without saying that the reality of a post-USAID Projects Office was only tangible when acceptable to the local Salesian communities. Notwithstanding the gains of the USAID-funded project, an internal evaluation was done that looked into the relevance of the Projects Office in the Salesian communities’ operations back-to-back with a cursory survey on how they see an FIS Projects Office should be.

3. THE FIS PROJECTS OFFICE: 2000-2005

Receiving a vote of confidence from the local Salesian communities to carry on operations, the FIS Projects Office continued on its own in January 2000, without the support from USAID, this time with a staff of two lay persons, still under the Provincial Economer. It laid monthly and annual financial goals together with targets on the number of proposals to be developed per community.

From 2000 until 2005, the Projects Office continued to serve the growing number of Salesian communities in the Visayas and Mindanao and continued to extend its services to the dioceses of Salesian Bishops and non-FMA congregation of Sisters within its area. Its service was divided in five windows.



The Projects window took care of fund generation for specific development needs, in its entire breadth and width, of the Salesian houses and those outside the Don Bosco family through responsive and proactive projects. Linkages were expanded through tie-up with the government, NGOs, local network of NGOs and international donor agencies.

The Scholarships window took care of fund generation for training and education needs of the houses through requests for tuition fee support whether academic, technical, and religious scholarships.

The Missions & Tribute window took care of fund raising for the general works of the Province through the Missions Fund (monthly pledges) and the Tribute Fund (endowment of P100T up for religious studies). This window explored direct mail, tax incentives and bequests. Short-term activities were likewise under this umbrella i.e. Christmas bazaar, movie sponsorships, dinner-for-a-cause, etc.

The Volunteer & Protocol window served as the 'facilitation' unit that generated non-cash resources for the Province. It handled the Volunteer Program (foreigners and locals seeking to help us with the work on a voluntary basis for a specified term) and likewise handled all paper transactions e.g. shipment, visa processing, licenses, registration requirements of the government, and the like. This window later on gave birth to the Salesian Lay Volunteer Office (SALVO), a formal entity handling the Volunteer Program now under the Commission on Missions but with us still assisting in the administrative work.

The Administrative Support window operated to support all the services of the office.

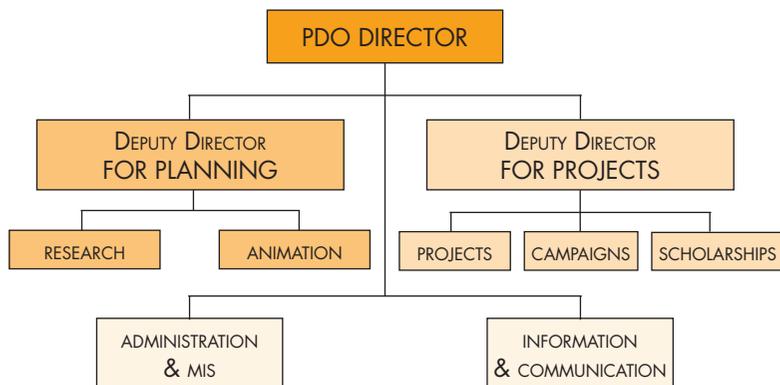
When the first PDO Seminar was convened in Rome in 2005, the FIS Projects Office had already existed for some years working full-time to generate grant funds for the mission work of the Salesians in the FIS Province. It was not simply offering technical assistance in developing project proposals but it also conceptualized, developed, and helped managed proactive proposals across houses. The animation work that it was doing was not on the level of implementing the projects once approved (as these were the purview of the local Salesian communities) rather its animation work was manifested in project planning sessions and in project coordination meetings and discussions whether at the level of Commissions and SubCommissions of the Houses.

Therefore, two of the key ideas forwarded during the 2005 PDO Seminar of "promoting coordination and synergy among the various organs operating in a Province for youth pastoral activities, *missio ad gentes*, economic development and fund raising initiatives" and "facilitating the establishment and the strengthening of the Planning and Development Office in a Province, so that it can become an instrument for the overall growth and development of the activities of a Province" found resonance with FIS. However, it was only in the following year,

that the PDO was fully discussed at Province-level under then Fr. Provincial, Fr. Arturo Sanchez Jr., using the idea of that gathering “as an organization... to bring about in the Province as a whole and in the various communities of the Province a planned approach to the overall growth of the Salesian presences in the Province, from the point of view of social and economic development, particularly in the field of youth ministry.”

4. THE FIS PLANNING AND DEVELOPMENT OFFICE: 2006-2007

The transition from Projects Office to Planning and Development Office took time, effort, and energy. The idea of the PDO had to be ‘sold’ to all Salesians in the Province. Several focus group discussions took place at Commissions-level and at Rectors’ level. Of course, all these while the office carried on its regular functions as before. For a full year, the change of name and the substance of what a PDO is, was floated for all to scrutinize and absorb. The FIS PDO position paper presented the structure below:



Finally, in 2007, the PDO was formally presented in the FIS Provincial Chapter. The shift from Projects Office to PDO, the role of the PDO, its functions and structure were discussed. The take-off point was a key point in Don Pascual Chavez’s Opening Address during the 2005 PDO Seminar which stated, “Today the ‘Development Office’ is spoken about as a valuable means not only for collecting funds, although these are certainly indispensable, but also for carrying forward a Provincial

Plan, which consciously decides where and how to operate, with what sort of presence, for what sort of clientele, in synergy and networking, with what sort of educational institutions or agencies.”

The discussion was made more practical and tangible following the idea proposed in the 2005 Seminar that the PDO “carries out its functions in understanding and collaboration with the Provincial Economist and the Delegate for Youth Ministry, and with the other organs of animation in the Province for projects that are of interest to them.”

5. THE FIS PLANNING AND DEVELOPMENT OFFICE: 2008-PRESENT DAY

The 2007 FIS Provincial Chapter accepted the idea of the PDO and, in 2008, it was given further impetus with the making of the FIS Organic Provincial Plan (OPP), being a significant part of the OPP Team. The Team facilitated the formulation of the OPP at Province-level (all Commissions and Provincial Services based on the OPP/fundamental options of the Province) and then at House-level (Formation, SEPP, Economy Plans - Attachment 1). The planning process of the Province was cascaded from the top, down - a series of actions which took many months of levelling-off before and even during the actual planning itself.

At this point, it appeared that the FIS PDO, after nearly two years of discussions within the Province, had the possibility to take tentative steps to realize the idea of “bringing about in the Province as a whole and in its various communities a planned approach to the overall growth of the Salesian presences within.”

However, a crucial turn has to be noted here. Towards the end of 2008 the headship of the PDO was removed from the Provincial Economist and the PDO then and now reported directly to the Provincial Superior. It is important to note this development because of the repercussions it has created in the PDO’s ensuing operations, namely:

- a) There lacks a cohesive character between the development planning assigned to the PDO and the economic plan of the Office of the Provincial Economist/Commission on Finance such that actions to realize the development plans lack a broader approach to wisely handling the resources at hand

and creatively acquiring the resources needed. The development blueprints are complete only as far as strategic targets are articulated but lacks the complementarity of financial projections to carry them through (largely by project proposal submission, to start with).

- b) Discussions on an overall economic plan by the Office of the Provincial Economist/Commission on Finance included the PDO only as far as projects were involved.
- c) The relationship between the Office of the Provincial Economist/Commission on Finance and the PDO did not take on the wholistic dimension it was expected to develop but was severely limited to project fund releases and to certain project engagements.

Nonetheless, the PDO carried on its journey with both gains and setbacks, which are better understood when juxtaposed with the conclusions of the 2005 PDO Seminar:

1. "It (the PDO) helps the Province and the houses to write out the projects that are meant to actualize the development plan of the province and after due approbation presents them to funding agencies, preferably through the Salesian NGOs." A protocol for developing project proposals (both proactive - Attachment 2 and responsive - Attachment 3) has been made to guide the Commissions and Houses. Beyond writing proposals, it also assists Commissions and Houses in the implementation, monitoring and evaluation of projects. Moreover, the PDO acts as the liaison unit of the Province when it comes to project partners and donor agencies.
2. "When called upon, it studies and verifies the plans of the province for opening new salesian presences, furnishing reports on the feasibility and sustainability of such presences, in order to guide the decision making process of the Provincial and his Council." The PDO undertakes this together with relevant Commissions or task force or persons assigned by the Provincial e.g. Mindanao Development Plan, development plan of Mati, of Borongan, of Dumangas.

3. "It sensitises the province to the urgency of working for social justice and takes initiatives in the field of advocacy and lobbying on behalf of the poor and the marginalized, especially children and youth." The Province's work with children in conflict with the law, gender sensitivity in training centers, human rights education are examples of the sensitization of the Province in working and advocating for social justice in behalf of the marginalized. However, we are still cautious in doing external, full-pledged advocacy and lobbying work. In this area, we have yet to grow.
4. "Working in close collaboration with the Youth Ministry Team, it brings about synergy in similar activities of a socio-economic nature in different institutions/houses within a province and facilitates the networking among these for the achievement of common goals." The proactive side of project development of the PDO has addressed, and continues to address, this.
5. "It engages in fund-raising activities for carrying out the projects of the province. In particular it occupies itself with the ongoing economic viability of the projects already initiated. In this sense, what was known as the "propaganda office" or "procure" becomes an important department of the Planning and Development Office." Sustainability is always a concern for all works of the Province. A wholistic strategy, vis-a-vis management and wise use of resources can be had with the collaboration of both the Office of the Provincial Economist and the PDO. Working together, both can produce an overall resource plan (material, human, financial) that would deal not only with the economic side of any project but with all crucial considerations in continuing any work of the Province. Perhaps in the coming years this can be realized.
6. "It attends the training and the ongoing formation of the personnel, both salesian and lay, necessary for carrying out the developmental projects, paying special attention to capacity building. It takes care that the true protagonists of development are the people themselves." The capacity-building of Salesians and lay vis-à-vis project management is being offered by the PDO among the Salesians and lay and among

non-Salesian houses. It also provides orientation and mentalization activities on particular social issues e.g. children in conflict with the law to Salesians, seminarians, the Salesian family, and lay collaborators. However, on-going formation in its broad sense, has not been within the scope of the PDO as the FIS Province has an office that handles lay formation (Center for Lay Adults and Youth, CLAY). The PDO and CLAY work closely on certain training and formation programs.

7. "It furnishes information regarding socio-economic issues to the Provincial and his Council and to whoever is involved in developmental projects. For this purpose it carries out research and documentation and develops expertise in these fields." Secondary youth studies and surveys from credible institutions, both public and private, are gathered and summarized to facilitate proper deliberation of projects; case studies of particular issues are taken and discussed; key informant interviews are likewise done, when needed, to gather the necessary information. These are then fed back to the Provincial and Council for appropriate action.

8. "It facilitates and promotes various forms of networking within the houses of a province, thus bringing about the sense of solidarity and mutual support. Where and when possible, it liaises and networks with other (non Salesian) organizations in the socio-economic sector in order to create local networks that further strengthen its activities (e.g.: collaborations with the educational sector for educational projects, with the economic sector for employment schemes, with the social sector for social schemes...)." Networking and liaisoning are never more pronounced than when we have proactive initiatives e.g. programs or projects that cut across all Training Centers, all Parishes, Boys' Homes or certain settings, and the like. Moreover, involvement in non-Salesian networks has also been initiated by the PDO e.g. for the children in prison, program linkages with the Juvenile Justice and Welfare Council of the Philippines, the Department of Social Welfare and Development, the Task Force for Street Children, local government units, and the like.

9. "In brief, the Planning and Development Office is the point of reference in the Province for synergy, cooperation and coordination, so that its OPP and EPP can be realized and the harmonious and dynamic growth of its various activities can be ensured." Our experience has shown that the PDO has, to a certain degree, become the Province's point of reference for synergy, cooperation and coordination
- providing professional service to the Provincial and his Council, vis-a-vis projects and planning matters through appropriate, efficient, reliable, and credible actions befitting their requests thereby facilitating effective deliberation and decision-making;
 - providing accessible, professional service to the Commissions and the Houses through appropriate, situation-sensitive interventions befitting their project and planning needs;
 - providing a stimulus in a neutral, non-threatening way among the different voices, different interests for dialogue and discussion in order to level-off and find the common ground;
 - promoting, to the best way it can, an engaging spirit of interfacing, collaboration and coordination among stakeholders so that a sense of collective ownership on ideas and interventions is cultivated;
 - to some degree, becoming a 'prompter' for the Commissions, Sub-Commissions, Houses, and Provincial Services to develop and realize the Province's OPP as a whole and in particular the respective Formation, SEPP, and Economy Plans of the Houses.

In the four years of owning up to the existence of being a PDO, some realizations need to be closely looked into:

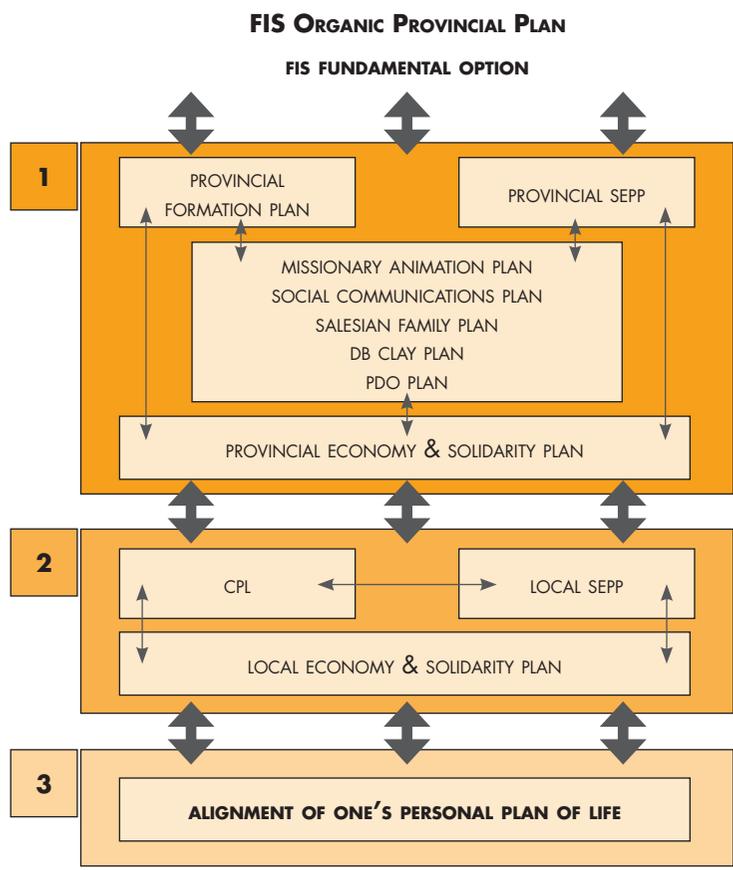
- Considering that the FIS PDO is run by lay people, the need to further imbibe the Salesian spirituality is a must. Key phrases in the 2005 PDO Seminar document like "Salesian

vision of integral human development” and “the concept of development from the point of view of evangelization and the Salesian charism” bear the assumption that people in the PDO already have Salesianity - more so a deeply rooted one. Such an assumption has to be verified, nay, acted upon resolutely through Salesianity studies.

- The PDO should put in place safeguards to ensure that while the PDO does what it can to play out its crucial, overarching role as point of reference it does not become neither overbearing nor superior towards the stakeholders it interfaces, coordinates and collaborates with. These safeguards can be:
 - an unmistakable understanding of its identity as a provincial service;
 - well laid-out systems, procedures and accountabilities , which translates as it being a service unit; and
 - an internal culture within the PDO that upholds serviceability, professionalism, discretion, prudence and diplomacy...

Our initial four-year experience has shown that, even with sometimes complicated blend of the Province and even with the limitations in synergy with the Office of the Provincial Economer/Commission on Finance, the FIS PDO, taking on the mandate of the Provincial and Council, and working together with the Province’s Commissions, has, to a certain degree, made headways for the Province’s progress. In the years to come, we look forward to the fullness of harmony and respect of roles and competencies that can, with finality, bring forward a unified and planned approach to the Province’s development.

ATTACHEMENT 1: THE FIS OPP FRAMEWORK



Legend:

- 1- OPP at the level of the Commissions and Provincial Services
- 2- OPP at the level of the Houses
- 3- OPP and the Personal Plan of Life

ATTACHMENT 2: FIS PROTOCOL FOR PROACTIVE PROJECTS

PROTOCOL FOR PROJECTS AT PROVINCE-LEVEL (ACROSS COMMISSIONS / ACROSS HOUSES / PROACTIVE PROJECTS)				
STEPS	LEAD RESPONSIBLE	SUPPORT	INFORMATION	APPROVAL
1. From the OPP, prioritize projects for development on an annual basis	PROVINCIAL & COUNCIL	PDO	COM/SUBCOM HOUSES	PROVINCIAL
2. From the priority list, develop project proposals	COM/SUBCOM HOUSES	PDO	PROVINCIAL & COUNCIL	-
3. Finalize project proposals	PDO	COM SUBCOM HOUSES	-	PROVINCIAL & COUNCIL
4. Submit project proposals	PDO	-	COM/SUBCOM HOUSES	PROVINCIAL
5. Notify re approval / disapproval	PROVINCIAL	PDO	COM SUBCOM HOUSES	-
6. Conduct project orientation meeting	PDO	COM SUBCOM HOUSES	PROVINCIAL	-
7. Implement the project	COM/SUBCOM HOUSES	PDO	PROVINCIAL	-
8. Monitor and evaluate the project	PDO	COM SUBCOM HOUSES	PROVINCIAL	-
9. Report to funding agency / ies	PDO	COM SUBCOM HOUSES	-	PROVINCIAL
10. Give feedback to implementors	PDO	PROVINCIAL	COM/SUBCOM HOUSES	-
11. Close the project	COM/SUBCOM HOUSES	PDO	PROVINCIAL & COUNCIL	PROVINCIAL

ATTACHMENT 3: FIS PROTOCOL FOR RESPONSIVE PROJECTS

PROTOCOL FOR PROJECTS AT HOUSE-LEVEL (SOLO PROJECTS / PROACTIVE PROJECTS)				
STEPS	LEAD / RESPONSIBLE	SUPPORT	INFORMATION	APPROVAL
1. From the SEPP, prioritize projects for development on an annual basis	HOUSE COUNCIL	PDO	COM SUBCOM	PROVINCIAL COUNCIL
2. From the priority list, develop project proposal	HOUSE / PDO	COM / SUBCOM	-	-
3. Finalize project proposal	HOUSE / PDO	COM / SUBCOM	-	HOUSE COUNCIL
4. Submit project proposal to Provincial Council	HOUSE COUNCIL	PDO COM SUBCOM	-	PROVINCIAL COUNCIL
5. Submit project proposal to funding agency	PDO	-	COM/SUBCOM HOUSE	PROVINCIAL
6. Notify re approval / disapproval	PROVINCIAL	PDO	COM/SUBCOM HOUSE	-
7. Conduct project orientation meeting	PDO	-	-	HOUSE COUNCIL
8. Implement the project	HOUSE	HOUSE COUNCIL-P- DO	PROVINCIAL COM SUBCOM	-
9. Monitor and evaluate the project	PDO	HOUSE COUNCIL	PROVINCIAL COM/SUBCOM	-
10. Report to funding agency / ies	PDO	HOUSE COUNCIL	COM SUBCOM	PROVINCIAL
11. Give feedback to implementors	PDO	PROVINCIAL	HOUSE COUNCIL COM/SUBCOM	-
12. Close the project	HOUSE HOUSE COUNCIL	PDO	PROVINCIAL COUNCIL COM/SUBCOM	PROVINCIAL

TIMOR LESTE (EAST TIMOR) PDO STORY 2011

FR. ANTONIO TRANSFIGURACAO PINTO, PROVINCIAL ECONOMER, PDO DIRECTOR

The conclusions from the PDO Seminar in Rome, 2005 had a very positive impact on us, although from ITM nobody could attend, but generally the impact of the seminar was good since it created a mentality and a way of thinking and doing things according to the new trends. For our province ITM we tried hard to implement the conclusions of the seminar by setting up a PDO in Dili in May 2006. The infrastructure of the PDO was erected with a single person in charge of the office. The lack of employment of skilled personnel in the office reduced the task of the office just to the coordination of existing projects and activities in the province.

The positive outcome of the seminar for us in the province was able to inculcate in the mind of some Salesians the new way of thinking, the change of mentality in order to adapt it the new ways of running the pastoral and educational activities of the province. Many Salesians are aware of the need for coordination, participation and planning mentality and the need for community and provincial involvement in the single task of the province.

One of the main hindrances that our province faced in the implementation of the PDO was the lack of the employment of professional staff and the shortage of funds to support the initial investment in the office for a short and medium term planning of activities.

The main challenges for the province have been (1) lack of skilled and professionals in the province, (2) lack of financial resources to support the initial investments in the province, namely, salaries, equipments, infrastructure and hiring of expertise; (3) finding individuals with a capable mind, imagination and creativity to do the job of planning, project management and implementation; (4) Salesians are assigned so many tasks, and in their busy schedule they can't focus on one single job; (5) Lay people are scarce and difficult to find in the present social condition of East Timor; (6) Our salaries are low compared with those offered by the government or other NGOs in the country, which makes our work less attractive for the few existing qualified candidates in Dili.

In our context we would need mainly the following: Empowerment of the existing PDO in three different areas, namely:

- a) Professionalization of the existing staff and hiring new personnel, upgrading and actualization in the modern trends, training and following up for a certain period of time;
- b) Financial support for a short and medium period, so as to be able to meet the costs and update the process.
- c) Information sharing, networking and coaching through a regional coordination plan of work that makes our PDOs to have a common mentality and pattern to follow.

AS REGARDS OUR SHORT HISTORY OF PDO BUILD UP

The Spanish project, theoretically speaking, started in 2006. But due to the military and political crisis that our country was undergoing at the time, did not take off until 2007 in some places like Fuloro and Fatumaca and 2008 in the capital, Dili. With regard to the strengthening of the PDO in Dili the outcome is still very far from what we have been expected from the beginning, due to some challenges:

1. Together with one driver, I am the only person in the office so far as the counterpart of the project. Everything is done by the Spanish cooperation personnel recruited from Madrid.

2. Another problem has been that the expatriate people have been changing at least to my knowledge some 6 or 7 times and so far over ten people have passed through the office. With each one of them we have started doing things differently.
3. A third challenge has been that in the last 4 years we have not been able to recruit any good local technician for the project office as a project coordinator and manager. Not even a person for the administration of the accounting system. Actually my role was just acting as a bridge between the Salesians and the expatriate recruited by JyD. Besides I was the economer of the house and rector of Comoro. Only lately I was liberated from other jobs when I became the provincial Economer in December 2010.

So, in conclusion, we do not yet have a technician for the management/coordination of the projects in the office, to handle the PDO at the moment. Secondly, we do not have any people yet in charge of the administration of the accounting of the projects. So far, these two positions have been filled by the expatriate staff. And we don't see any transfer of skills or knowledge to the local people. But with the new provincial we are trying to recruit people in few weeks time.

Personally I have learnt something from the experience, but I am doing so many things in reality.

So far there is no focus. As a provincial Economer I have to look for funds and follow up the local Economer and we have to start up from scratch a new provincial Economer office in East Timor as well (from the very beginning the office was in located Indonesia, Jakarta).

LATEST DEVELOPMENTS OF PDO EAST TIMOR

PRESENTED BY FR. GUI DO CARMO (TIMOR LESTE)

1. By September 2011 with the financial support of USD 147,000 from project Maliana 2, funded by AECID with the objective to strengthen the PDO, we were given a new opportunity.
2. With the funds at hand on September onwards we were able to strengthen the organizational structure of our PDO with adequate human resources by recruiting a coordinator for the office, a lawyer, some logistic staff, an architect, a project manager, an IT technician, and a driver with adequate and decent salaries.
3. Each of the staff at the moment are doing their respective duties to support the technical and administrative functioning of the office as well as providing and assisting the communities in the running of their respective works in the local communities in the following areas: master plan of each community and its architectural design, identifying and making proper procedure for the tangible and intangible assets of the congregation, IT services, preparing work agreements with the bishops about activities done by Salesians, since from a juridical point of view the assets are owned by the dioceses, namely Baucau, Dili and Maliana.
4. With the availability of adequate human resources the office is now helping to implement the strategic Province Plan focused on its respective areas of formation, schools and economy.
5. Purchasing the equipment and materials needed for the use of the office; purchasing of a new vehicle for easy mobilization of the staff and other infrastructure developments related to the smooth running of the office according to the latest developments in the country.

6. Putting up of a foundation (DON BOSCO FOUNDATION TIMOR LESTE) and under the umbrella of this foundation PDO will also have its own legal entity and authority to work with the government and other NGOs as partners of development in the context of East Timor's situation.
7. Under the umbrella of the Fundação Dom Bosco Timor Leste the office would have its rights of having public funds for its own activities. All the activities of the foundation are somehow legally supported by the government and the government has its rights to supervise activities that are funded by them within the framework of a written contract.
8. The office can technically help and coordinate all the activities and works of the congregation in front of the government and other legal entities as equal partners.

FUNDACIÓN DON BOSCO – PERU

FR . RAÚL ACUÑA GALLO, INSPECTOR PROCURER, PERÚ
MR. JUAN PARDO MOLERO, DON BOSCO FOUNDATION, PERÚ
MRS. LOURDES JESÚS LIENDO, DON BOSCO FOUNDATION, PERÚ

1. TYPOLOGY OF THE PLANNING AND DEVELOPMENT OFFICE

In Peru, the role assigned to the planification and development of office is being undertaken by “Fundación Don Bosco-FDB”, this work is carried out by its dependant offices:

- Development Office
- Fundraising Office.



The management model of the FDB does not fit exactly to the models put forward, it's rather a mixture of several features of them:

- a) The FDB through the Fundraising office plans and implements at the national level, various strategies to increase awareness and attract benefactors, people or organizations interested in donating funds directly to support the most needy: Shelters, Missions , chapels and technical training centers.

- b) The FDB through the Development Office manages projects for local works, promotes the development of projects with a participatory approach helps the Salesians to leave behind the mentality of charity and promote the systematic development work. As for donor agents practices efficient negotiation for funding and proper presentation of the results under negotiated proposals.
- c) The FDB is interested in projecting and promoting a culture of strategic planning with the bodies of the province. It encourages and promotes networking management related works in the province: Don Bosco Home Network and Network of Productive Technical Education Centers.
- d) FDB also promotes institutional development through working synergistically with other related organizations.
- e) The FDB promotes the formation of SDB and lay people, usually in areas that strengthen the learning processes of our grantees and management issues.

2. FDB HISTORY

- 2000 – 2006, Thanks to the help of DMOS COMIDE Y SALESIAN MISSIONS the Project Office– OFPROP, it's constituted as a dependent on the Provincial Treasurer Office.
- 2006 – 2010, Don Bosco Foundation acquires legal personality, being the Development Office the first component
- 2010, July: Activation of the second component of the FDB, Fundraising Office with help of Salesian Missions NR.
- 2012, Preparation for separation from the Provincial Treasurer Office, emerges as an independent support office.

3. ESTABLISHMENT OF THE DUNDRISING OFFICE

Lecciones Aprendidas:

- A path of direct marketing was used (direct mailing) with results considered not so encouraging.
- The ability to manage through these free shipping through phone companies and banking institutions has been demonstrated.
- With help and support of our fellows from New Rochelle, we refocused the work to perform three tests and then reassess the impact.

ADAFO - REAL PERFORMANCE

BR. HERRÁN CORDERO, PROVINCIAL ECONOMER, PDO DIRECTOR
MR. GUILLAUME LANGAMVAR, PDO STAFF

AFO Province was established in 1998, and ADAFO in 2004. Their members already participated in the PDOs meeting of 2005.

Since 2006, ADAFO runs a Provincial Program from COMIDE. There is a strong collaboration between the Economist and Youth Ministry Responsible. The communities pass through ADAFO for implementing projects and fundraising. The volume of projects is very small. It has a database since 2002.

The Planning and Development Office is involved and manages the creation of a provincial development Plan. Above all, it encourages pastoral animation sectors, in which ADAFO is actively involved, but especially in the Vocational Training, the Street Children, and Volunteer sectors.

From 2008, there is again only one responsible for Provincial Economist and ADAFO, and from 2009 the information, of all projects and the overall economy of the province, is fairly clear. It is then when the first projects managed by ADAFO appeared, with the involvement of the local communities. The volume of projects followed by the PDO is much larger than just COMIDE program.

Some NGO recognize ADAFOs work, by attributing it a rubric for project monitoring. ADAFO plays a role in other programs than those provided by COMIDE, but their implementation differs according to the NGO's intervening in the program vision.

As a consequence of the absence of specialization, we count on the presence of expatriates for the monitoring certain projects, the “assessment” has appeared, in what ADAFO is involved. In 2010, a person is hired to cover the projects from TOGO and BENIN, the idea is to have an “agent” ADAFO in each country for project management.

It is when it has start growing up in the Province AFO, a “Program” and “Strategic planning” mentality as the sectorial strategic plan. We have started to identify some projects and accompanying local communities in their implementation (Ouaga, Duékoué...), and some initiatives has born that has not still been concretized, as a Procure in Lome, and others campaigns at provincial level (for vocational training at the moment).

CHALLENGES

- The lack of qualification in management areas, especially from Salesians. The province has a particular history which makes difficult its organic performance. There is no conviction on the need of having a PDO, so the Youth Ministry very often dissociates the “material and economic “issues.
- The positioning of the Salesian NGO is not homogeneous regarding certain projects and programs, and ADAFO it’s usually request for a different type of functioning in each case.
- We need to specialize and complete the PDO staff to be efficient.
- Lack of mediatization and lobbying work from ADAFO, but also from the Salesians in general.
- It is therefore necessary to contribute to the consolidation with long-term actions (going beyond the mentality of Project).
- It is necessary to concretize the sectorial strategic plans.
- Lack of networking.

AFW - PROJECT & DEVELOPMENT OFFICE (PDO)

BR. GUNTER MAYER, ECÓNOMER PROVINCIAL DE AFW, PDO DIRECTOR
MR. GEORGE TETTEH-COFFIE, PROJCT COORDINATOR

1. SALESIANS OF DON BOSCO, WESS AFRICA VICE-PROVINCE (AFW)

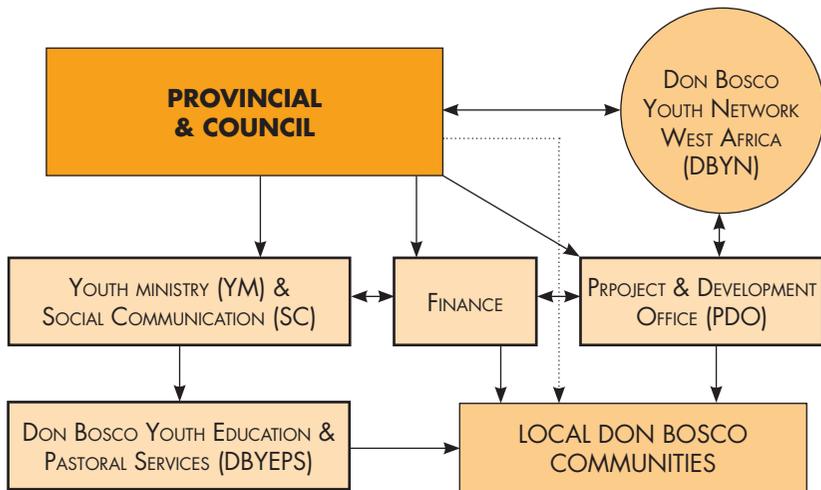
- AFW comprises Ghana, Liberia, Nigeria and Sierra Leone which is English speaking West Africa.
- The Vice-Province was created in 2004.
- There are about 155 Salesians working in the four countries of the Province.
- They are reaching out to over 90,000 young people across the West Africa English speaking sub-region.



2. ORGANISATIONAL STRUCTURE INTRODUCTION POD

- This office was established in May 2006.
- The aim is to promote impact oriented development projects in line with the Organic Provincial Plan (OPP).
- The PDO is the main point of reference for all development projects/works in the Province.
- Just after two years from the day of its establishment, PDO has become self-sustaining department through incomes generated (a total of €41,121.37 as at Dec. 2010) from service fee (Administrative Cost) charged.
- The PDO also undertakes training to develop the capacity of SDB's and lay staff in the field of Project Cycle Management (PCM).
- The PDO is helping to build structures to promote local fund-raising for sustainable development works.
- The PDO helps the local communities to develop and implement projects according to Provincial Strategic Plan.
- PDO is managed by a Project Director - Bro. Gunter Mayer
- He is supported by 3 fulltime lay staff:
 - a) George Tetteh-Coffie – Project Coordinator.
 - b) Sabina Akwei Yeboah – Assist Project Coordinator
 - c) Solace Osei – Projet Desk.

- The PDO has started talks with development partners to increase the percentage (%) of budget allocated for Administrative Cost in order to effectively meet the following running cost;
 - monitoring visits
 - office equipment
 - stationaries
 - salaries
 - ravel and others...



3. FACTORS TO CONSIDER FOR SELF-SUSTAINABILITY.

- If possible, appropriate service fee (Administrative Cost) is charged (3%) to all projects to sustain the running of the PDO.
- Effective collaboration among all departments in the Provincial (Youth Ministry, Social-communication, Don Bosco Youth Educational & Pastoral Services, Don Bosco Youth Network-West Africa, SDB-communities & Donors) of the Province.
- PDO benefiting from other human resource available in other department of the Province (e.g. Audio-studio, Finance Office, Youth Ministry, etc.)

- Provinces continues support to PDO such as: rooms for offices, telephone, internet, electricity, vehicle/car, water, etc.
- Best management of donor resources to improve existing situations and also guarantee future funding of projects.
- Development of a strategic plan for effective and efficient use of all available resources for satisfactory service delivery.
- Accountable to donor funds.
- Effective collaboration with development partners and stakeholders.
- Participating at local and international network activities.
- Implementing projects which brings positive impact (life changed) on target groups.
- Making available to all partners qualitative and quantitative reports during and after the implementation of a projects.

4. ACHIEVED RESULTS

1. Sustainable strategic planning is done.
2. Income generation improved.
3. Fundraising structures and materials are developed.
4. Each of the SDB-communities has at least one trained person capable of managing projects.
5. Each SDB-community in the Province uses the PDO as a reference point for project management.
6. A Database with a Survey Questionnaire has been developed to facilitate information flow for effective planning and development of projects.

7. A Workflow Sheet which is a module has been developed to regulate the planning and development of Projects in the Province.
8. PDO is effectively at the service of all other departments (Provincial, Youth Ministry, Social-communication, Don Bosco Youth Educational & Pastoral Services, Don Bosco Youth Network-West Africa, SDB-communities & Donors) of the Province.
9. PDO has developed a scholarship scheme at the Provincial level which has supported about 500 young people since 2008 and currently has over 600 of them on the scheme.

5. CHALLENGES

1. Sustainability of the Salesian work in the Province is not guaranteed.
2. Insufficient funds to execute the Provincial Strategic Plan. e.g. funds for Salesian students in initial formation.
3. Inadequate use of local fundraising structures to achieve expected results.

6. STATISTICS

- Between 2006 and April 2011, PDO has registered a total of 164 socio-economic development project activities.
- Details:
 - Development project activities implemented-109
 - Development project activities on-going-24
 - Development project activities seeking donor support/funding-13
 - Development project activities/ideas put on hold-18.

BOSCO REACH OUT - A PDO HISTORY - ING (INDIA - GUWAHATI)

FR. JOHNSON PARACKAL SDB, PDO DIRECTOR
FR. THOMAS KUNNAPPILLIL, ECONOMER ING

1. BRO: THE BEGINNINGS

The origins of Bosco Reach-Out (BRO) could be traced back to a keenly felt need by the Salesians in the early eighties to harness and professionalize the many laudable but disparate social service ventures that were already in operation for many years. The belief that time had come for these well-meaning 'ventures', often inadequately referred to as 'mere acts of charity', to assume the rigors of professional framework for better clarity and efficiency, prompted Salesians to ensure that BRO came into existence.

2. BRO: A LEGAL ENTITY

Thus with the objective of contributing to the development of Salesian Mission in the region and addressing the economy-related woes of the people of Northeast India, BRO was registered under the Societies Registration Act of 1860 as a non-profit, non-political and non-religious Social Developmental wing of the Salesian Province of Guwahati in 1983 with its Head Office in Guwahati. In 1995, BRO directly intervened in the community building process through its strategy of "development through empowerment" by supporting the formation of SHG. This has ushered in a phenomenal and continuous growth for the organization in its efforts at development of rural tribal communities of North East India till today.

3. BRO: A PROVIDENCE VENTURE & ITS MANDATE

Bosco Reach-Out (BRO), the Development Office of the Province of Mary Help of Christians in Guwahati, North East India was born of the desire of the Salesians working in the region to enter into the lives and life-issues of people so as to enrich the people and the region. The Province not only set up Development Office and christened it Bosco Reach-Out **“with the aim of promoting integral human development” (Art 90, Prov Dir)** but also gave it the rare mandate to take development to all sections and arenas of life in the region.

The mandate BRO enjoys from the province empowers and enables it to,

- collaborate in any and every situation that requires BRO intervention.
- act as the official representative for the Province with regard to socio-economic initiative of the Province.
- do the strategic planning related to the socio-economic development activities leading to the development policy of the Province.
- make other institutions of the Province especially the Salesians aware of its role and functions and the support it can provide them.
- enhance the development consciousness of the Salesians especially those in formation and on-going formation in their development concerns.
- involve BRO-funded institutions/NGOs of the Province in the whole project cycle of identification, planning, implementation, monitoring and evaluation.
- support other institutions/NGOs in their organisational development processes namely Vision, Mission, Structure, Strategic Planning and Development of Human Resources within the community.

4. BRO: ORGANIZATIONAL STRUCTURE & GOVERNING BOARD

The province also supplemented the mandate with an organizational structure that both maintained BRO's essential link to the province and yet gave BRO ample space to function independently as situations required.

Its Governing Board consists of the Provincial, the vice Provincial, the Economer, and the Director of Bosco Reach Out, all of who are ex-officio members, and other members selected from well-wishers/donors. An Executive Committee consisting of the Director, the Project Officer and Heads of Committees sees to the day-to-day affairs of the organization.

Along with the mandate, the Province also urged BRO to devise ways and means **“to make individual institutions and mission centres as well as the Province as a whole self-sufficient.” (Art 91. Prov. Dir).**

Drawing from the mandate given it by the Province, BRO continues to engage in developmental activities as and when and where required. Thus, over the years BRO has made notable contributions in the areas of Community Development, Housing, Health, Agriculture, Tribal Development, SHGs and Child Welfare.

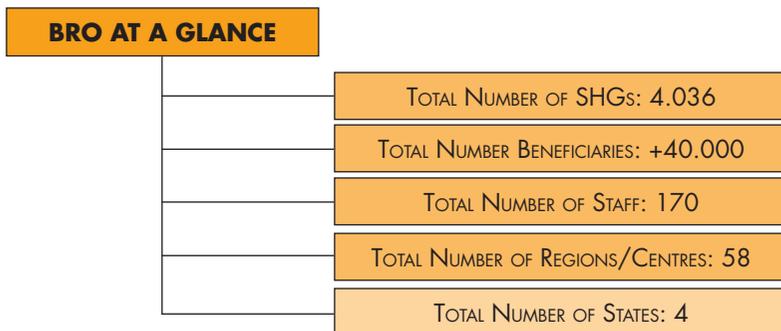
Even more significant, perhaps, is the methodology of engagement that BRO over the years has evolved. The organization has been through various stages of growth not only in terms of size of programs and geographical extent of outreach, but also in its style of intervention and ways of functioning. Although BRO has taken pains to remain sensitive to the various 'development theories' that do the rounds from time to time, it has never allowed them to override demand of actual life situations often not found in development texts and theories

5. BRO: A PEOPLE'S ORGANIZATION

Such 'People centeredness' is what has enabled Bosco Reach-Out, to be credibly described today as a People's Organisation that has its feet firmly rooted in the soil of the region and in the mission of Don Bos-

co. This entrenchment in the given social milieu springs solely from the belief that it is the people who will take a society ahead in all spheres of development. It is their dreams, hopes, aspirations and economic interventions they have initiated for themselves that will catapult a society on to the highway of progress and self-reliance. It is precisely this belief and objective that has, over a period of time, galvanized into 'the vision and mission' of the Organization.

Assisted by a development agenda that construes "empowerment" as a social mission, BRO continues to spearhead the cause of poverty alleviation in the nondescript rural backwaters of North East India. The relentless efforts of so many people, their undaunted grit and sacrifices at every step, have made BRO a true 'conduit of peace and harmony' in the region today.



6. BRO: PHASES OF GROWTH

BRO's story of growth dates back to its inception and can be historically divided into 4 distinct phases in its twenty five years of existence. A summary of its phases of emergence in the development scenario of North East India will provide a critical overview about its social standing.

PHASE I:

Institutionalized Charity approach to development through individuals (1983-1994).

The main areas of thrust were animation programmes both for salesians and lay people, development of vocational schools, massive relief operations.

PHASE II:***Participatory Project Approach to Development (1995 – 1998).***

A Participatory Approach with a shift from Project Approach to Integrated Programme Approach and focus on SHGs.

PHASE III:***Strengthening People's Institutions.***

Stage A- (1999 – 2002) Focus on strengthening SHGs/CLFs, Grass-roots Governance and Gender.

Stage B- (2003-2005) Participatory approach with focus on strengthening SHGs/CLFs, grassroots governance and gender,

PHASE IV:***Right Based Approach to Development. (2006 onwards...).***

Shift from Self Help/Mutual Help to Right Based intervention approach. Emphasis on facilitating people's movement by involving existing peoples' institutions (SHGs/CLFs) other like-minded Community Based Organizations (CBOs) and NGOs and to create awareness and take up specific right based issues such as fighting injustice, promoting environment, improving living conditions and preparing against emergencies etc.

Thus BRO continues to be at the service of Don Bosco's mission of empowering the poor and the marginalized at the grass-root levels with its involvement in the growth and development of the local society through implementation of projects for the overall transformation and progress of the society.

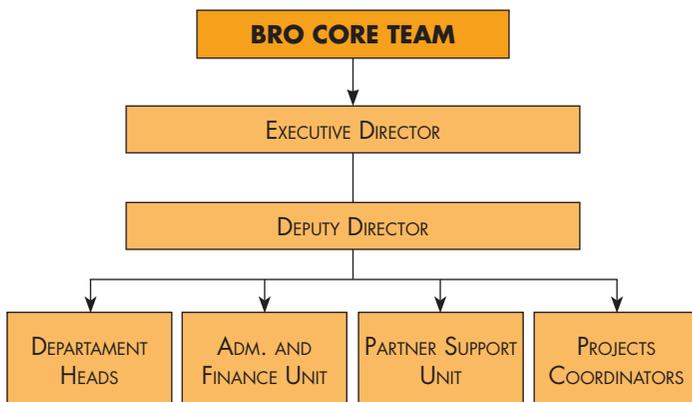
7. BRO AS PROVINCE DEVELOPMENT OFFICE

Although every activity and initiative of BRO can rightly be considered an intervention of the Province, which has constituted it and also given it the necessary mandate, there is a specific sense in which BRO acts as the Development Office of the Province. This concerns most projects and programs of development that are taken up by the province at various levels: Provincial, regional, local.

8. PROVINCIAL COMISSION FOR SOCIAL DEVELOPMENT

The full time engagement of BRO in development sector makes its staff credible advisers to the Provincial council in matters of development. With this in mind, the provincial appoints the executive director of BRO as the head of the Provincial commission for social development as well as to the Finance Commission of the Province as a member. BRO thus gets a forum to bring its vast experience and expertise in the field of development to the highest policy-making and decision making body of the province. On behalf of the province, BRO has also undertaken the Strategic planning of the province on development

BRO's involvement with the numerous 'province-approved projects' of individual houses can be briefly summed up thus:



BRO assists the houses concerned in the project Planning process. It assists in writing the project as per requirements of the donor agency. BRO applies for funding on behalf of the house. It further ensures responsible implementation of the project. In many cases BRO also acts as the legal holder of the project on behalf of individual houses.

On behalf of the Province, BRO, in addition to the individual projects of the house, region and province, also sees to Infrastructure development, Self-sustainability of Centres, and Sponsorships/scholarship programs of the various houses in the province.

9. BRO: FUTURE PERSPECTIVES

BRO is deeply committed to carry forward the mission of Don Bosco by taking the rural, down trodden poor communities of the North East Region of the country to greater heights of glory. For this, there is a greater need of the participation of the community in the management of the programmes. The community involvement is a precondition to enhance the sense of ownership and the sustainability of any programme. BRO will therefore strive to further enhance people's participation in the programme management by ensuring participation at two levels: regional level and zonal level. BRO's development concern in the north-eastern corner of India is not very different from the millennium development goals (MDG) adopted by the United Nations at the dawn of the third millennium. While implementing its mandated programmes of equality, freedom, development and justice in local communities, taking them to be people's integral rights, BRO is documenting its own activities through its policies of decentralization and transparency.

BRO's cohesive training-based programme structure rendered more than two and a half decades of epoch-making service to the poor marginalized communities of North Eastern Region. The organisation has deliberately chosen the road less taken; leaves its trail behind for others to follow and pursue development by empowering people. This is evident from its exclusive Human and Child Rights programmes meant for the weaker sections of the society; especially women and children that was started in 2009. BRO has proved its name as a credible organization in the culturally layered pluralistic society of NE, inhabited by different ethnic and tribal groups, religious minorities and other mainstream communities through a plethora of training initiatives. Without breaking the traditional value chain embedded with a personalized belief system, BRO's shift in role will vary from time to time depending on its situational leadership duties. It will either act as a facilitator or a collaborator in gearing up the community to become more self-reliant. In order to endorse its strategic goals, this people's institution will work in the midst of communities at their level, upholding the dignity and integrity of every human-being striving for a decent existence.

CAUVERI, DEVELOPMENT OFFICE, SALESIAN PROVINCE OF TIRUCHY, INDIA

FR. THAMBURAJ, PDO DIRECTOR

COORDINATED ACTION FOR URBAN AND VILLAGE EMPOWERMENT RESOURCE INSTITUTE

1. STATUS AND MANDATE

In the Province

The PDO has been created with the official decision of the Provincial council in the year 2001. The mandate given to the PDO is to function as the official organ of the province that spearheads the developmental activities of the institutions in the Province.

Before the State

It was registered as a separate legal entity with the Government of Tamil Nadu. (Reg, No. Try 281/2001). It is an independent NGO with its own statutes, by-laws and Governing and General Body.

2. ITS SCOPE

It envisages the development of the province as a whole in all the developmental activities.

The planning, executing, monitoring and evaluating the developmental activities of all the centers in the province comes under the gambit of the development office.

It is in constant touch with the provincial and his council.

3. ACTIVITIES

The current activities of CAUVERI-DO are Project conceptualization, Planning, Project implementation guidance, Monitoring & Reporting, and Advocacy & Lobbying. Resource mobilization, Networking and Partnership is our priority.

Resource Mobilization Plan (RMP)

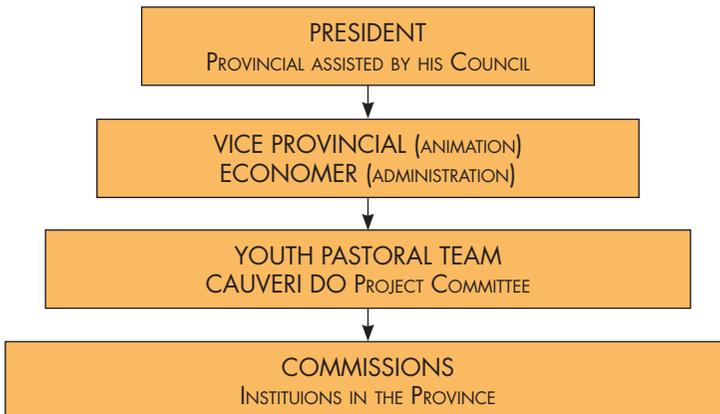
- Personal Appeal Letters PALs
- Event Management Resources EMRs
- Corporate Social Responsibilities CSRs
- Government Implemented Projects GIPs
- Foreign Foundation and Trusts Projects FTPs
- Foreign Government Projects FGPs
- International Development Agencies IDAs

Government Implemented Projects GIPs

1. **Objective:** To empower communities to implement TN, IN Projects.
2. **Target Group:** IN, TN ministries, Departments, Boards
3. **Beneficiaries:** Unemployed Rural Youth, unskilled, Agriculture Coolies, Children, Dalit Women, Women, school Drop Outs, Tribal Youth, Environment
4. **Beneficiary Houses:** Vilathikulam, Keela Eral, Nettur, Alan-gulam, Sayalkudi, Yercaud, Marianathapuram, Therespuram.

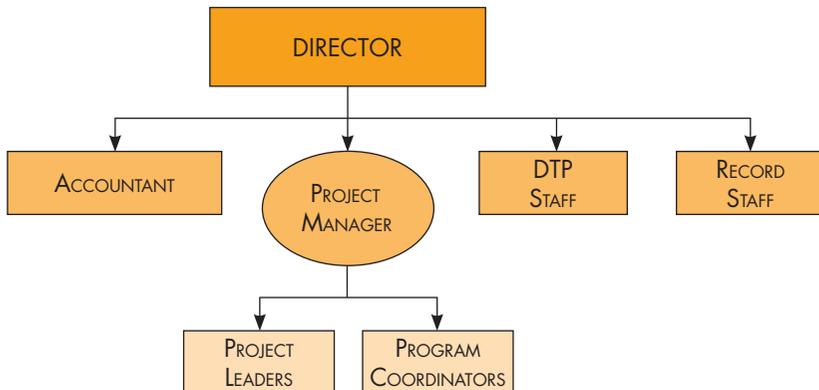
5. **Target to reach per year:** Four to Ten per Year
6. **Ministries:** Rural Devt., Family Welfare, Agriculture, Labour, Welfare, HRM, Environment and Forest
7. **Action Plan:**
 - a) Visit to IN, TN Ministries, Departments, Boards
 - b) Collect information on projects, program subsidies through the NGOs
 - c) Compile, and Print applications, procedures and formats and sent to DBTI
 - d) Organize Seminars to disseminate the information
 - e) Guide the DBTI to apply and access the resources in the Govts
 - f) Act as liaison between Houses and Departments.

Position of the PDO in the structure of the Province



4. STRUCTURE OF THE PDO

The PDO Executive Director is one of the Governing body members of The Trichy Don Bosco Society . He is also the Chief Functionary of the Cauveri Society which is the separate registered society which functions independently. The President is the Provincial. Structure of the PDO.



Staff

1. Total number of people working at the PDO: Nine
2. Of these people, how many are
 - SDB - One
 - Full-time staff - Eight
 - Part-time staff - NIL
 - Volunteers - Two
 - Hired / "Employed" staff - NIL
 - On contracts that last the duration of a project /activity - NIL
 - On permanent contracts - NIL

External donors: 60 %
Province: 10 %
Other sources: 30 %

5. EXPERTISE

- PDO has well qualified staff to ensure the effectiveness of all the stages of a project cycle.
- Staff members are involved at all the levels of decision-making, implementation, and monitoring.
- Right from the project conceptualization the project implementing centers, coordinators, and the project manager are involved.

6. VALUES

Human rights are legal norms that can guide certain changes in social, political, and cultural arrangements.

CAUVERI-DO, in all its interventions, ensures retaining the target communities' own cultural, religious and social practices.

CAUVERI-DO is well aware that the effectiveness of a program's impact is directly influenced by the participation of the target community.

The participation of women at all the stages of project cycle is ensured. CAUVERI-DO executes projects of diversified interests to ensure overall gender equity in the beneficiary groups.

7. FOCUS / PRIORITY / CRITICAL AREAS

1. CAUVERI-DO would like to develop more intensive staff capacity-building and networking/coalition initiatives as its future activities are focused on ecological and environmental issues with community participation. (Agro based training to young people to control migration)
2. PDO is to involve local society in the territory, in the empowerment processes on behalf of the youth who are poor and marginalized. (Human Right and Right based approach)
3. PDO to network with nearby Province PDO, other non Salesian agencies or government agencies in the country to bring about sustainable development. And lobbying and advocacy, working in the field of social justice and peace in collaboration with the local institutions.
4. Development of women through SHGs, IGPs and Micro enterprises.

8. NOVEL AND NEW VENTURES OF THE DEVELOPMENT OFFICE WITH THE SUPPORT OF THE PARTNERS

1. Eco Clubs and Child Parliaments.
2. Young released prisoners_ Skill training and Rehabilitation.
3. Care Home for the HIV/AIDS infected youth.
4. Care Home for the HIV/AIDS affected youth.
5. Sri Lankan Tamil Youth_ Skill training and Job Placement.
6. Job Placement Center Net works in the 6 cities and towns.

9. WWW.SHARETOCARE.IN

We have designed an interactive Resource mobilization Software that enables us to track all our developmental activities and resources. It has:

1. Child Sponsorship.
2. Event Sponsorship.
3. CSR.
4. Volunteerism.
5. Developmental projects.

10. **DB ACTION INDIA - NATIONAL NETWORK FOR SOCIAL DEVELOPMENT ALL THE 10 DO IN INDIA**

- **Don Bosco Action India:** is the national network of the regional networks of Don Bosco human and social development organizations with constituent partners across India.
- **Our Vision:** is a just and harmonious nation where youth and marginalized communities are protagonists of social transformation.

AET - PDO REFLECTION - ETHIOPIA

FR. SANDRO, AET PROVINCIAL ECONOMER

Dear friends, I would like to share a few thoughts that I have had for some time with regard to the now famous PDO (Planning and Development Office). We now have an opportunity to take a more detailed and perceptive look at the subject now that we are meeting with the economists of the houses to which I would like to make a PDO presentation, following up on our April 2009 presentation to the Provincial Councils and our May 2009 presentation to the Directors' meeting.

Please excuse me for going back into the past, but I think it's good to explain to you how the situation has developed.

In October 2007, when we had the meeting with the volunteers present here in Addis Ababa, Africa, and with Massimo Zortea, president of VIS, I heard for the first time about a PDO. Of course we had already heard about it at the Provincial level, among other reasons because our vicar and then-manager of the Youth Pastoral, Fr. Roberto Bergamaschi had been present at the 2005 meeting in Rome, together with Br. Cesare Bullo, manager of the Missionary District and, then-Provincial Economer, and Meaza Tesfagiorgis, in charge of the Personnel Department of our Planning Office.

Pilar Ponce arrived in Ethiopia around the same time. She had worked as a JyD volunteer in several African countries (Togo, Benin,

and Angola) precisely on the birth of the PDO in those inspectorates. With her help we started then to give serious consideration to the project to develop the PDO in our AET Province.

So I had occasion to read and then to introduce the letter written by the Rector Mayor at the end of the March - April 2005 meeting.

In May 2008 we had a visit from Carlos Caballero and Maria Eugenia De la Torre Benzal of JTM. They too gave us some valuable incentives to continue with our PDO development project. And in December 2008, two individuals from the Planning Office and one person from the Street Boys Project participated in a meeting on the PDO in Madrid.

Upon their return we discovered that what we were incorrectly calling PDO was in fact merely a PO (Planning Office) to which the Salesians referred only and exclusively in cases of necessity (drafting of projects for financings from abroad or for projects to be approved by the Ethiopian government, bureaucratic permit to import machinery, equipment, and vehicles, issuance and renewal of identity papers, visas, work authorizations, purchase of plane tickets, etc...)

With the then existing group of individuals that forms the Planning Office, with Pilar's collaboration, and the active participation of Br. Cesare and me, we started then to study how to introduce the PDO to the Salesians of our provinces.

We put together a PowerPoint presentation (attached) that would illustrate the history of the Planning Office, the new challenges launched by the CG 25 and the letter of the Rector Mayor after the meeting of 2005, to be presented first to the Provincial, then to the Provincial Council, and then to the various brothers.

It is a "must": The PDO must be born from the Salesians. It must not be imposed by the outside. For this we wanted, first of all, that the provincial would be the sponsor and would introduce the subject at every meeting.

Now, some very personal thoughts of mine:

- I get a sense from the letter of the Rector Mayor that the PDO is not something pre-manufactured, to be bought blindly and applied without problems in the numerous provinces. No, it seems to me that it is instead something to be studied and created in the different provinces realities, with some common principles of course, but then with methods and applications that will differ from place to place.
- I see it as difficult to become detached from a concept that is too closely tied to the economic-financial circle connected with the PDO, almost as if we need the PDO only as technical help for those fields in which we Salesians cannot be experts.
- At the beginning the word "Project" (P) aroused doubts and questions, since, taking only an economic-financial vision of the situation, it was not apparent how the Youth Pastoral could be included in all this. Now it seems to me that the word "Office" can create a misunderstanding. Let me explain this better: for me the PDO is not so much an office of individuals that develop services, but rather a way of thinking and behaving that we must start to apply and to desire in reference to every activity that we Salesians undertake.

I'll give a practical example: at the beginning of every year, every community is called to formulate the Pastoral Educational Plan (PEP). The great temptation is to gather the Salesian community to decide what will be the activities of the year, which will be then introduced to the educational community (teachers, sponsors, catechists, etc...). I believe that it's about time that we learn to plan our activities together with those that share our same mission.

To plan the activities of a community, of a province, the enthusiasm and the good will of the Salesians is no longer enough: there is a need for people experienced in the various educational, social, religious, and economic fields in which we operate. We live in a world in which we are required to be professional and competent and keep up with the times.

Also in the second step, that of implementation, monitoring and evaluating activities that together we scheduled for implementation, there is a need of a broader, 360-degree range.

Thinking of a PDO as merely an office of technicians that comes to monitor the work that a community is doing gives the impression of “control” by an outside judge. If instead the monitoring, done in a wise and valid manner, because the more experienced person is teaching the less experienced person how to do it, is done by the Salesians of Don Bosco and lay persons working together, then the educational community is working together.

Another example: the Strategic Plan of a province. Of course, the basic ideas, proposals, and guidelines are provided by the leadership of the Congregation, by the Salesian charisma that is our way of life, by the challenges that the environment in which we operate offers us... but we can no longer disregard the involvement of the laity in meeting these challenges. We need to learn to implement the participatory strategy in every new project or proposal that we want to start.

The different communities thus will have to be involved (and we mean the Salesians of Don Bosco and the laity of the “educational community” of every type).

And what happens to the Planning Office?

The Planning Office must continue to exist, above all at the provincial level, but it must include not only internal financial and economic commissions, but also commissions that are interested in training, education, and evangelization. It is impossible to think of a manager of the Youth Pastoral acting alone, without the aid of an entire group of competent persons in the different sectors of the promotion.

During the last meeting with the managers, when we again dealt with the subject of the PDO, the need to have a person to serve as liaison between the local PDO and the central province became apparent; with respect to data collection, particularly when we are preparing a

fund-raising project and when then it is necessary to send the different “reports” to the international agencies. Here we revert again to the idea of a PDO only for financing.

If instead the idea grew of the PDO as a way for the Salesians of Don Bosco and the laity to think and to act together, then inside every community we would have a group of individuals working together to ensure that our activity was more effective and efficient.

The commission at a provincial-level would become the coordinating nucleus of the activities shared at province level, planned and projected together for six years, and summarized in the Provincial Strategic Plan.

I apologize if I have been very confusing, but expressing certain ideas in writing is not easy... Since I feel that as Provincial Treasurer, I am the main person to develop this idea of the PDO in our province, I would like to hear your views and thoughts.

I have kept Br. Cesare Bullo informed of all these thoughts, and I am trying to involve Fr. Asfaha (a young priest ordained two years ago), who since September has been in charge of the Youth Ministry, together with the laymen in the current Projects Office.

Sharing is not always easy, but I think that it is the right way to build something beautiful and great. As Don Bosco taught us, and as we were also reminded by the Rector Mayor in this year’s strenna: “Let us commit ourselves to making the Salesian Family a vast movement of individuals who are working together for the salvation of young people”.

“VOICE OF CHILDREN” (VOC) AN INNOVATIVE PROJECT FOR STRETT CHILDREN

FR. JOSE MATHEW, ECONOMER INN, PDO DIRECTOR
FR. KOLLAPALIYIL THANKACHAN, PDO ASSIST. DIRECTOR

1. INTRODUCTION

The Salesians of Don Bosco have been working for more than 40 years for the Young at Risk (YaR) – Street Children, Child Beggars, Child Labourers, School Drop-outs and other Children at risk of their growth and development.

It all began, when the Kochi Corporation in Kerala asked the Salesians to take up the challenge of making that city “Beggar-free City”.

The Salesians focussed on the children and the youth on the streets. They started a house for the Young under difficult circumstances and called it “Sneha Bhawan” which means “House of Love”.

This movement gained momentum, when in 1979 the ‘International Year of the Child’ two young Salesian priests, both with the Post Graduate degree in Social Work, were inspired to start two projects: one for the Street Children and the other for the Child Labourers. These projects grew to national stature with a new name ‘Young At Risk’- YaR.

The Salesians of Don Bosco started Street Children/Child Labourers projects in different parts of the country. Fr. Antony Thaiparambil (T.V. Antony) was the pioneer in starting “Ashalayam”(House of Hope) in Kolkata, later in New Delhi, and now in Lucknow - in three different states of the country. His great love and concern for these children at

risk forced him to identify himself with the street children – sharing their food, their habitat and life style. 'He became one of them in everything except the wrong-doings'. It has been developed into a powerful strategic intervention in dealing with the Young At Risk.

Today there are more than 100 centres where the Salesians reach out to thousands of Young at Risk. In these centres they provide these children with the basic necessities of life – food, shelter, clothes. Opportunities are also given for their education and for their future career.

There are an estimated 134 million Street Children in the country. Many of them, especially the differently able, are forced into begging or prostitution. According to the experts, the number of Street Children is increasing because the educational system in the country is in shambles. Most young runaways end up as street Children or Child Labourers. The average age of runaways is between 10 and 14 years.

Child Sex Industries have grown to a stupendous level in Asian countries in the recent past. It is a complex situation involving a chain of action and re-actions. As according to the reports from various countries, including India, the estimate goes up to 800,000 children who are forced into prostitution.

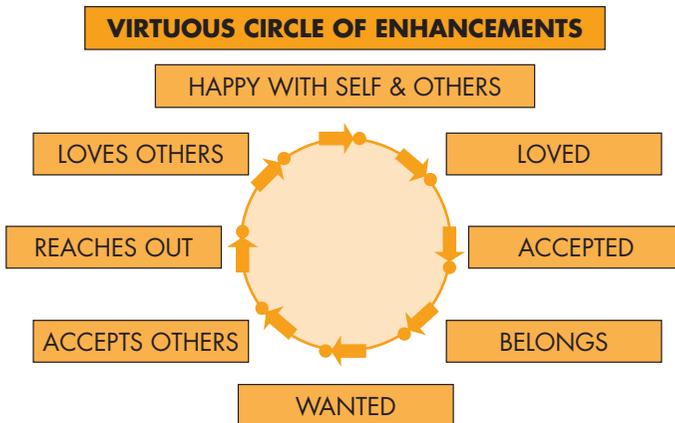
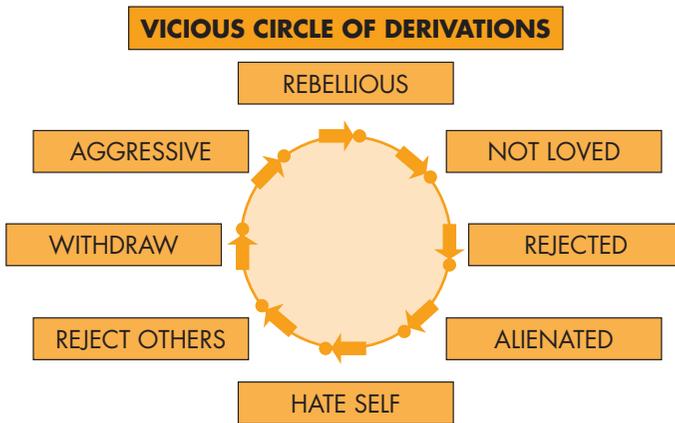
One of the services very much needed, and often offered; in the Street Children Rehabilitation centres is the Counselling Service. Though this service is so vital, it is not adequately developed. Often the Young At Risk are taught to forget the past, live the present, and look to the future.

The experience of working for the Street Children, and the continued reflection on the various interventions used, made the DB ARK TEAM (DON BOSCO ANIMATION AND RESEARCH KENDRA, New Delhi), realize the necessity of a well-planned and designed intervention that will help them to identify their "Brokenness" and accompany them to 'Wholeness' .

Rev. Dr. Joe Arimpoor, a Salesian of Don Bosco, the Director of DB ARK, who has worked with the YaR for more than thirty years was inspired to search for this powerful intervention in the life of the Children. This intervention was developed into "VOC" (Voice of Children).

The pilot project of VOC was conducted at DB ARK New Delhi for 70 Street Children from 7 NGOs (Non Governmental/Profit Organizations) of Pune, Mumbai and New Delhi. The successful completion of this intervention - VOC, gave further inspiration to DB ARK to develop a 'process-program' to lead the YaR

from "Brokenness to Wholeness". It is developed in a series of VOC, accompanying these Young At Risk from the "Vicious Circle of Deprivations" to a "Virtuous Circle of Enhancements".



It is said that 'Out of the mouth of the children, wisdom is spoken!' This was the experience at the 'VOC' program. The DB ARK team members were challenged by the wisdom spoken by the YaR – Young At Risk at this program.

The first phase of this program focused on facilitating the children to speak out and articulate their deep experiences at home, on the street and the present situation at the rehabilitation centre. At this point the animators were "all-ears" listening to every word and expression of the children. Once the children were able to identify their "Brokenness" the process of the passage to "Wholeness" was initiated. At this stage the accompaniment of the animators with love, care and concern proved to be very effective.

Often the assumption among the child workers is that they know already all that the children are going to tell them. However, the skilful interventions used by the resource persons of DB ARK, made the children express themselves very deeply and critically. They were able to delve deep into their past, analyse the present, and picturize their future. Thus the children challenged, in a way, the assumptions of the child workers.

At the end of the program the child animators realized that the more they listen to these children, the more they understand them. We need to provide the right ambient of freedom and spontaneity on the one side, and animation and accompaniment on the other side. This is what exactly happened at this 'VOC' Program.

It is an element of our faith that angels are all around us and that an angelic spirit lives within each of us. It is up to us to see the angel in each other and to allow our own angel within to share its love, joy, peace, happiness, goodness, and light with the world. Children are uncontaminated. Hence they experience angels more easily and freely. This child-like approach is what attracted the Master to the children and the children to the Master.

The whole exercise has posed a challenge to all the YaR workers and DB ARK animators. The realization that in every young person, even the most difficult, there is a "vulnerable spot for good". The first duty of an educator is to find that responsive chord in the child's heart and take advantage of it to bring forth the best in him/her (Don Bosco).

This challenge has given inspiration for an effective follow up. New strategies and follow up interventions were being conceived and developed. This initiative developed a series of 'VOC' Programs to enhance our mission to these Young At Risk.

2. VOC (VOICE OF THE CHILDREN)

One of the main objectives of Don Bosco Animation & Research Kendra (DB ARK) is to reach out to the Young At Risk (YAR) to develop them as individuals who will create a new society where there will be love, care, concern and equality for all. The DB ARK Youth Animation Team has started a series of workshops called "Voices Of Children". These workshops contain SIX specific Modules or Phases to accompany the YaR from the vicious circle of deprivations to the virtuous circle of enhancements.

VOC I: "WHO AM I?" - Objective: To understand the past experiences of the child from the Family perspective, Street / Work perspective, and Agency perspective and to assess the intensity of the 'Brokenness' they have experienced and develop appropriate responses.

VOC II: "WHY AM I HERE?" - Objective: To guide the journey of the child from Brokenness to Wholeness. During this journey they are accompanied with adequate psychological support. Their aspirations and dreams are brought forward. The main message to them at this phase: "You have a dream, we are here for you."

VOC III: "WHERE IS MY GOD?" - Objective: To develop a YaR Spirituality to complete the healing process. They will be guided in their spiritual growth.

VOC IV: "TELL ME WHY?" - Objective: To develop the awareness, leading to critical awareness, and to the Child Rights.

VOC V: "WHAT DO YOU WANT ME TO DO, LORD?" - Objective: To inspire the child to become an Agent of Child Rights. To assist the child to take initiatives to bring change in the society.

VOC VI: "COME WITH ME... TOWARDS SHORES BEYOND" -

Objective: To challenge the YaR towards becoming peer leaders who would become young evangelizers (Messengers of Good News).

Concept of Fellow traveller/ Agent of a New Kingdom is beautifully brought out in a Hindi Song: "Humsufer" (Humsufer = fellow traveller Hum= we, Sufer= journeyer)

With these programs, we feel that the accompaniment of these children towards wholeness will be more effective and complete.

Imparting qualitative guidance and spiritual knowledge to our children becomes an essential part of everyday life. Stopping with only welfare and some rehabilitative efforts to these Young At Risk would be an incomplete mission. Hence, many men and women of good will come and join hands together to make our society a child responsible society.

3. COST ESTIMATE OF ACCOMPANYING CHILDREN FROM BROKENNESS TO WHOLENESS

- a) This program is designed in six steps VOC-I, VOC-II, VOC-III, VOC-IV, VOC-V, VOC-VI.
- b) Each step of VOC will accompany a batch consisting of 20 children and the program lasts for three days (residential).
- c) The cost of each step will be € 400/- inclusive of food, accommodation, course materials, and resource personnel.
- d) Accompanying a batch of 20 children through the six steps will cost € 2400/-

AUSTRALIAN SALESIAN MISSION OVERSEAS AID FUND (ASMOAF) CHILD PROTECTION POLICY

MR. MICHAEL LYNCH, DIRECTOR MISSION OFFICE

1. INTRODUCTION

The Australian Salesian Mission Overseas Aid Fund (ASMOAF) believes that:

- All children and young people have equal rights to protection from abuse and exploitation regardless of their gender, race, religion, disability, social or cultural background, or any other distinguishing characteristic; and
- Protecting children is a shared responsibility of individuals, families, communities, government and non-government agencies and corporations.

This policy outlines how ASMOAF will protect the rights and safety of the children and young people with whom we come in contact during the course of our work.

Our aim is to give greater emphasis and commitment to the issue of child protection in our operations, as well as to ensure that all associated with ASMOAF comply with Australian law relating to the protection of children and the ACFID Code of Conduct.

This policy and the accompanying ASMOAF Child Protection Code of Conduct (see Attachment 1) is applicable to all ASMOAF representatives and specifically imposes obligations on:

- staff, consultants, contractors or volunteers in ASMOAF offices in Australia and overseas; and
- overseas program managers.

ASMOAF will also take all possible steps to ensure that programs undertaken with local partners are safe for children, particularly international programs that work directly with children.

1.1. CONTEXT

ASMOAF is owned and operated by Salesian Society (Vic) Inc. The Salesian Missions Office is located at Salesian Province Centre, 3 Middle Street, ASCOT VALE Vic 3032.

The Fund attracts the support of donors from all States of Australia to support projects in many countries in the world.

The majority of these projects are of an on-going nature that have, in the main, been set up by Salesians and are run by local personnel.

The projects are typically: schools and education centres for training in employment skills, orphanages, health and nutrition centres, refuges for street children.

2. BACKGROUND

2.1. LEGISLATIVE AND REGULATORY FRAMEWORK

As a signatory to the UN Convention on the Rights of the Child (1989), Australia complies with Article 19 which requires all State parties to protect the child from all forms of violence, abuse, neglect, maltreatment and exploitation.

In addition the Commonwealth Government has passed specific legislation prohibiting Australians from engaging in sexual activity with children while overseas, and State and Territory Governments have enacted laws aimed at protecting children from abuse and exploitation in Australia.

The relevant criminal law and child protection legislation is as follows:

- ▶ Commonwealth: Crimes Act 1914 Part IIIA - Child Sex Tourism
- ▶ NSW: The Children and Young Persons (Care and Protection) Act 1998
- ▶ NT: The Community Welfare Act 2005
- ▶ QLD: The Child Protection Act 1999
- ▶ VIC: Children, Youth and Families Act 2005 (Principal Act), The Child
- ▶ Wellbeing and Safety Act 2005 and the Working with Children Act 2005
- ▶ WA: Children and Community Services Act 2004 (Principal Act) and Working with Children (Criminal Record Checking) Act 2004
- ▶ SA: Children's Protection Act 1993
- ▶ Tasmania: Children, Young Persons and Their Families Act 1997
- ▶ ACT: Children and Young Persons Act 1999

2.2. LEGISLATIVE PROVISIONS

The Crimes (Child Sex Tourism) Amendment Act (1994) makes it a criminal offence in Australia for an Australian citizen or resident to engage in sexual activity with a child under the age of 16 in an overseas country. It is also an offence to encourage, benefit or profit from any activity that promotes sexual activity with children. The law applies to individuals, companies or corporations.

Australian State and Territory child protection legislation specifies mandatory reporting of suspected cases of child abuse. Mandatory reporting varies between States, applying to specific groups in specific contexts (Queensland and WA), particular occupations (New South Wales and Victoria), or every adult (Northern Territory).

2.3. DEFINITIONS

Child: For the purposes of this policy, and as defined by the United Nations Convention on the Rights of the Child, a child will be considered to be a person under the age of 18 years.

Child Abuse

- a) *Physical abuse:* Physical abuse is harm to a child or young person that is caused by the non-accidental actions of a parent or other person responsible for their care. Acts such as beating, shaking, biting, and deliberate burning with an object, attempted strangulation and female genital mutilation are examples of physical abuse or ill treatment.
- b) *Sexual Abuse:* Sexual abuse is any sexual act or threat to a child or young person that causes them harm, or to be frightened or fearful. It covers:
 - ▶ non-contact forms of harm, such as genital exposure by the adult, having a child or young person pose or perform in a sexual manner or exposing them to sexually explicit mate-

rial or acts (including pornographic material), communication of graphic sexual matters (including all electronic media);

- ▶ a range of contact behaviors, such as kissing, touching or fondling the child or young person in a sexual manner, penetration of the vagina or anus either by digital, penile or any other object, or coercing the child to perform any such act on themselves or anyone else.

Psychological harm: Psychological harm can occur where the behavior of a parent or caregiver damages the confidence and self-esteem of a child or young person, resulting in serious emotional deprivation or trauma. Psychological harm can occur through name calling, threatening, ridiculing, intimidating or isolating the child or young person. It can occur as the result of a 'one-off' event but is usually the result of frequent and persistence behavior.

Neglect: Neglect is the failure to provide the basic necessities of life such as food, clothing, shelter and supervision. It may or may not be intentional.

3. PROCEDURES

ASMOAF, acknowledges our obligations under these laws and commits to taking all possible steps to ensure the protection of children who come in contact with ASMOAF representatives or programs. The following measures are in place to achieve this end.

3.1. PERSONNEL - SCREENING AND AWARENESS

New employees:

ASMOAF's induction program will include an explanation of this policy. All new staff and volunteers will be required to sign a copy of ASMOAF's Child Protection Code of Conduct within two weeks of commencement.

In addition, child safe recruiting and screening procedures will be undertaken for preferred candidates applying to work in identified positions that involve direct contact with children. Such screening will include the following:

- Police checks;
- “Working with Children” checks (Victoria);
- Reference checks including questions about suitability for working with children.

Employment offers may be made to candidates for these identified positions prior to the checks being completed; however, in these cases, the employment contract will explicitly state that the offer will be withdrawn if the checks are unsatisfactory and that the person is not to work with children until the checks have been finalised.

Existing employees

All current employees and volunteers will be provided with a copy of this policy document and be required to sign a copy of ASMOAF’s Child Protection Code of Conduct.

Any existing employees in designated positions will also be required to undergo the Police and other regulatory checks as mentioned above.

Responsibility for the above steps rests with:

- The Director of Salesian Missions in Australia; and
- The Co-coordinators of ASMOAF supported projects (in overseas countries).

All employees

If any employee breaches the Child Protection Policy or Code of Conduct, ASMOAF has the right (after the set procedures have been followed - see below) to dismiss the employee or to transfer the person to other duties. This condition of employment will be included in the employment contracts.

Other ASMOAF representatives

This policy and code will also be brought to the attention of other ASMOAF representatives involved in travelling overseas with ASMOAF or visiting ASMOAF programs abroad.

Responsibility for the above steps rests with:

- The Australian Salesian Provincial for governing board members,
- The Director of Salesian Missions in Australia for Missions Office personnel; and
- The Australian Salesian Mission Coordinator for Australian volunteers.

3.2. STAFF TRAINING

Staff in relevant positions will be provided with training in the area of child protection, with the training provided either in-house or through attendance by individuals at training sessions offered by expert providers.

Responsibility for the above steps rests with:

- The Director of Salesian Missions in Australia.

3.3. CHILD PHOTOS

ASMOAF often uses photos and case studies of children to promote our work. Staff using photos or case studies in any communication media must comply with this policy and ASMOAF's 'Photo Library' policy in order to ensure that:

- photos and stories of children do not infringe their dignity or personal rights;
- photos and stories are not accompanied by detailed information which could enable the children to be identified or easily located; and
- permission is obtained from the child's parent or guardian (where possible) before taking and (always) before using a child's photo in ASMOAF promotional materials. An explanation must be provided on how the photograph or film will be used.

3.4. INFORMATION AND RESEARCH

ASMOAF and/or our partners may collect and retain personal and medical information about children accessing our programs. ASMOAF will make every reasonable effort to ensure information about children is used only for the purpose for which it was gathered and is stored in a secure environment.

ASMOAF will ensure that any research project it conducts (either directly or in partnership with other bodies) that is likely to involve children has policies, protocols and appropriate ethics approval that specifically address their protection.

3.5. POSSIBLE OR ACTUAL BREACHES

The following procedures will be followed if ASMOAF is notified of an allegation of child abuse by an ASMOAF staff member, volunteer, Board member, representative or other person associated with ASMOAF and/or our programs.

Concerns or allegations involving personnel or representatives who reside in Australia

- The concern or allegation should be immediately brought to the notice of the Salesian Provincial or Director of Salesian Missions - either directly or through another staff member or volunteer who then informs them;
- The Provincial or Director of Salesian Missions will immediately report the allegation to the relevant statutory child protection authority or police authority;
- The person against whom the allegation is made will normally be suspended from their relationship with ASMOAF while an investigation is conducted. (If the person is a member of staff, this suspension may be on full pay.) Such suspension does not imply guilt but rather protects all parties while the matter is being investigated by the relevant authority.

Concerns or allegations involving personnel or representatives who reside overseas

- The concern or allegation should be immediately brought to the notice of the Co-coordinator of ASMOAF supported projects in the specified country and / or the local Salesian Provincial.
- The Co-coordinator of ASMOAF supported projects in the specified country and / or the local Salesian Provincial will immediately inform the Australian Salesian Provincial and the Director of Salesian Missions.
- The Co-coordinator of ASMOAF supported projects in the specified country and / or the local Salesian Provincial will ensure that local procedures and laws are followed.

- The Australian Salesian Provincial and the Director of Salesian Missions will inform the Australian Federal Police of allegations involving Australian staff, volunteers or representatives of ASMOAF.

Substantiated cases of abuse will lead to:

- In the case of an employee: summary dismissal.
- In the case of a contractor or consultant: termination of their contract. In the case of a volunteer: termination of their relationship with ASMOAF.
- In the case of a Board member: removal from the Board.
- In the case of any other person associated with ASMOAF or our programs: termination of the association.

Where allegations remain unsubstantiated

In some circumstances the capacity may not exist to undertake a fair and proper investigation of allegations against an employee or an associate of ASMOAF. In these circumstances, or where an allegation is not substantiated by evidence, ASMOAF will consider if further action is necessary to ensure the safety and protection of children and young people.

The person may also be subject to criminal prosecution under Australian law and ASMOAF will cooperate with any such prosecution.

4. RESPONSIBLE STAFF MEMBERS

4.1. SALESIAN PROVINCIAL IN AUSTRALIA AND/OR DIRECTOR SALESIAN MISSIONS IN AUSTRALIA

- Hold relevant ASMOAF personnel accountable to this policy and promote the policy in Salesian Missions and through Salesian schools, parishes, youth centres and hostels in Australia.
- Take the lead role in the event of a possible or actual breach of the ASMOAF's code or the law.

4.2. ALL STAFF

- Fulfill the particular responsibilities assigned to them in this policy;
- Understand and comply with this policy and Code of Conduct.

5. POLICY MONITORING AND REVIEW CYCLE

The Director of the Salesian Missions and the Australian Project Officer are responsible for assessing implementation of this policy annually.

The policy will be subject to thorough review every five (5) years.

ATTACHMENT 1

THE ASMOAF CHILD PROTECTION CODE OF CONDUCT

ASMOAF strongly condemns all forms of child abuse and categorically states that it is unacceptable in any circumstance. We are committed to ensuring a safe environment and culture for all children with whom we come in contact during the course of our work.

As a representative of ASMOAF, I commit to abiding by this Code of Conduct which requires me to:

1. Be respectful of children's rights, background, culture and beliefs as set out in the UN Convention on the Rights of the Child.
2. Conduct myself in a manner consistent with my position as a positive role model to children and as a representative of ASMOAF.
3. Follow organisational policy and guidelines concerning the safety of children as outlined in ASMOAF's Child Protection Policy.
4. Follow relevant local, state and national law relating to the protection of children.
5. Ensure that, in any dealing with children during the course of my work, I:
 - ▶ Do not hit, physically harm or mistreat children;
 - ▶ Refrain from any sexual act or behaviour towards children and young people, including using sexually suggestive language;
 - ▶ Make every attempt not to spend unnecessary or excessive amounts of time alone with children;
 - ▶ Refrain from inappropriate physical contact with children;
 - ▶ Avoid acting in ways that shame, humiliate, degrade or otherwise perpetrate any form of psychological harm against a child;

- ▶ Refrain from developing relationships with children that could be deemed exploitative or abusive in any way; and
 - ▶ Refrain from discriminating against, showing differential treatment or favoring particular children to the exclusion of others.
6. Respect the confidentiality of a child's personal information so that their dignity and safety is not compromised.
 7. Refrain from photographing children or using their photographs in program or promotional materials without following ASMOAF's 'Photo Library' policy.
 8. Report any possible or actual breaches of this Code of Conduct by ASMOAF staff, representatives or associates to the relevant Manager(s) as set out in this policy as soon as I become aware of the situation.

I have read the Child Protection Policy and Child Protection Code of Conduct and agree to abide by it at all times to protect the children I may come into contact with through my work for and/or association with ASMOAF.

Name

Signature

Date

ATTACHMENT 2

NAME OF PROJECT: CHILD PROTECTION CODE OF CONDUCT

I,, engaged by ASMOAF agree that while implementing activities, I will:

- ▶ treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ▶ Not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- ▶ Not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable to the child (including Part IIIA o/the Australian Crimes Act 1914 as amended), the child is below the age of consent or the act(s) are an offence under relevant laws;
- ▶ Wherever possible, ensure that another adult is present when working in the proximity of children;
- ▶ Not invite unaccompanied children into my home, unless they are at immediate risk of injury or in physical danger;
- ▶ Not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor’s permission, and ensure that another adult is present if possible;
- ▶ Use any computers, mobile phones or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see below ‘Use of children’s images for work related purposes’)
- ▶ Refrain from physical punishment or discipline of children (excluding my own children);

- ▶ Refrain from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury;
- ▶ Comply with all relevant Australian and local legislation, including labour laws in relation to child labour; and
- ▶ Immediately report concerns or allegations of child abuse in accordance with appropriate procedures.

Use of Children's images for work related purposes

I must:

- ▶ Before photographing or filming a child, assess and endeavour to comply with local traditions or restrictions for reproducing personal images;
- ▶ Before photographing or filming a child, obtain consent from the child or a parent or guardian of the child. As part of this I must explain how the photograph or film will be used;
- ▶ Ensure photographs, films, and all forms of digital recording present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- ▶ Ensure images are honest representations of the context and the facts;
- ▶ Ensure file labels do not reveal identifying information about a child when sending images electronically;

I understand that the onus is on me, as a person engaged by
..... to use common sense and avoid actions or behaviours that could be construed as child abuse when implementing ASMOAF funded activities.

FORMING THE PDO TEAM - A NEVER-ENDING PROJECT AT THE SERVICE OF AN EVANGELIZING EDUCATIVE MISSION IN THE VICE-PROVINCE OF A DESTROYED COUNTRY, HAITI

FR. JACQUES CHARLES, ECONOMER HAITÍ
FR. ORLANDO GONZÁLEZ, PDO FONDATION RINALDI STAFF

1. HAITÍ, A COUNTRY IN RUINS

The earthquake of January 12, 2010 signified the destruction of a country that had been falling to pieces for more than 30 years. The country lacked a lot: a sense of State (a cynical president that didn't believe in the utility of the State); a Government capable of managing the situation (the government did not take responsibility of it leaving it in the hands of NGOs and other organizations); a Justice system (arbitrary actions and crime reign over law); an Army (the ONU/MINUSTAH occupy the street in order to guarantee a certain level of "tranquility", however, they are seen as a foreign and damaging force); production (everything is received from outside the country frequently as used gifts with no value that acquire value on the informal street market); infrastructure (no water, plumbing, electricity or urban planning...)

Elections were held on november 28, 2010 under fraudulent conditions: only 6 months after the elections, a new president took office; however, Haitian citizens had to wait five more months so that the members of the parliament could accept the First Prime Minister. Finally, on October 18, 2011 Haiti established an official government!

A population of 10 million people: 60% of them are under 18; 4.5 million are malnourished; 50% of the population has not received schooling; unemployment is general... 71 SBD (all Haitians except 4) in 10 communities that form the "Vice-Province of Blessed Philip Rinaldi".

2. A VICE PROVINCE WITH 75 YEARS OF HISTORY

a) Until January 12, 2010

- In 1935, to work for the professional training of poor children. The SDBs used to be part of the Antillean Province until 1992, when it became an autonomous Vice-Province.
- The Salesians have rendered great services to the Haitian people in the following fields:
 - **Professional** education (since 1936, ENAM has trained qualified workers in fields such as mechanics, electricity, carpentry, tailoring and fashion design or plumbing. Other professional schools have been opened in Cap Haitian, Gonaives, Les Cayes, Fort Liberté.
 - **Youth pastoral** (specifically in Thorland, but as a general activity everywhere).
 - Primary and secondary **education** (Pétion-Ville, Cap Haitian, Gressier, OPEPB, Fort Liberté), higher education (Institute of Philosophy).
 - **Parish pastoral** (nowadays at the Immaculate Conception of Cité Soleil, in the past in other two parishes of Port-au-Prince).
 - The **street children** (Lakay).

b) After January 12

- The Rector Major (100118), immediately after the earthquake, **mobilizes the solidarity** of the Congregation

“I am sure that these days you all will have carefully and passionately followed the great drama of Haiti. The January 12 earthquake was of an unprecedented violence and caused death and destruction /.../ For us, the Salesians, the greatest losses are, of course, those of our children and young ones

*(about 300) and of three of our confreres. The earthquake has destroyed practically all of our works in Port-au-Prince (The **Provincial house** is very damaged and practically uninhabitable. The ENAM professional school has been totally destroyed. The **Little Schools of P. Bohnen** have collapsed. The workshops of **Lakay for the Street Children** have been really damaged. The **Post-Novitiate** and the Institute of Philosophy Studies are completely uninhabitable and should be torn down and rebuilt. The **Pétion-Ville** elementary school is seriously damaged). The **Thorland Center** is destroyed: the buildings generally reserved for welcoming brothers and groups of youngsters have collapsed. **The School and the Gressier boarding school** have fallen down. The **Cap Haitian elementary school** is damaged /.../ Our brothers from Haiti have been harshly tested, but undoubtedly they are looking at us. They are asking for help and support to allow Don Bosco to continue his work in this country and to receive a sign of hope to follow their Salesian way”.*

- **Help didn't take long to arrive to Haiti**, first from Santo Domingo and then from everywhere else through New Rochelle-Salesian Missions Procure and other institutions.
- The Rector Major (100228) **encourages reconstruction** after visiting Haiti

In the midst of devastation *“I was deeply depressed by the magnitude of destruction, the apocalyptic countryside of death, suffering and desperation /.../ It is true that a 7.5 earthquake on a Richter scale produces a tremor with destructive and incalculable force, but it is also true that the destruction and deaths in this case have been even greater because of the poverty.”*

*The goal, today, cannot only be to erect the walls of the buildings, the houses and churches that were destroyed, but also to **revive Haiti** building it up in human living conditions /.../ For our part, we feel the need to renew our commitment to the rebirth of this country, while at the same time reestablishing the Congregation with communities and actions that meet*

the expectations and needs of the Haitian society, the church and the youth /.../ the church, including consecrated life, must change, looking more and more every day for their identity, their loyalty to Jesus and to their gospel, completely integrating evangelization, human promotion and cultural and social transformation.

*"I am happy with the way in which the **Superior of the Vice-Province and his Council are managing this situation.***

They have organized assistance (providing tents, food, water and psychological and spiritual help) to the thousands of homeless refugees looking for shelter in Thorland, Pétion-Ville, Delmas and Cité Soleil. The SDB have gone out of their way to provide assistance to the employees of our communities and projects. They have placed the brothers from the houses that are uninhabitable: ENAM, Fleuriot, Provincial House and Gressier. An immediate plan has now been implemented. This plan deals with the reorganization of the Vice-Province on all levels, including reestablishing works, revising the pastoral approach in general, and in certain areas, always bearing in mind the needs of the society, the church and the youth".

- After visiting the area and with the information available relating to our houses and works, **it is necessary to:**
 1. Above all, **verify** if the houses and projects that remain standing are useable and then
 2. By rebuilding the fallen protection walls, to **make safe** all the works, some of which have already been plundered;
 3. Rebuild the ensemble of **OPEPB**, the **ENAM** and the ones in **Cité Soleil**, which involves an overall plan for **Lakay** and a **Youth Center**;
 4. **Relocate the ENAM** so as to make a Professional Center matching the professional demand of a higher level, turning a page in the history of this work; the best place for this has to be chosen.

5. Rebuild the Youth Center in **Thorland and its multipurpose hall.**
 6. Rebuild the **Cité Soleil Parrish Church and the Youth Center.**
 7. Rebuild the **dormitory and the Gressier classrooms.**
 8. Rebuild the damaged part of the **Pétion-Ville elementary school.**
 9. Re-examine the **entire Fleuriot project**, bearing in mind the needs of the Post-Novitiate house and the **Center of Studies.**
 10. To relocate the **Provincial House**, leaving the former one for the Cité Soleil community.
 11. Simplify the **set of works in Fort-Liberté**, favoring the **Professional Center**, the **teacher training school**, which seems to be strategically and absolutely necessary in order to form the new generation of educators needed in Haiti, the school of **nursing**, the only one that remains in the area.
 12. Study the future of the **Agriculture School (Vincent Foundation) in Cap-Haitian**, located on a property that is not ours and see if it can be relocated to Tosiard or Gressier, where we own large areas of land. Right now, it must continue to operate with the various educational services offered.
 13. Decide on **Baudin** (house for novitiates that in fact has not been in operation for more than 3 years): should it be given as a gift to the Haitian Episcopal Conference to be turned into an educational center or should it be sold?
- This does not mean that everything has to be done at the same time. It should be done with an order outlining the priorities of our action. All of this urgently requires personnel

capable of coordinating these projects. This would **also be a good occasion to bring the Vice-Province's Planning and Development Office up to working order.** In any way, the person directly responsible for the entire "emergency operation of rebuilding Haiti" is – as it should be – the Provincial of the Vice-Province, Fr. Sylvain Ducange".

3. THE RINALDI FOUNDATION - PDO

Was formally created in 2008, and officially recognized by the State on December 24, 2009, but it was practically set in motion in February 2010. Its mission is clearly outlined in its governing code, where the founding members (the Provincial Council) set 3 objectives which repeated what had been proposed in the 2005 Seminar in Rome concerning the Planning and Development Offices (PDO):

1. *Working toward the human, social, economic and cultural development of poor, underprivileged youth in need through the different Salesian communities and works in Haiti.*
2. *Developing, managing and implementing programs and projects focused toward a real improvement of the living conditions of the social groups living in poverty.*
3. *Integrating the projects in a long term global development strategy.*

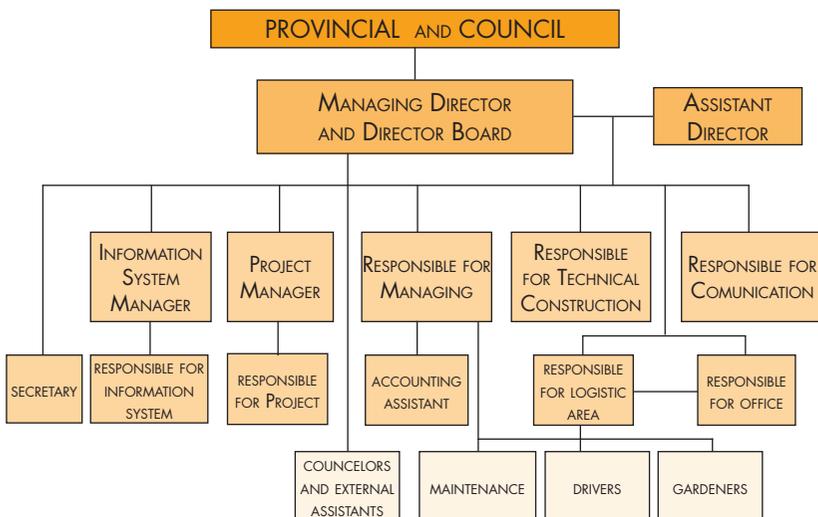
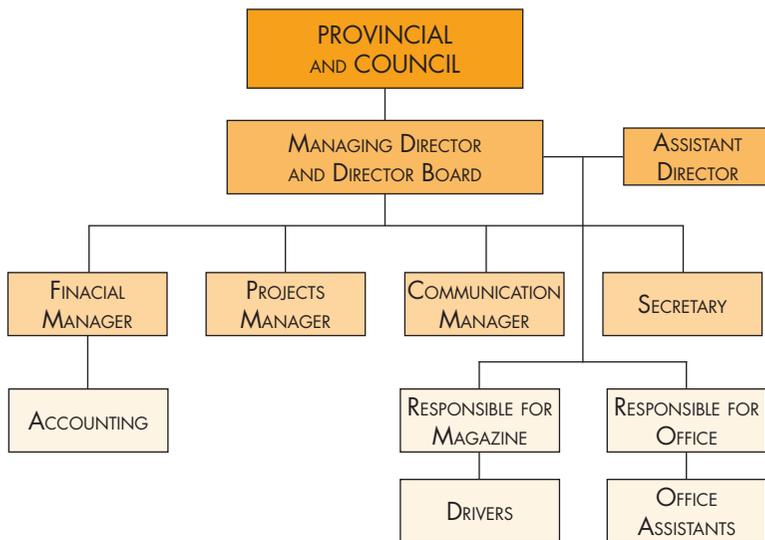
After January 12, 2010 the Rinaldi Foundation seriously rededicated itself to their objectives and took over coordinating and supporting all the SBD projects (public as well as private, national and international) in Haiti.

This required the Foundation to leave its 3-person team which was not very committed in order to create a team of more than 20 people, working full time, led by two Salesians and supported by three JYD aid workers in Haiti and by the JDW, SM-NR, JEW, JUHILA, VIA DB (DMOS/COMIDE), CODESPA teams from their central headquarters.

Even with an incomplete and unstable team, the Rinaldi Foundation has had to face an enormous work:

- Frequent meetings and communication with more than 50 different institutions.
- Conference with donors and SDB Rectors in Haiti (April 2010), Moulin-sur-Mer.
- 2010 diagnostic of all SDB works
- “Sector Analysis Workdays” with SDB Rectors and other directors in Salesian works.
- Workshop with Rectors and Administrators
- Study on the Haitian labor market in view of a planning strategy for the Vice-Province in the Professional-Technical Education sector
- Publishing the “Pataj” bulletin (29 issues between March 2010 and October 2011) offering a simple and quick view of life and situation of the Foundation, the Vice-Province and the country itself.
- Attention to more than 300 projects planned since January 12:
 - Some 125 projects already completed
 - Some 70 projects currently in progress
 - Some 50 projects in an initial phase of study and planning
 - Some 25 projects that have to be launched because they are necessary to the development of some works
 - Some 50 projects put on hold for various reasons

The changes in our organization charts show the progressive definition of duties and the adapting to reality.



This personnel is completely inadequate to monitor all the projects that have been launched and that will have to be launched in order to rebuild a completely new Vice-Province. How have we been able to make progress on the projects that we have launched? The answer is simple: the involvement of all the Salesian communities of the Vice-Province and the unconditional support of our collaborating and donating institutions.

4. FORMING A TEAM TO MANAGE THE PROJECTS IN HAITI IS NOT EASY

- a) An ORAL CULTURE that does not value the importance of organizing and storing WRITTEN DOCUMENTS is destructive for monitoring and evaluating any process. The western culture values the DOCUMENTED TRANSMISSION OF MEMORY (conserving texts, files, monuments, museums...), while in Haiti people entrust everything to PERSONAL MEMORY and there is no interest or education for handling and conserving documents. In a similar context, ADMINISTRATION is simply impossible.
- b) A deficient EDUCATIONAL SYSTEM that awards degrees without having to demonstrate competency, makes many people believe that they are qualified for any job, demanding to be paid the same wage rates as experts from multinational organizations or NGOs when in reality they lack the education and experience.
- c) Generalized CORRUPTION with government employees has spawned an air of irresponsibility, with regard to work, which does not accept other labor discipline and obligation than that of being paid a regular salary.
- d) CURRENCY being used in various settings (the GURDA is the official currency, the "Haitian dollar" is the term used in the market, but the currency that marks the value of everything is the US\$)

- e) Paralyzing LINGUISTIC CONFUSION (the people speak Haitian Creole; but French is the privileged language for teaching, justice and litigations, official speeches and liturgies; English is the language that is giving flight and allows people to dream about the American paradise; and finally Spanish makes it easier to find a job, go study, go on vacation or shop on the other side of the island in the Dominican Republic).
- f) A vague OFFICIAL CALENDAR (officials can declare the following day a holiday on the night before).
- g) A stifling and inefficient BANKING system:
- ▶ Usury on the interests (close to 30%) and applying continuous and unexpected taxes - The central bank may do this for canceling checks or buying checks, for return, for transfers, for making withdraws, for free school...
 - ▶ Nonoperational systems: using such incredible excuses as "the "computer system" has broken down", "there is no paper". Online services are slow and full of errors making it unreliable. The banking system is negligent with its mailing services and experiences delays. Additionally, it is troubled by an insurmountable hierarchy.
 - ▶ Subjectivity – services are rendered to friends, family or people with power
- h) DIFFICULTY IN COMMUNICATING WITH THE OUTSIDE WORLD:
- ▶ Different languages (the fact that these are "learned" languages – and not maternal languages – cause varying interpretations. However, thankfully, great efforts are being made with regard to this) and mentalities. The same information may not be read or understood completely.
 - ▶ Varying work schedules – When we begin around 8:00 AM here in Haiti, it is already 3:00 PM in Europe and the work day is coming to a close.

- ▶ Lack of means and resources – there are no good connections in Haiti.
- i) An increase in NGOs and International organisms that hold on to the best of the limited number of candidates by paying them elevated salaries. Because of this, we are unable to make them an offer.
- j) Although we are able to contact qualified people, some give it up because of the area where the Renaldi Foundation headquarters are located (in the outskirts of the dangerous Cité Soleil) and others do not have the ideological profile that would allow them to successfully ACCEPT SALESIAN IDEALS.

5. HAVING COLLABORATORS AND EXPERTS

1. It is very helpful when collaborators and experts join the Foundation and accept the regulations and direction from management without abandoning the relationship that they have with their own institution.
2. It becomes problematic when:
 - ▶ They come with their own instructions and projects with the idea that the poor Salesians of Haiti have to accept them because they have planned them out and are to finance them from Europe or the US.
 - ▶ Try to impose a system of organization or question the organizational efforts being made. Such attitudes have a very negative influence on the development of an administration that is being launched and which is still very fragile.
 - ▶ They do not have the education of cultural background that would allow them to IDENTIFY THEMSELVES WITH THE SALESIAN IDEALS (at the service of the EVANGELIZATION through the work in the area of education to promote an integral or complete, longstanding and sustainable development)..

3. We are looking for COLLABORATORS rather than partners. Collaborators that believe in Christ and are ready to work with Don Bosco. [Last September 25, Benedict XXVI said in Freiburg: "I would like to express my gratitude and appreciation to all those working in church organizations and who give their time and effort generously in voluntary service to the Church. In the first place, such service requires objective and professional expertise. But in the spirit of Jesus' teaching something more is needed -- an open heart that allows itself to be touched by the love of Christ, and thus gives to our neighbor, who needs us, something more than a technical service: it gives love, in which the other person is able to see Christ, the loving God"].

6. A REQUEST AND A COMMITMENT

We are aware of our limitations to go ahead with the rebuilding work. Nevertheless we usually ask our donors and collaborators from the North and the West to not plan on requiring us to use an administrative system like theirs to track and justify projects. The countries and the donating institutions have their own systems to whose requirements only their own experts and officials can fit.

From us, they can ask, and this is our commitment to them despite the deficiencies, monitoring projects and their written, graphic and economic documentation..., but to have us produce reports following the bureaucracy of European or North American standards would require us to establish an administrative infrastructure that:

- We are not in a position to have (given that we cannot find people trained to do this).
- If we had it, then it would be ineffective (because of the lack of material infrastructure: facilities and services, banks, mailing systems, transportations, state bureaucracy)
- We do not have the economic means to support such an infrastructure (the cost of it is far beyond our possibilities).

Although we are fragile, we have a lot of people behind us supporting us. This allows us to optimistically look toward the future. In Haiti there are many, many children and youth in need who really want to continue living like all God's children.

DON BOSCO TECH NETWORK. THE SKILLING INDIA EXPERIENCE

FR. AIKARACHALIL JOSEPH, DB TECH – NATIONAL COORDINATOR

I must confess to you that my presence here is from the back door. I consider it opportune to share with you the emerging DB Tech experience as it is something unique in the context of particularly the South Asian region and the SALESIAN World.

1. INTRODUCTION

For those of you who are new to DB Tech India, Let me brief you about what is DB Tech . It is a network of all the Salesian Technical/ Vocational Training institutions across India; the fruit of the work and desire of the Salesians involved in skill training, wanting to be recognized, heard and share the experiences and resources for effective work among the marginalized and the poor youth. The SALESIAN PROVINCIAL CONFERENCE OF SOUTH ASIA realized the need to have a National body for the development and growth of skill training. From 2006, a CORE TEAM started functioning and over the years DB Tech has spread across India with its activities and programmes, collaborating with Salesians, Religious, Dioceses, with government, industries, corporates, and lay people. The new policy of the govt. towards skill training has brought about the paradigm shift in approaching the youth population in the country. The efforts of DB Tech in managing the network and the successful interventions in the past two years could throw some light and value to other networks and initiatives in the country and in the world.

2. SKILL TRAINING – A MISSION CLOSE TO THE HEART OF DON BOSCO

The Oratory of Don Bosco was a school of learning. Every youth entering the oratory was given the opportunity to develop his talents. Giving a skill to a young boy or a girl is like giving a key to life and livelihood to look after oneself and the family. It is a contribution that will last long. It has been an integral part of Salesian missionary activity every where and in India it is no exception. From the very beginning the trade schools were started for the youth. For over 100 years we were faithfully carrying out this ministry for the poor youth in training and equipping youth for a better life.

Our Rector Major in his concluding speech raised his remarks that “We are not catering to the youth in our settings. On the contrary our major presence is among children, especially school children.” The beneficiaries of the Vocational training are typical youth, the young adults who are at the threshold of taking responsibility as adults in the society. Probably for Salesians in India, it is a very significant contribution at this point of the nation’s history and A NEW WAY OF SPREADING THE CHARISM OF DON BOSCO.

The call of the Salesian Congregation is to “return to Don Bosco”; to understand the core values and the relevance of the system in the present context. The “NEW FRONTIERS” invite us to respond to the new challenges and to the new needs of the people both by re-dimensioning as well as restructuring and taking up new initiatives.

3. THE INDIAN GOVERNMENT’S PLAN FOR THE YOUTH- SKILLING INDIA

SKILL DEVELOPMENT is being driven in India as a priority agenda. Target of training 500 million skilled people by 2022 is directly monitored by the Prime Minister’s Office. A number of reforms have been introduced; systems are being set up to support critical decision making, budgetary support has been extended and many more initiatives are being worked out to meet the set targets.

The Planning Commission’s Approach paper for 12th Five year Plan mentions that “the Gross Enrolment Ratio at the Secondary school stage (classes IX-X) is currently around 60% which is woefully low”.

Only 20% of the total enrolment candidates completes class X and are eligible for any academic or higher education. Until 2009 only few ministries were involved in skill training and all the programmes together could train only 3.1 million youth per annum, while the youth entering the labour force had grown to around 12.8 million per annum. To bridge the gap govt has brought in 14 departments to ensure the target growth. After the Prime Minister's launch of Skill Mission, Govt has engaged many credible NGOs in supporting and financing the skill agenda.

4. DON BOSCO SKILL TRAINING AND THE VALUE ADDITION BY DB TECH

Although Don Bosco has 123 technical/ vocational training centres, next to the government of India; we never realized the resources and the experience we have in the field of skill training. It was not until 2006 GTZ, while working in collaboration on Vocational skill training, that it was brought to our notice that as a single NGO, Salesians have highest number of technical/ vocational training centres. The programmes directed towards the poor youth in particular, highly depended on foreign funding for set-up and maintenance. Since the target was the poor youth, we continued this as our mission without much innovation. Although some sporadic innovative schemes were introduced by few Salesians in non- formal training and sustainable production oriented training; these remained within the institution. The total number of candidates trained were less than 15000 per year. The clarion call of the govt for skill training gave Don Bosco an opportunity to enter into collaboration with the Govt to receive the resources available for training the poor youth. It provided the necessary funds to cater to the target poor youth through this intervention. For the last two years (2009-11), we received Rs.100 crore (Euro.17 million) to train and employ 60000 youth.

DB Tech network has added value to what we were doing already. We were able to cater to more than 3 times the normal number. It is a work ,to reach out to the poor youth, close to the heart of Don Bosco. It is a venture, involving collaborators, religious groups, dioceses, corporates, lay people and the government. Don Bosco's mission for youth

is being realized through thousands of people ,while in the process, Don Bosco is becoming more known and credible. Besides all this, it is a grand national level activity, an Inter province and intra-province activity.

Today we are in 25 states functioning over 150 centres across India. The network has 10 Salesian provinces, 8 dioceses, 13 religious groups, 6 NGOs to implement the programme. With no additional infrastructure added in the last 2 years, 30000 poor youth received skill training and 80% are successfully placed at the completion of short term training

5. CORPORATE SOCIAL RESPONSIBILITY (CSR) AN OPPORTUNITY TO REACH OUT TO THE YOUNG

CSR is a mandate for every company going global, to share part of the net benefit with the less fortunate in society. The companies wanting to expand their activities are looking for credible partners in humanitarian tasks. As human capital is becoming scarce in the developed nations, they are looking at the developing world as an area in which to build quality human resources for their expansion and growth. Without sacrificing the core values of the society, we could bargain with the corporate for the youth, in knowledge sharing, equipments, placements and funding . The partnership we have made with Schneider Electric, Accenture, Tata, Fiat etc are some of the initiatives in 2010.

6. NETWORK SUPPORT

We have gathered here to share our views and plans to bring out the best practices and methods to fulfil the mission of Don Bosco. Many of you gathered here may feel that, it is a small achievement, but it has brought great results. A little investment but with tremendous impact. The contributions of agencies may look small and insignificant in the big project, but their timely support has made this mission a reality.

So in view of this activity, I want to share about the strength of the network.

Something to share

1. **Value in networking:** The Pan India presence of Don Bosco Tech is the greatest value . The government, the corporates and the industries are searching for organisations with resources and national approach. The need for one point of contact and planning and implementation is attracting many corporate and govt to network with DB Tech.
2. **Collaboration among provinces:** DB Tech has rallied around the provinces in India in implementing the skill training programme. The inter-province sharing of personnel, resources, knowledge etc has strengthened the network in taking greater challenges for and on behalf of the youth.
3. **Capacity and Commitment:** The experience and commitment we exhibit in the field of skill training, has given an edge over other NGOs and partners in the field. We have resources and facilities, which others envy but often are under-utilized. There are other agencies and business organisations entering into the field of skill training. The Salesians presence and experience in working with the youth has brought confidence among the industrial partners in preferring our trainees for employment.
4. **Target group:** The economic growth has not changed the target group in our work and programmes. We still cater to the most needy and vulnerable segment of the population who needs assistance. The MoRD project with the Govt of India in skilling youth through Modular Employable skills, has further enhanced our reaching out to the youth especially those below the Poverty line. It brings great credibility to our work among youth.
5. **Relevance:** The market is growing and changing fast and the need to keep abreast with the changing situations and the needs is necessary for the growth and development of the youth. It calls for newer frontiers and approaches in terms of the trades, quality and method of training. To facilitate quality training, we have introduced soft skills, computer knowledge, work readiness, etc as part of the curricula.

6. **New ways of Salesian presence in India:** The DB Tech programmes and activities have inspired us to have strategic plans to reach out to the youth in areas where Salesians are not present. Places like Jammu Kashmir, Left Wing Affected areas, parts of Bihar, UP, MP, Chattisgarh, Maharashtra, Orissa where Salesians are little known and where our activities have never reached in the past 100 years. In the above mentioned areas, we are networking with Religious groups, dioceses, credible NGOs to meet the needs of the poor youth. Thus the Salesian presence and charism is being implemented through staff and other networking partners.
7. **Nation builders:** Instead of being isolated and satisfied with limited activities and programmes, the unused and under utilized space and facilities are made available to the local youth in order to have access to training without compromising the existing activities and programmes.
8. **Planned growth and development:** The isolated structures and programmes give little opportunity for training and resource sharing. The networking gives an example opportunity to bring in the desired changes through the network partners and the institutions.
9. **Growth:** The challenges in implementing the programme at a national level have brought in innovation and processes to achieve the targets. The process of documentation and Management Information System has brought much visibility, experience and strength to our system.
10. **Dormant institutions have become active institutions:** There are some institutions which are doing well and there are several canterers which are struggling in terms of trainees, staff and viability. With the introduction of the short term training, many institutions have become vibrant. Thanks to the network.

7. CHALLENGES

I do not say the going was smooth; in fact it was tough at the beginning. Introducing something new, something that we are not used to, is not always easy. The same is applicable to DB Tech as well. While the majority of Salesians were very appreciative of this venture, there were also some road blocks, lukewarm responses, oppositions and genuine concerns. Some waited to see the results, while others thought the 75% placement would be a dream. Many others thought the target is too big for us to achieve in the given context.

But beyond the expectations of most of the Salesians, DB Tech has brought in verifiable and measurable results, much faster than the proposed target. But today people are beginning to see everything from a national perspective.

Although there is an uncertainty about the govt projects on the policies of the ruling party, the type of work and intervention for youth will not change. We may have to make greater efforts and negotiations to procure funds.

Working on a National Forum and managing a huge project, can also bring lots of headaches if there is no ownership, from the grass root level, and inability to see the youth ministry from a national perspective. The new challenges to be relevant to the needs and demands of the world need to be addressed. Our inability to look beyond , to think big and to rise above our own comfort zones is the major challenge we face today.

8. CONCLUSION

To take the Salesian Mission to the young is a challenge considering the dwindling numbers, resources and newer areas for intervention . The partnership established with the government and corporates initiated by DBtech, paves a new way of reaching to the youth in collaboration with like-minded Organisations in fulfilling the mission. The opportunity that has emerged, needs to be fully utilised in presenting ourselves as one Organisation forgetting the differences and boundaries. **LET EVERY YOUTH KNOW THAT DON BOSCO IS FOR THEM.**

THE PDO IN ANGOLA: “ESDA: ESCRITÓRIO SALESIANO DE DESENVOLVIMENTO DE ANGOLA” (SALESIAN OFFICE FOR THE DEVELOPMENT OF ANGOLA)

MR. GIANLUCA ANTONELLI, VIS PLAN. & DEV. (ROMA)

1. IDENTITY

a) Who?

- VIS Angola and Salesians of Don Bosco Angola.

b) What?

- Escritório Salesiano de Desenvolvimento de Angola ESDA (Salesian Office for the Development of Angola).

c) When?

- Since June 2011 officially as ESDA (previously some experience not successfully continued).

d) Where?

- Luanda, Angola. Provincial House.

e) Why?

- Capacity building and support in PCM (Project Cycle Management).

2. OBJECTIVES

a) Possible operational directions:

- ▶ In: towards the internal local Salesian structure
- ▶ Out: outside the Salesian structure

b) Position/role (internal and external) supporting:

- ▶ Salesian communities and other internal Salesian sections
- ▶ Salesian NGOs in the Country
- ▶ External actors

c) Operativity/functions (both internal and external):

- ▶ Capacity building
- ▶ Visibility
- ▶ Fundraising
- ▶ Sustainability



3. THE EXPERIENCE IN ANGOLA

a) Operational Directions

- ▶ In: central office Luanda – 11 Salesian communities in the Country
- ▶ Out: outside (more details in the following slides)

b) Salesians' numbers in An:

- ▶ almost 60 Salesians (22 Angolans)
- ▶ 11 communities in 7 departments
- ▶ more than 20 volunteers (several countries)
- ▶ Province recognized in 2007 by the Government as social association, no-profit and non governmental

c) Preconditions of the PDO in Angola:

- ▶ Animation program and government of the Province – 2008-2014: precision, transparency, rigour and accuracy of the financial management
- ▶ Province Plan – objectives for 2011: information and responsible managing of the projects
- ▶ Programming/projects of VIS in Angola (currently): multi-years perspective with EU and Italian Ministry of Foreign Affairs
- ▶ Programming/projects of the other Salesian NGO's (i.e.: JyD) (in the past)
- ▶ Visibility vs donors/institutional actors in Angola (EU, Government, ...)

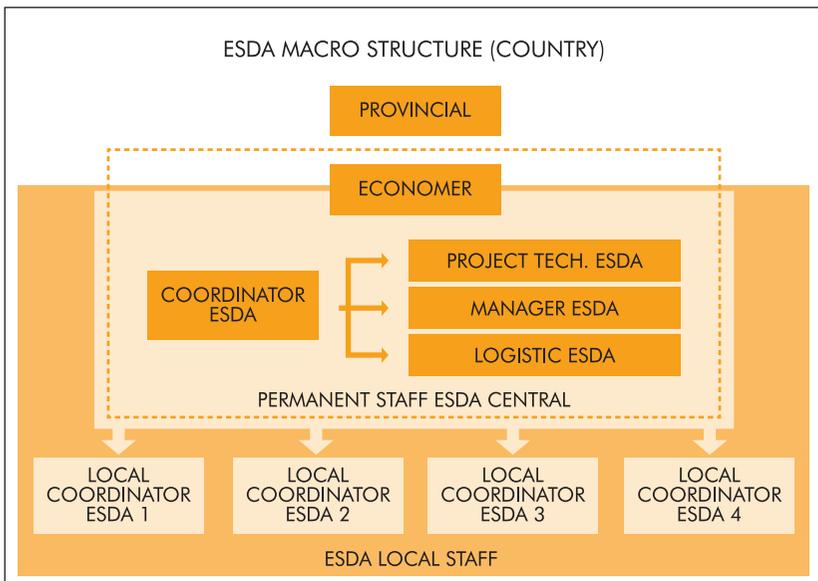
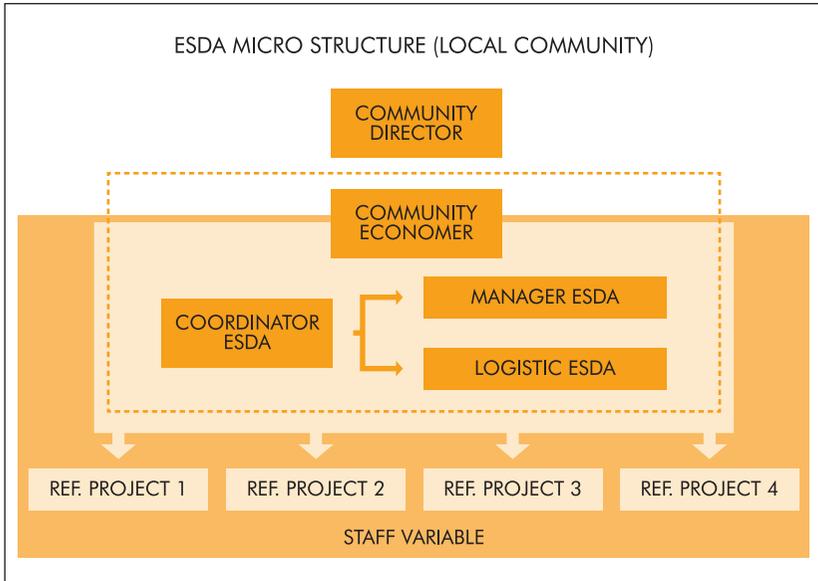
d) Position/role (internal and external) supporting:

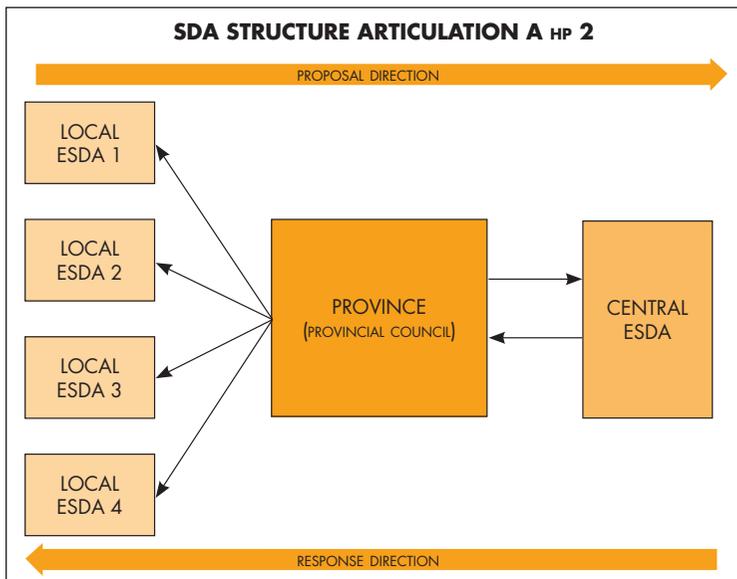
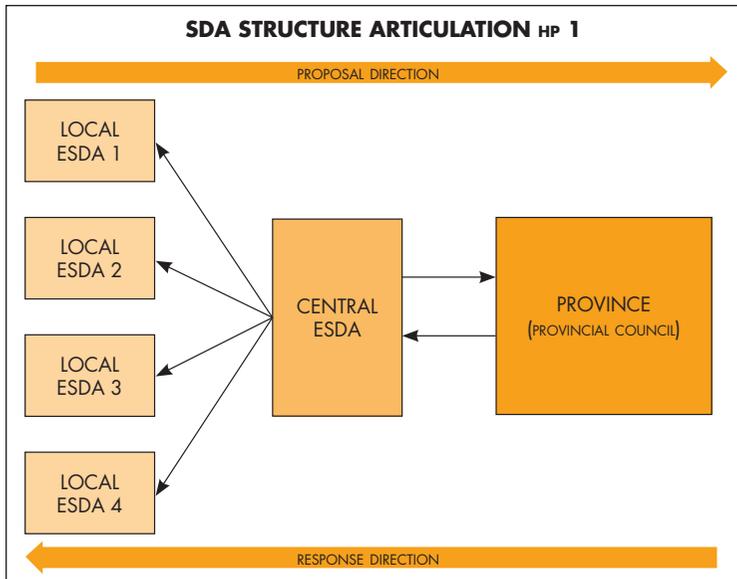
- ▶ Central office in Luanda vs. 11 Salesian communities in the Country
- ▶ Other internal Salesian sections, in particular commissions: literacy, training + technical secretary, vulnerability, Pastoral
- ▶ Salesian NGO's (VIS, JyD, JDW, Salesian Missions) with or without international staff
- ▶ External actors: public (Government, Departments), possible donors (OO.II., Embassies, etc...), NGO's, private (companies, persons)
- ▶ In Angola this is extremely important for the visibility of Salesians, as a concrete point of institutional enforcement.

e) Functions (internal and external) supporting :

- ▶ Internal capacity building (administration, programming, formulation, ...)
- ▶ Training of local staff (administration, programming, formulation, ...)
- ▶ Programming (country strategy papers, agreements with Government, ...)
- ▶ Identification (stakeholders, priorities, problems, ...)
- ▶ Formulation (elaboration and presentation)
- ▶ Realization (management and implementation) + monitoring & evaluation
- ▶ Fundraising (contacts, lobbying, ...) and visibility

4. STRUCTURE





5. **CONDITIONES SINE QUIBUS NON**

- Fundamental Preconditions to promote the development of a PDO:
 - ▶ Internal desire and authority to support its concrete creation
→ INSTITUTIONAL DECISION
 - ▶ Internal and external identification → OWNERSHIP
 - ▶ Shared programming and planning capabilities
 - ▶ Active involvement of the communities
 - ▶ Salesian in charge clearly identified (central and, if necessary, at local level)
 - ▶ Active collaboration with the Economist (central and, if necessary, at local level)
 - ▶ Hired local staff, medium-long term perspective
 - ▶ Training and permanent upgrading of the staff

INTEGRATING A CHILD-RIGHTS BASED APPROACH TO STRATEGIC PLANNING

MR. GIANLUCA ANTONELLI, VIS PLAN. & DEV. (ROMA)

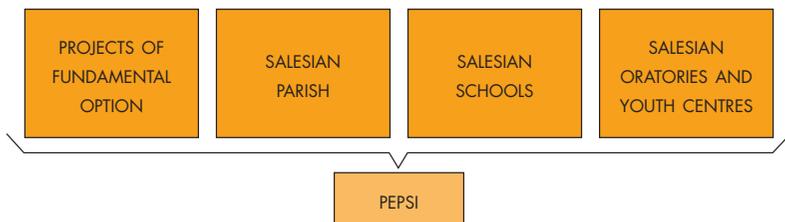
1. INTRODUCTION

- VIS has been working in the Dominican Republic since 1998, in support of Muchachos y Muchachas con Don Bosco Network (MDB), a Salesian Institution directed to the fundamental option for the poor, marginalized, discriminated children.
- MDB is integrated in EVERY Salesian community (it is not an isolated experience).
- Today it's a network of 12 centres dedicated to children in situation of risk (children who live and work in the street, victim of abuses, etc.).

Let us educate with the heart of Don Bosco, To develop to their full potential the lives of young people, especially the poorest and most disadvantaged, promoting their rights. The Rector Mayor Strenna 2008 is an expression of the educational and programmatic value of human rights. The programmatic value of human rights refers to programmes, programming, planning of development work.

2010-2011: The Salesian Province of Antilles started a strategic planning process (in all its 4 main areas of intervention of the pastoral).

Necessity for a common understanding of the Strategic Planning Process. Necessity to define a common format, and some common criteria to be used.



2. WHAT DOES APPLYING A HUMAN RIGHTS BASED APPROACH TO STRATEGIC PLANNING MEAN?

HRBA DEFINITION: Conceptual framework for human development programming normatively based on international HR standards and operationally directed to promoting and protecting HR.

- Child rights programming means using norms and principles of child rights to plan, implement and monitor programmes with the overall goal of improving the position of children so that they can fully enjoy their rights and can live in societies that acknowledge and respect them.
- It focuses on human dignity, it is child-centered, focusing on the most vulnerable and marginalized children as rights holders.
- It focuses on accountability by identifying duty-bearers.
- It focuses on empowerment of both rights holders and duty bearers, on the enlargement of individual and social capabilities.
- It uses participatory approaches.

3. HOW TO DO IT?

a) Why?:

- Since 2008 it is the direction towards which the Salesians are moving.
- It is a morally correct approach, a holistic approach in line with Don Bosco's teaching/charisma.
- It responds to international agreements and brings legitimacy to salesian institutions and action.
- It helps us keep a shared long term goal (the fulfillment of human rights).
- If we do it, we will achieve greater impact and effectiveness (emphasis on accountability).

b) Focus group

- Training of both Salesians and laity → Focus group constituted by representatives of Pastoral Youth, TVET, Justice & Peace Commission, etc. co-ordinated by PDO.

c) Training

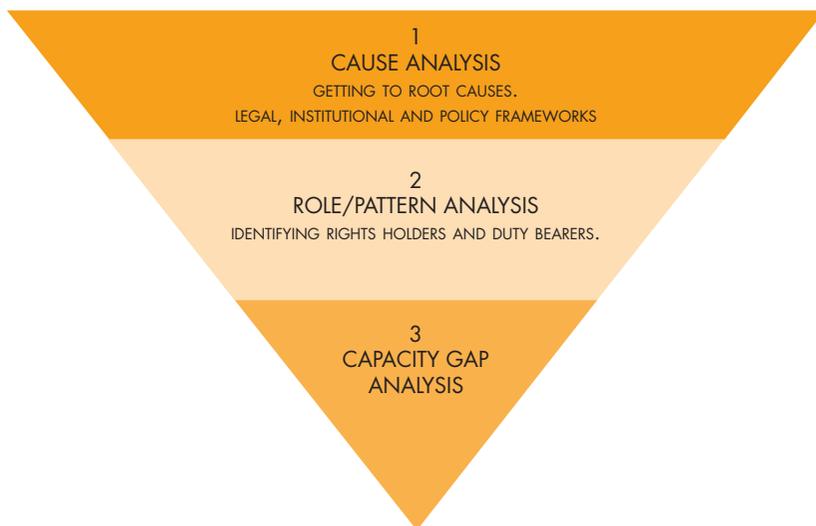
- Trained through different methodologies such as on-line courses, workshops (including children), etc.

d) Child participation

- Defining strategies for the participation of children during the entire process. E.g.: A group of children from the MDB's Children Parliament was elected to participate in the strategic planning process.

e) Child rights situation analysis

- Focus on rights violations and the root causes of these violations
- What capacities are lacking rights holders to claim their rights and duty bearers to fulfill their obligations?
- Setting priorities (analyzing the organization's comparative advantages)
- Designing objectives and expected results of strategic areas of intervention, with the aim of closing capacity gaps of rights holders and duty bearers. Linking rights to expected results!
- Elaborating tools such as a manual for the Salesian Province of Antilles on Strategic Planning with human rights-based approach ("**Manual de Planificación Estratégica con enfoque basado en derechos humanos**").



4. POSITIVE ASPECT

- a) Gradual change from working with a logic based on activities to a broader, more holistic way, with clear long and medium term objectives and expected results and a monitoring and evaluation plan.
- b) Great experience with children's participation. Meaningful and active children participation in programming and strategic planning.
- c) Start to integrate child-rights standards and principles in a structured way in Salesian development work.
- d) Clearer understanding of Salesian contribution to global development commitments (MDGs, Human Rights, etc.)
- e) Gained deeper understanding of root causes of problems. Focus on developing capacities at all levels.

5. MAIN DIFFICULTIES

- Lack or shortage of capabilities in programming, programme/project management, human development and human rights issues and approaches, monitoring & evaluation, etc.
- Lack of motivation and/or awareness on the importance of strategic planning.
- Lack of long-med term vision and not understanding the importance of human rights in Salesian work and its link with Don Bosco's preventive system.
- Difficulty in understanding the importance of shared accountability as one of the core principles of development programming.

- Difficulty in understanding the importance of working with duty bearers at different levels. Still tendency to work in a self-oriented way only with beneficiaries=rights holders (e.g. children and families).

6. CHALLENGES FOR THE FUTURE

- The Salesian Province adopts and implements (in all its areas of intervention: schools, parish churches, oratories and youth centres) a child rights based approach to development programming.
- PDO represents the key actor for the human development planning and programming.

CHAPTER III.

BASICS



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

PREVENTIVE SYSTEM - PROGRAMME AND SPIRITUALITY FOR DEVELOPMENT

FR. MARIA AROKIAM KANAGA, GENERAL COUNCILOR FOR SOUTH ASIA REGION

1. INTRODUCTION

Poverty alleviation and empowerment of the young and the poor are major concerns in our mission, particularly in the developing world. We have gathered here to share experiences and chalk out strategies for greater efficacy in this sector of our mission. As the Regional of South Asia, I welcome all of you to this Region. It is my duty also to thank our large Mission Offices for having lovingly sustained the development works in this Region for the past several decades. The idea of Planning Development Offices (PDO) itself was promoted by the Salesian agencies in Europe. Today we have grown and the reach of the social and empowerment ministry in South Asia is large and significant. We have come to be known as a dependable, people-based, and dedicated group of people and institutions.

Often we come across confreres who ask: "Social work is important. But how Salesian is it in its nature. What is the specific difference of Salesian social work?" My purpose in this brief paper is to share some reflections on Preventive System and Development Mission. The basic concepts of our System of Education and our Spirituality offer great vistas for social ministry. But in order to understand the social applicability of these concepts we need to make a paradigm shift from our traditional understanding of these concepts. In the past the concepts of preventive system were mainly applied in the context of educational institutions like schools, boarding houses, hostels, parishes and youth

centres. When we are involved in working with open communities over a large geographical area, organizing, conscientizing, training, creating livelihoods and employment, mobilizing groups, lobbying for their causes etc., we seem to set aside our System as not applicable. It need not be so.

Here below, for the sake of brevity and easy understanding, I present a paradigm shift in the understanding of the concepts of Preventive System Spirituality in two columns – one representing the traditional or circumscribed, and the other representing a wider and contextualized understanding applicable to the Salesian Social and Empowerment Ministry. Most of the concepts taken up for discussion are from Chapter 2 of our Constitutions – The Salesian Spirit (Art: 10 – 20).

CONCEPT	TRADITIONAL UNDERSTANDING	INTERPRETATION FOR SOCIAL EMPOWERMENT CONTEXTS
Reason (reasonableness)	Convincing the boy that the rule or punishment given are reasonable	Transparency: Openness and dialogue with the people in all the works taken up ; Conscientization; Scientific Methodology, Research and Development methods
Religion	Practices of piety and teaching of Christian faith and celebration of the sacraments	In multi-religious contexts: Teaching the presence of the Divine in all human beings and in nature; Bearing witness to Christ by word and witness; Entering into inter-religious dialogue; Appreciating the best in other religions; Lovingly accompanying those who wish to follow Christ.
Loving Kindness	Loving the boy; being a father to him, taking care of him in every way	Identification with the target group. Being part of their village, family and culture. Becoming all things to all men.
Pastoral Charity	Zeal for the souls of the boys and for the boys who are going astray, etc.	The zeal with which we fight for the dignity of God residing in the poor; Making the youth religious minded and spiritual; Bringing them to Christ in all the possible ways.
Predilection for the young	Working exclusively with the young, by bringing them into our house and giving them good education	We do not work exclusively for the young, but with the young people as the centre of our attention. Paying attention to the family and to the society as a whole so that the young are the best beneficiaries. We do not work only for boys, but also for girls. We have a youth focus in all activities.

CONCEPT	TRADITIONAL UNDERSTANDING	INTERPRETATION FOR SOCIAL EMPOWERMENT CONTEXTS
Family Spirit, Community building	Familiarity, mutual affection, sharing, family circles, feasts, etc. Salesians are fathers and brothers to the young	Building communities; going to the least and the last in every community, taking decisions with the community; promoting unity and brotherhood among the various castes and classes so that the family of God may be built up; Participatory model of work.
Optimism and Joy	Cheerfulness, and believing in the goodness of the young person	Believing in the presence of Christ in History and in the goodness of the human person. Building up the self-confidence of the people. Making them feel that they are heroes and builders of their own destiny.
Creativity	In entertainment, liturgy, games, family circles, etc.	Ability to launch into new areas of ministry and the courage to experiment without undue fear.
Work and Temperance	Tireless work and frugal way of life	Planning, strategizing, and creating projects; ability to make the best use of the resources available; leading a simple and detached life; proper accounting; willingness to share power, and renounce the limelight, to work in the background and letting the people to take up leadership.
Initiative and Flexibility	Expressed in dealing with the young and situations	Ability to change in the face of changing situations, to learn continuously, to adopt new methods as situation demands; ability to move from one paradigm of ministry to another; the willingness to be mobile.
Presence	Being physically present among the young with love	Being incarnate among those for whom we work. Living with the poor and not only for the poor; locating our presences in the poorer areas with their type of life-style.
Assistance	Watching over with love, helping the boy in all ways	Supporting; letting people be the protagonists; being background supporters.
Beatitude of the poor	Practice simplicity and obedience	Teaching the poor the love of "Gospel Poverty"; Non-violence and tolerance.
Sense of the Church	Defending Catholic Religion	Giving up Congregational triumphalism and thinking as people of God, tending to do good to entire humanity. Openness to others in the name of Christ.

CONCEPT	TRADITIONAL UNDERSTANDING	INTERPRETATION FOR SOCIAL EMPOWERMENT CONTEXTS
Honest Citizen	Law abiding citizen who respects his civil duties & authorities	Forming socially and politically active citizens; participating in public life and willingness to fight for just causes
Kingdom of God and Politics	Politics of the Our Father	The Lord Jesus should be the King not only of our houses and churches, but also in the Civil Space; take the Gospel to government, politics, culture, economy and social life. Participation in public life. We are not private people doing some private good to people.
Civilization of Love		Transformation of culture, knowing that it is culture that forms and maintains values and systems; love is to be the basis of all culture; evangelizing the culture.
Sense of Belonging	Ownership of our properties	Being Stewards, not owners, of what we have, because all that we have really belongs to the poor. Hence people based ministry is important.
Lay Collaboration	Getting people to help us in our work	Networking with "anyone who has the needs of the young at heart" (GC26, 104). Being collaborators with Governments and NGOs, Salesian Family and people of other religions.
Prevention	Avoiding of evil; crowding out evil with good.	Preventing social evils rather than fighting them. Example: Prevention of children running away, rather than picking them up from the street and working for them. Going for the roots. Pre-venire = to come before, to go before and be example and lead.

3. GENERAL CHAPTER 26

The General Chapter 26 has already been talking in terms of making a paradigm shift of mentality and structures as essential in order to heed God's call and to respond to the real needs of the young. Here are some examples that have direct reference to our Evangelizing and Social Mission.

In order to face up to the demands of the call and the challenges that arise from the situation and to carry out the guidelines for action which follow, we need to change our mentality and modify our structures, moving from:

GC26	TO MOVE FROM	TO MOVE TO
Art 31	a mentality of cultural superiority	to one of positive acceptance of cultures different from our own
	a model of evangelisation aimed only at transformation of the person	to an evangelisation which also looks to transforming social and political structures
Art 85	a theoretical esteem and formal observance of poverty	to effective practice and true inner freedom in the spirit of the Beatitudes
	a vague understanding detached from the circumstances of poverty	to one of concrete solidarity with the poor and a greater commitment to social justice
Art 104	occasional attention to poor young people	to lasting and focused projects in their service
	a welfare mentality	to involving poor young people in being active agents of their own development and active in the social and political field
	intervention directed to the victims of injustice	to networking to combat the causes of injustice
	a tendency to focus on management of works already consolidated	to one of courageous and creative flexibility
	educative activity which is too self-sufficient	to networking with whoever has the needs of the young at heart

4. CONCLUSION

We see then that to have a spirituality to back up our social commitment we do not need to seek far. Our own spirituality contains all the concepts that open up our vision to wider issues and give us the basis for working on larger platforms. Limiting our work largely to our institu-

tional circles has curtailed the impact of our mission and has made us achieve far below our own capacity. We need to be present in larger areas of life with our charism to transform the world into the Kingdom.

At the same time, we are not merely social workers, but consecrated religious, with the Kingdom of God as our final goal. If we concentrate on social development alone, we would lose sight of the final goal in life, namely the salvation of the soul. Hence, mere eradication of poverty and creation of wealth is not our aim. There is a poverty that God hates, and we work to remove it. There is a poverty that God likes, the Gospel beatitude, and we work to promote it. Economic development is definitely not our final goal in social ministry.

In my perception, in spite of all talk of empowerment, we are still mainly in the welfare mode or charity model of work. In the welfare method of social work, the social worker remains the hero and the leader, leaving the people mostly a passive and receptive role. This cannot lead to empowerment. We need to seriously change our mentality, methods and structures.

The Social Doctrine of the Church is a sure guide for us in our empowerment mission. The Preventive System Spirituality and its concepts wonderfully lend themselves to interpret the social teachings of the Church in the Salesian way.

PLANNING AND DEVELOPMENT IN THE CONTEXT OF THE SALESIAN CHARISM

FR. DOMINIC SEQUIERA, YOUTH MINISTRY

This is an article prepared for the delegates gathered together at Hyderabad for the meeting of the “Planning and development offices in Hyderabad (India) from Nov 06 – 10, 2011”. The original presentation was done in the form of two PowerPoint presentations (PPT) and now I am trying to put into words this original presentation. I am not pretending to be in any way original. I am indebted to a great extent to the “Proceedings of the seminar held in Rome” in 2005. Moreover my task was to clarify to the participants from a very practical point of view, some basic concepts with regard to planning and development in the context of the salesian charism.

While speaking of development, first and foremost it is good to remember the words of our Rector Major Fr. Pascual Chavez who tells us that, “ we are not mere social workers or philanthropists. We are first and foremost signs and bearers of God’s love to the young, especially the poorest”. In talking about development within the salesian charism I am going to run you through our salesian heritage.

1. THE SALESIAN DOCUMENTS

The documents of the Congregation are inspired by the documents of the Church and develop the themes found in them, drawing out the practical consequences of the principles.

a) The Constitutions

Art. 31 of the SDB Constitutions is the first article in the chapter on "Our Pastoral Educational Service". Hence it lays down the fundamental principles along which the service rendered by the Salesians is to be regulated and judged. This article can be said to sum up all that will follow. It is good to quote it in full:

"Our mission is a sharing in that of the Church, which brings about the saving design of God, the coming of His Kingdom, by bringing to men the message of the Gospel, which is closely tied in with the development of the temporal order.

We educate and evangelize according to a plan for the total well-being of man directed to Christ, the perfect Man. Faithful to the intentions of our Founder, our purpose is to form "upright citizens and good Christians".

Art. 33 further develops the implications of this charismatic commitment. Educational activity necessarily has an important social implication, more so because being true to our charism we work "in economically depressed areas and for poor youth." We "contribute to the development of both people and environment" by collaborating in educating young people "to a sense of moral, professional and social responsibility". This article further states that without "getting involved in party politics, we reject everything that encourages deprivation, injustice and violence. We cooperate with all who are trying to build a society more worthy of man's dignity." The article concludes by making allusion to the overall purpose of our educational and developmental activities: "The advancement to which we dedicate ourselves in the spirit of the Gospel makes tangible the love of Christ which makes men free, and is a sign that the Kingdom of God is among us."

b) Fr. Aloysius Ricceri

This teaching of our Constitutions can be considered the synthesis of the reflection that took place in the Special General Chapter (SGC) and in the years that preceded and followed it. In fact, already in July 1970 Fr. Aloysius Ricceri, the then Rector Major, had addressed himself

to the question of “underdevelopment” (See the Proceedings of the Superior Council 261). He was writing in the wake of the reflections emanating from the meeting of the Latin American Bishops in Medellín. He declared emphatically that “The struggle against underdevelopment is related to the very essence of the Salesian Congregation which therefore feels itself fundamentally committed to it. Nevertheless it must act according to its own particular charism, viz. Along the lines, the style and spirit of Don Bosco, and hence also with his courage, intelligence and realistic attitude—and always with his charity” (ASC 261, p.17). He went on to consider the various implications of this duty incumbent on all Salesians and highlighted “liberating education” that forms “liberators” as the most apt answer to the problem of underdevelopment (ASC 261, p.29).

c) The Special General Chapter

The SGC further developed and expanded on the ideas presented by Fr. Riceri in his letter on underdevelopment and lent them its capitular authority. It noted that “one of the most disturbing problems of our world, whether from the point of view of its quantitative and qualitative aspects, or on account of the serious social tensions it produces, is that of underdevelopment, and of the inequalities among men” (SGC, 32). It went on to observe that this state of affairs is “the result of economic, social and political power structures,” and that “the oppression and exploitation of the poor are the result of decisions deliberately taken by groups of those who have wealth and power” (SGC, 32). The Chapter observed that to remedy the situation the Church, and therefore the Congregation, needs “a more determined evangelical approach on behalf of the poor, a rejection of all ‘that would be a compromise with any form of social injustice whatsoever’.” Further, it would require to awaken the consciences of people to this situation and favour “a practical and preferential love for poor people themselves with positive help, and above all, with an education to a sense of their own dignity... All this ought to find a fervent echo in a Congregation which concerns itself primarily with poor youth and with adults of the working class, in view of providing them with ‘spiritual and corporal’ assistance, and whose members, consecrated to God by evangelical poverty, are invited to hear “the cry of the poor” as an urgent call to action” (SGC, 32).

The SGC observed that in order to educate poor youngsters it is essential to work with the environment from which they come. “In many

cases the education of the young is so bound up with the conditions of the family and its social and political background that we cannot do anything beneficial for them, without trying to improve their environment and consequently that of the adults" (SGC, 53). The greatest number of people need to be involved in this effort to reach out to the young. Often it is necessary to work with adults and organizations that have the good of the young at heart. Thus the Chapter gave an emphatic YES to the question whether we need to work with the adults in the service of the young (cf. SGC, 55). It is obvious that this has great repercussions when we speak about the integral development of the young people. It also has direct and indirect influence on the missionary action of the Congregation, one of its essential features right from the time of Don Bosco (cf. SGC, 56; C. 30).

Quoting the preface of *Gravissimum Educationis*, which states that 'the Church has the duty of occupying itself with the entire life of men, even earthly life in so far as it is connected with the heavenly vocation', the SGC observed that we need to apply ourselves to the integral salvation of the young and of the poor (cf. SGC, 60). It uses two complementary expressions to express this idea: "Integral christian promotion" which refers to the temporal as well as the spiritual order, and "Liberating christian education", which is the indispensable means for bringing about total development (SGC, 61).

This commitment is closely connected with the duty we have to promote justice in the world. It has also much to do with the methods we employ to bring about development. Here it is worth our while to quote at length what the SGC has to say in this regard:

"Underdevelopment, illiteracy, misery and hunger in the world are today of such extent and gravity that emergency assistance is not sufficient, but rather there is needed action to deal with the deep causes of such situations. We meet in fact with structures which often seriously hinder or even impede the essence of the gospel message; the poor and oppressed cannot discover in such structures the image of God, to believe that the kingdom has arrived in this world, nor turn themselves towards the path of integral salvation. Hence they are structures of sin.

“On the other hand the human betterment of the poor requires that they become aware of the situation, and that changes be brought about by them, and that they do so collectively. All this means that they have need of help from persons and institutions that work for justice....

“Our reply today in the matter of work for justice in the world is given in a new cultural context: it is not aroused by contingent motives of political factions and of ideologies of the moment, but from the needs that the integral formation of the “perfect christian and honest citizen” places before the educator: the Church and the world ask us to form men capable of bringing justice into our world laden with grave problems” (SGC, 67).

The SGC further states that in the fight against under-development the Congregation must act in consonance with its own specific charism: “The struggle against underdevelopment is related to the very essence of the salesian Congregation which therefore feels itself fundamentally committed to it. Nevertheless it must act according to its own particular charism, viz. along the lines, the style and spirit of Don Bosco, and hence also with his courage, intelligence and realistic attitude – and always with his charity (SGC, 72).

Although written 33 years ago, the observations made by the SGC regarding the state of underdevelopment and poverty in the world, are as actual today as it was then, if not more. In many respects the situation of the poor has only worsened. The phenomenon of poverty and underdevelopment has grown in proportions at the present day because of the increase in population in the developing nations and the adverse effects of economic globalisation. It goes without saying, therefore, that the commitment of the Salesians to the cause of total development of the poor, particularly of the young, is as necessary today as it was 33 years ago, as it was in the time of Don Bosco.

We have tarried long on the teaching of the SGC on this topic because what has followed in other documents, be they of General Chapters or of the Rectors Major, is essentially a restatement or further development of the SGC’s teachings. Nevertheless it is good recall briefly what has been said in the later documents of the Congregation.

d)The 21st General Chapter (CG21)

GC21 makes reference to Church documents and particularly to *Evangelii Nuntiandi* when it states that “genuine evangelization takes place within a plan that aims at the total development of man, at the integral growth of the individual and of groups” (GC21, 81). It further observes that the two concepts of “christian integral development” and “christian liberating education”, already referred to by the SGC, corroborate the very concept of Don Bosco who insisted on the formation of “good christians and respectable citizens” as the ultimate aim of the process of education (GC21, 81). In fact, no separation can be made between evangelization and human promotion because in the thinking and practise of the congregation from the time of Don Bosco itself, the two form but “one single movement of love” (GC21, 140).

With respect to the salesian style of missionary action, GC21 highlights among other things the “intimate bond between evangelization and human development; preference for poor youth and the common people” (GC21, 146).

e)The 23st General Chapter (CG23)

GC23 dealt amply with the theme of poverty and development. Observing that the “tragedy of the poor” is an ever abiding challenge, the Chapter took cognizance of the fact that “material poverty seems to be increasing without limit in many countries,” and that there seems to be an explosion of “new and tragic forms of poverty: delinquency, emargination, exploitation of persons and drugs” (GC23, 203). It observes that the problem goes beyond mere material poverty and therefore requires “preparing a generation capable of building a more human social order for everyone.” Consequently, “the social dimension of charity is an essential component of the christian ethic” (GC 23, 204).

Educators are therefore challenged to educate “to the value of solidarity against the practice of aggravated competition and individual profit” (GC21, 205). It is important that people do not withdraw into a mentality of minding their own business without concern for the rest of humankind, especially the poor and the disadvantaged.

This challenge of education, notes the Chapter, is especially relevant for those “who live in situations of poverty and underdevelopment. Here hope is further thwarted every day by the awareness of the existence of perverse mechanisms of exploitation. Corruption at all levels is generating new and tragic situations of poverty”. The answer to this deteriorating situation does not lie in “violence, utopianism or religious intimism which the sects offer in abundance at bargain prices”. At the same time it is also necessary to safeguard the young against the danger of falling into consumerism and the exploitation of one’s fellows while fighting for justice and a more egalitarian society (GC23, 206).

GC23 further observes that following the example of Don Bosco, “the salesian community is aware...that the struggle against poverty, injustice and underdevelopment, forms part of its mission” (GC23, 208). To realize this mission before all else it bears witness to justice and peace as a way of communicating the faith. Further, especially in areas where they work in contexts of poverty, the Salesians make every effort to “motivate the young and the ordinary people through education to become leaders in the process of their own liberation” (GC23, 208). They work to “lead youth and people in general to become responsible for their own development, by shaking off their passivity with a lively awareness of their own dignity, and by taking on responsibility not only for their own problems, but also for those of their neighbours.” On the other hand, for communities that work in economically better off contexts, “it will be a matter of physically introducing young people into the world of those men and women who are asking for solidarity and help.” This is to be done in a genuine attitude of sharing in the struggles of the poor, not merely out of curiosity or a quest for knowledge and experience (GC23, 211). When this happens, educating to solidarity in the true Christian sense becomes a reality (GC23, 213).

f) Fr. Juan Vecchi

In March 1997 Fr. Juan Vecchi, the former Rector Major, wrote a letter entitled “He had compassion on them” (Mk 6,34). New forms of poverty, salesian mission, effectiveness” (see AGC 359). In it he took up some of the themes already mentioned earlier in this presentation and once again emphasised the need to address the problems of poverty and emargination in a more planned and coordinated manner.

After dwelling on the challenges of poverty existing in our world at the present day, Fr. Vecchi observes that “the heart of the new evangelization is the Gospel of charity which takes up the human problems and situations which have need of the transforming force of love. It is a charity which is expressed in the immediate circumstances, but above all is decisively involved in a wide-ranging and enduring social and cultural project, in which the individual is always considered in the light of his vocation and dignity, according to what has been revealed in Christ” (AGC 359, p.12).

To educate, says Fr. Vecchi, it is necessary to take into account the world in which we live. A more disturbing factor that calls for serious reflection is the fact that “for some years now it has been frequently said that we are facing a phenomenon of impoverishment rather than one of simple poverty. It is not a transitory phase, one that will pass, as a consequence of the past; but the result of present economic, social and political structures, though there are other causes too which influence the extension of poverty” (AGC 359, p.22).

It is important to remember that the different forms of poverty “are born and spread in a world which is intercommunicating and interdependent.” In such a world where even poverty is being globalised,

the “efforts against emargination are the more efficacious the more they penetrate or transform the sum total of perceptions and feelings which mould the thought and conduct of a society or among the members of active groups. A commitment of help and assistance to individuals is therefore insufficient, even though it may be important.

“What is wanted is a work of social animation, which will give rise to changes of vision and criteria through gestures and actions. Such steps and operations create new forms of relationships and models of conduct which embody values far different from those which control many of our habits, like selfish possession, the satisfying of personal interests, the condemnation of those who suffer dependence, and the abandonment of the weakest.

"It is a matter of promoting a culture of one's neighbour, ... of justice understood as attention to everyone's right to a dignified life and, more directly, to the involvement of persons and institutions in a work of broad prevention, and of acceptance and support for those who have need of it.

Our educative environments can be centres for elaboration and points of radiation for this kind of culture towards the family, groups, the local neighbourhood, local circles and institutions and, through social communication, to society in general" (AGC 359, pp.32-33).

Fr. Vecchi refers to the great potential of the Salesian Congregation to contribute to the creation of a new kind of mentality in the field of development when he asserts,

"This is a field in which we Salesians, with our international organization, multiple resources, and rich spiritual patrimony, have great possibilities, and at the same time an important responsibility. We must make an effort of collective pedagogy to become involved and to offer practical means and projects to many people who are disposed, as a humble evangelical avant-garde to adopt a solid and generous style of life" (AGC 359, p.34).

In the thought of Fr. Vecchi, it is evident that involving a vast movement of people to address the problem of poverty is considered important and imperative. Salesians cannot any more think of working as isolated individuals or communities, but must set afoot movements of solidarity and mutual support that will bring about the genuine transformation of society.

The salesian heritage that we have so far read gives a clear indication on the concept of development within the salesian charism. And now having given a look to our salesian heritage, it is good to remember that we have many different plans at the provincial and local level. Even though all the plans are very closely linked with development and planning in the province, I would like to focus my attention on two important plans. They are the Organic Provincial Plan (OPP) and the Salesian Educative Pastoral Plan (SEPP). The OPP concerns itself

with the overall development and growth of the province and the SEPP takes care of the educative and pastoral planning in the province. The OPP places its focus on the fundamental options of the province. The fundamental options ensure that the mission is significant, ensure continuity and coherence of the totality of life and activity, takes into account the available human resources and it responds to the needs of the present and the prospects of the future. The OPP is the strategic plan of government in the province and its fundamental options help to see the province as a single entity. The fundamental options guide the overall organization and harmonious development of the province and ensure the formal conditions necessary for the realization of the objectives of the mission (GC 25:82).

The SEPP is the working instrument that guides the carrying out of the educative-pastoral process of a community with the purpose of responding to and transforming the youth situation and of directing all initiatives and resources towards evangelization (Reg 4). The SEPP ensures the overall cohesion of the project in line with Don Bosco's educational system, the structural unity and continuity to objectives, resources and activities in the educative and pastoral projects and unity and convergence of criteria and activity in the educative pastoral community (EPC). Our planning is to rise above pastoral fragmentation and individualism and to make sure that all mechanisms and interventions have one single purpose. Our planning always takes into account all the four dimensions of Salesian Youth Ministry. The four dimensions are inseparable and are mutually enriching. Our plans are operational in a family atmosphere and our style is an animating style, where the person is at the centre and in which organization and management follow later. The SEPP is in order to create thinking and active communities. Through the SEPP forces are multiplied, activities are linked and complemented to make the objectives effective. It is through careful planning and a clear development plan that one can transform people and situations.

It is exactly here that the Planning and development Offices (PDO's) come in to help the province and youth ministry not just with technical assistance but with guidance and support and planning. The PDO's could promote a new outlook to pastoral work. They can help the province and the community to understand reality and identify challenges. They can enhance the SEPP with a sense of direction and a strictly professional methodology. They can collaborate in forming ani-

mators and managers for the work of education and evangelization. They can work together with the province in drawing and revising the OPP. Therefore the PDO will place all its plans, programmes and initiatives in line with the OPP and place all its developmental plans and undertakings within the SEPP

SALESIAN MISSION SOLIDARITY - POSITIONING

BR. JEAN PAUL MULLER SDB, GENERAL ECONOMER

1. A GROWING LANDSCAPE OF ACTIVITIES OF THE SALESIAN MISSION WORLD-WIDE

Our congregation shows a dynamic place in the development of projects in the areas of:

- Schools at all levels (from the early literacy up to the University).
- Vocational training (formal and informal).
- Youth centers, helping “drop-outs”.
- Open University, correspondence schools (via radio, TV, ...)
- Formation of self-help groups.
- Support of any kind for young disadvantaged.
- Help potential migrants, refugees, indigenous people in all continents.
- Catechization and evangelization in our everyday spirituality.

2. A GROWING LANDSCAPE OF CHARITIES

The agencies / institutions to aid in service development and funding of projects were far today:

- The Rector Major with his Solidarity Fund
- The international Procures (Madrid, New Rochelle, London, Delhi, Bonn) according to Article 24 of the Constitutions
- National / Provincial Foundations, Procures, Associations
- Salesian-NGO's (associations, foundations, ...) within their JyD; COMIDE, JDW; VIS, NPL, MS, Solidaridad Don Bosco and a growing number, more or less all members of Don-Bosco-Network (DBN) and new NGO's in Latin-America, Africa, Asia,...

There are several rules and agreements specifying criteria which the aid is usually granted, checks carried out and the effect of the projects examined.

3. OPTIONS GIVEN BY GC26

- a) After the CG26 the General Economist has insisted on some significant coding and stressed the importance of several points:
 - The review of the statutes (bylaws) of the (international salesian) Procures. The result becomes an agreement (convenzione) between the Rector Mayor and the Provincial according to Article 24 of our constitutions.
 - A review of the interchange and cooperation with any other groups or individuals according to criteria in accordance with the Canon law of the Holy See (CIC) and our Constitutions/Regulations;

- ▶ The role of the general council (General Council for Missions, General Economist) as proxies in connection with associations and entrusted to the Salesian project;
 - ▶ That all major projects must always be allowed according to the CIC (Holy See) and our Constitutions (decision of the Provincial and his council, integration in the Development Plan of the Province, discussion and decision in the General Council) before the single project can start.
- b) It becomes necessary to establish key points in the cooperation between the General Direction of our Congregation & Mission Procures & Salesian NGOs codified in the statutes of each organization:
- ▶ History & Identity of the body; Objectives - purpose;
 - ▶ Legal Body (entity, association, integration of delegates from side of the General Direction, ...)
 - ▶ Economic activities - internal organization; Responsibility and Government by the Salesian Congregation;
 - ▶ Board of the Procure, the Association (Board), a definition of "Salesian voice" in the Board;
 - ▶ Distributions of funds, the Board of Directors (ordinary); Consultancy (Professional); Inspection bodies (external)
 - ▶ Staff (Formation, Religious Identity, ...)
 - ▶ Relationship between the local Provincial or Provincial Conference and General Direction
 - ▶ Approval of RM for certain activities;
 - ▶ Missionary Animation – Publications
 - ▶ Possible Voluntary Service (in coordination with the Youth Ministry, Missionary Animation).

4. CHANGES AND CHANCES AS NEW SITUATION

The challenges of the last three years reduced the funds of the General Direction (Rome), they are limited and no more sufficiently available. Rome has to be focused on a minimum of help, especially support for the formation of young Salesians. Painful cuts in the distribution of funds last year (in June) were the first precursor for more drastic restrictions.

Each Procure and NGO-association has to commit even more to strengthen its resources to guarantee the funding of personnel and administration. The same applies to the provinces, which together with the contacts to NGO's / Foundations / international Procures, should strengthen their fundraising in their own country and their own way.

In this regard I consider what Pope Benedict XVI wrote in his last encyclical *Caritas in Veritate*, referring to international government cooperation, it can serve as an important warning also for our Procures, NGOs and PDO's. The Pope, after having underlined the importance of international cooperation in development processes writes: *"At times it happens that those who receive aid become subordinate to the aid-givers, and the poor serve to perpetuate expensive bureaucracies which consume an excessively high percentage of funds intended for development."* (CV47).

Putting aside at once any possible doubts or hesitations about the functioning of our NGO's, PDO's and Procures far from feeling ourselves the subject of the warning quoted, it has to be recognized however in reality there is a danger also for them. It's real a challenge of all our organizations to have any time the resources necessary to maintain our structures. We have to be prudent in enlarging our structures and costs, to not become a slave of the money – we have at anytime to serve the mission!

With regard to the sustainability of the Salesian NGO's, Procures and PDO's, where it is not possible for them to recover their administrative costs directly from the projects, it is essential that they have to find an agreement directly with the Provinces which are benefiting, so as to find the more correct and transparent way to recover such costs.

To avoid an unusual form of centralization of our help agencies, which would not be in line with our style and our tradition of economic management, each Procure and NGO has to work in a auto-sufficient maner. In this way the Provinces who benefit are in charge to maintain their structures. In sense of the CG 25 we have to define the criteria to care the vitality of each provinces.

Procures, PDO's and NGO's are a "patrimony" of the Congregation to be preserved and looked after, because without economic and financial resources which are "donated" – in other words which are asking nothing in return – there could not be any "economy of gratuitousness"; therefore without their service as "catalysts" of the generosity and the philanthropy of people more sensitive to such a message of solidarity, everything would remain at the level of mere good intentions.

Just as Don Bosco in his day was forced to travel "far and wide" around Italy to collect offerings for his own activities, also going outside the country to France and Spain, so nowadays an attempt is made to spread the knowledge of all the great work being done in the missions, taking advantage to the full of the benefits of globalization and of the new technologies.

However, in spite of their importance just mentioned, it would not be correct to consider the Mission Procures either International or Provincial, the different Salesian NGO's and our PDO's the only "players" in the Salesian system of assistance. I get the impression that some Provinces consider themselves particularly "favored" or "privileged" by the man in charge of the Mission Procure or NGO's, and the only effort that needs to be made is to achieve such "preferential treatment" as soon as possible. This cannot be correct. Who operate in the system has to know that all decisions to use funds in our Congregation are based in the constitutions and only the authority of our congregation can make commitments to the missions both as regards collecting aid and as regards the use to which it is put. Therefore the unifying center of the whole system should be seen in the person of the Rector Major, and in his role as the guarantor of the authenticity of the Salesian mission. It is in fact, for him, and his Council to accompany, first of all, the work of the missionary Provinces, evaluating the projects, especially the more important ones, as well as directing the fund-raising campaigns, together with the subsequent distribution of the help collected.

This sort of emphasis might perhaps lead someone to make a decisive change in their way of thinking, thus moving on from thinking and acting as though they were a totally free-standing entity – at times taking inappropriate initiatives at local level – to a way of acting more as a Congregation, the direct consequence also of a constant discussion with the one who is the primary guarantor of the Salesian mission, that is the Rector Major.

In no way is intended the promotion of centralization the planning of the missionary work in the Provinces, and even less of the collection and the allocation of support, but rather an indication of those minimum conditions which can guarantee a more coordinated management of all those who are involved in the Salesian system to support the mission.

This means, in particular, identifying and constructing a minimum of “infrastructure”, simple and smooth-running, directly linked to the Rector Major and his Council, necessary to ensure a correct and more efficient functioning of the system considered overall.

In other words it is not question of setting up heavy superstructure which slow down the procedures already in place, but rather to determine new procedures which permit a greater and better circulation of information concerning the projects which are proposed by the missionary Provinces, both for their previous feasibility assessment, and for any eventual presentation to possible donors, and also for adequate financial support.

What has already been said above, however, does not exclude the possibility of each missionary Province looking around and approaching organizations and agencies non-Salesian, ecclesiastical or not, in order to present their own requests for financial assistance, obviously always respecting what the Constitutions prescribe regarding the authorizations of the Rector Major and his Council.

Such a choice while being possible and totally licit, does not fall within the terms of the Salesian system of help for the missions, the subject of this present report, and therefore it is not dealt with in the following point.

5. A MORE COORDINATED SALESIAN SYSTEM OF HELP

As there are many “actors” in the systems of help existing at the present moment in the Congregation, I now move on to indicate the essential lines for a better coordination of this system. In doing so I link up with the previous point, exactly where it is indicated that the constitution of a minimum of “infrastructure” at central level is the necessary condition for a greater and better coordination of aid, for the choice of the initiatives for fund raising, for the management of the funds collected and finally for their allocation.

More precisely this “infrastructure” is provided by the Project and Development Office and by a central database.

This Office is depending directly on the Councilor for the Missions, and ought to be the first point of reference for the Mission Offices and the Salesian NGO’s. Its role therefore will be to manage the information relating to projects and to the various requests which are sent to the Councilor for the Missions or directly to the Rector Major, or else which are sent periodically to the Mission Offices and to the NGO. In fact the central database will record all the interventions financed by aid which passes through the Direzione Generale, the Mission Offices and the Salesians-NGO. Together with Don-Bosco-Network (DBN) we have written a new database to have more transparency for all institutions involved in the support of provinces in need.

The very fact of being directly dependent upon the Councilor for the Missions and therefore on the Rector Major and his Council, makes it possible to assess more carefully the projects promoted by the Provinces, point out to the NGO or to the Mission Offices any emergency situations that may arise, as well as any particular initiatives or events which would justify organizing collections or the possibility of assisting them with governmental projects.

CHAPTER IV.

CAPACITY BUILDING



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

CAPACITY BUILDING OF A PDO – ROLE AND TASKS OF A PDO – JYD EXPERIENCED

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PRESENTATION AND INTRODUCTION

My name is Carlos Caballero and I am the Head of the Development Cooperation Department. When I took over this Department at the beginning of 1993, we were a small part of the Spanish Procure in Madrid, with only 3 employees. Today there are 48 employees: 20 of them in the main office in Madrid, 12 in the different Delegations in several Salesian Provinces in Spain and 16 Expatriates that are working in 6 Salesian Provinces in developing countries.

Throughout these 18 years we have been supporting the Salesian Mission, mainly to 13 Salesian Provinces in America, Africa and Asia. We have supported many Development Cooperation actions proposed by those Salesian Provinces, and, in parallel, we have built capacities to several Planning and Development Offices (PDOs).

INDEX

I am going to tell you about our experience on Building Capacities to the PDOs, with the following index:

1. Capacity building in the definition of a PDO:
 - The PDO in the Organizational Chart of a Province.
 - The 2 principal tasks of a PDO.
2. Capacity building on how to pass from Participative Strategic Planning-PSP to Programs and Projects. (The case of CAM Province, as an example).
3. Capacity building on Human Rights Approach for Strategic Planning.
4. Conclusions.

1. POSITION OF THE PDO IN THE ORGANIZATIONAL CHART

In this first slide you can see our proposal related to the location of a PDO in the Provincial Organizational Chart. As we have been talking about this during the previous days, I am not going to spend much time in this issue. I'll only tell you some comments.

Once the Provincial Council has assumed the idea of a PDO it is important to locate the PDO in the Provincial Chart. (If it is not there, I would say, it doesn't exist. Or even more, if it doesn't appear in the "Elenco Salesiano", it doesn't exist).

In this first slide we can see the classical structure of a Salesian Province with all its areas. In some Provinces several areas are gathered in fewer areas.

Traditionally the Project Offices were located under the mandate of the Provincial Economist; but after the PDO Meeting that took place in Rome in 2005, it was said that PDOs are depending from Provincial Economist but also from the Pastoral Youth.

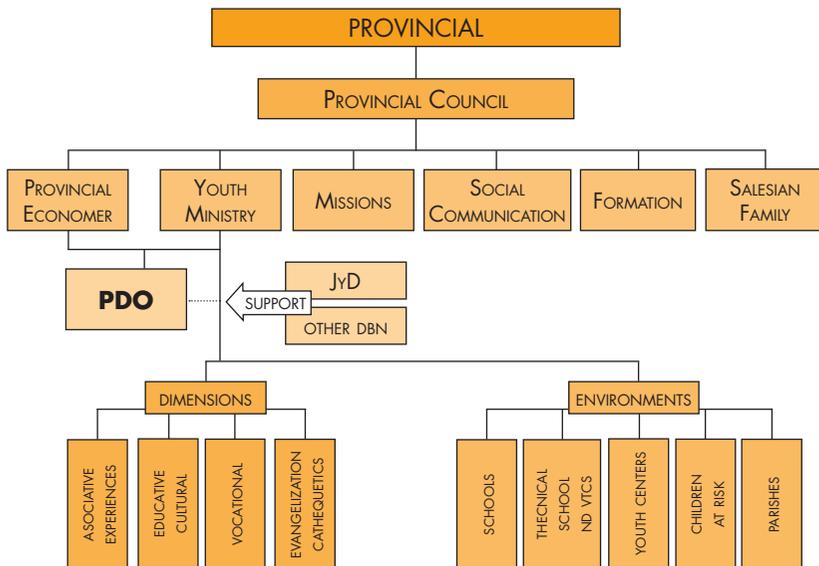
The PDO is located depending on both Provincial areas:

- The Pastoral Youth Ministry states WHAT is needed to do.
- The Provincial Economist gets the RESOURCES to do the activities.

The Youth Ministry is usually organized by environments (that we will refer to as Pastoral Youth Sectors: Schools, TVET, Children at risk... These areas are inspired by the 4 Pastoral Dimensions: Educative-Cultural, Associative, Vocational and Evangelization. In one sentence I would say that: We, as Salesians, evangelize by educating and educate by evangelizing.

The PDO is located between the Economist and the Pastoral Youth. Let's see the next Slide about the Structure of a PDO:

PLANNING AND DEVELOPMENT OFFICE (PDO) STRUCTURE



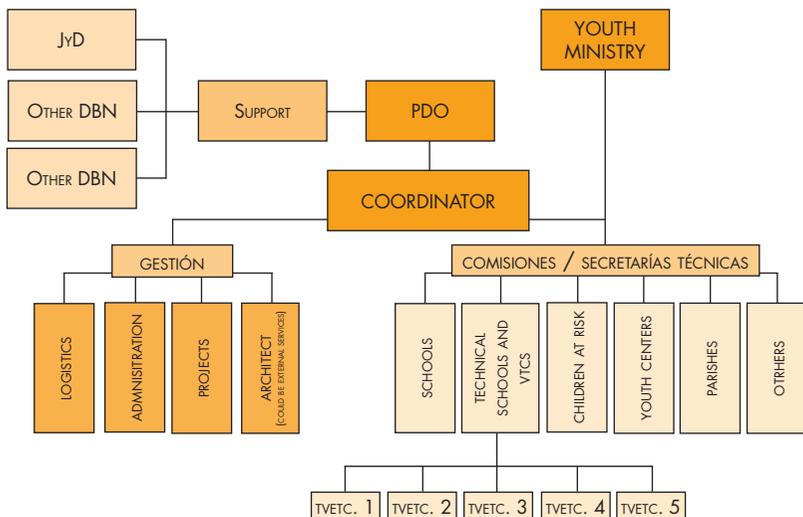
2. THE STRUCTURE OF THE PDO

The PDO gives support to the different Commissions of the Pastoral Youth. It has several departments depending on its own capacities and possibilities.

From JyD we suggest as a Basic structure the following departments:

- Project department: To design and support the projects which come from the different Commissions.
- Logistics department: To get the things needed for the projects or to contract the services needed for the projects.
- Administration department: To provide the economic support for the projects (according to donors' requirements).

PLANNING AND DEVELOPMENT OFFICE (PDO) STRUCTURE



3. MAIN TASKS OF A PDO

The next Slide shows the 2 core tasks of a PDO:

- First - SUPPORTING ON THE SECTORIAL STRATEGIC PLANNING: The Planning and Development Office is the facilitator of the Participative Strategic Planning in the Sectors prioritized by the Pastoral Youth. The Strategic Plans by Sectors are part of the POI.
- Second - SUPPORTING ON THE PROJECT CYCLE MANAGEMENT: The Planning and Development Office "Translates" the Strategic Plans into Programs and Projects, and tries to raise funds for them. The Strategic Plans by Sectors are the roadmaps that lead the PDO's actions.

The Youth Ministry says WHAT has to be done and the Provincial Economist gets the RESOURCES to do it.

In the next Slide, which we consider very important, we can see these 2 tasks in a graphical way:

- Task n°1: To be the facilitator for Strategic Plans.
- Task n°2: To support it by implementing Programs and Projects.

THE MAIN 2 TASKS OF THE PLANNING AND DEVELOPMENT OFFICE	
1° SUPPORTING ON THE SECTORIAL STRATEGIC PLANNING	The Planning and Development Office is facilitator of the Participative Strategic Planning in the sectors prioritized by the Pastoral Youth. The Strategic Plan by Sectors are part of the POI.
2° SUPPORTING ON THE PROJECT CYCLE MANAGEMENT (PROGRAMS AND PROJECTS FROM THE PSP)	The Planning and Development Office "translates" the Strategic Plan in Programs and Projects, and try to get funds for them. Th The Strategic Plan by Sectors are the highway that leads the PDO actions.

Finally, the main question to be addressed by each Sector is: what is the best SALESIAN RESPONSE to the Youth? What is the best RESPONSE to the Youth from each of the Sectors prioritized by the Pastoral Youth? The Strategic Plans help out to put in order the Salesian Response.

The Programs and Projects are the actions emanating from those Strategic Plans by Sectors.

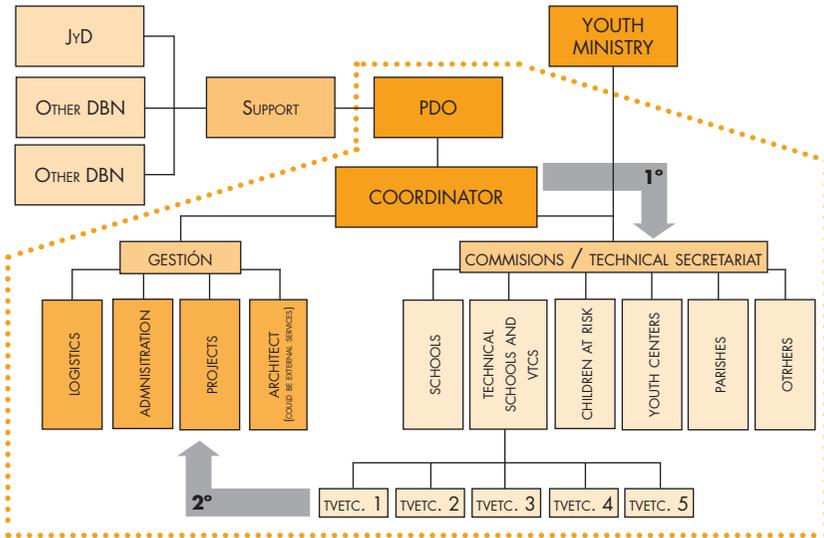
- The ideal situation would be to have a big donor that would cover the whole strategic plan of one Sector with only one large donation.
- But the normal situation is to divide the Strategic Plan in several Programs and Projects. We will talk about an example of this later.

But, but, but... the important thing now is that the Projects ARE NOT ISOLATED PIECES anymore. Now these projects are part of a Strategic Plan. This has 2 advantages:

- First, these projects are not personal ideas of a missionary, so if the missionary changes, the project is not changing.
- Second: With this vision, networking is facilitated: the different communities that are working in the same Sector have a common response. The Salesian RESPONSE to the youth is not the proposal of an isolated Community, but the Provincial Response, gathered in a Participative Strategic Plan.

The last comment in this slide is focused on the Term: PDO, and more specifically on the word Office. This term "Office" is confusing, because it can refer to 4 people working within 4 walls, trying to raise funds for the Province. The PDO goes farther than that and we think it is also made up of the SDB responsible of the Sectors or Commissions. In other words it includes the Planning and Development Committee and also the personnel from the various departments that appear on the left side. (Decisions are taken by the Provincial Council, which approves the Strategic Plans, but the PDO animates the process and helps the Province to develop it).

STRUCTURE OF A PLANNING AND DEVELOPMENT OFFICE (PDO) STRUCTURE



4. HOW TO PASS FROM STRATEGIC PLANS-PSP TO PROGRAMS AND PROJECTS

Now, as a continuation of the previous slide, we are going to figure out how to pass from PSP (Task 1) to Programs and Projects (Task 2). We already said that Task 1 is to be a facilitator in the design of PSP for the different Sectors. (Note: The PDO can even get funds from external donors including the PSP as part of a specific Project). When we support PDOs on PSP processes in the Sector of TVET, we usually suggest gathering the different strategic lines in 5 groups:

a) Access to Education

- ▶ Scholarships for the poorest.
- ▶ Gender equity.
- ▶ Transportation and boarding houses.
- ▶ Handicaps and other physical limitation.

b) Quality on Education:

- ▶ Teachers training program (pedagogical & tech).
- ▶ Curricula design (based on competences).
- ▶ Workshops Equipment.

c) Labor integration (Job employment offices):

- ▶ Market studies.
- ▶ Job employment training.
- ▶ Job employment orientation + Internships.

d) Social-cultural integration

- ▶ Social action in the surrounding communities.
- ▶ Strengthening associations in the surroundings.

e) Quality on Management:

- ▶ Strategic management. Process management.
- ▶ Financial management.
- ▶ HHRR management.

ELEMENTS THAT ARE UNDER THESE 5 STRATEGIC LINES	
1° ACCESS TO EDUCATION	Scholarships for the poorest Gender equity Transportation and boarding houses Handicaps and other physical limitation
2° QUALITY ON EDUCATION	Teachers training program (pedagogical &tech) Curricula design (based on competences) Workshop Equipment
3° EMPLOYMENT ORIENTATION	Market estudies Job employment training Job employment orientation + interships
4° SOCIALCULTURAL INTEGRATION	Social action in the surroundings Strengthening associations in the surroundings
5° QUALITY ON MANAGEMENT	Strategic management. Process Financial management HHRR management

In the next slide we can see an example on how to progress from mere Strategic Plans to Programs and Projects. I took it from the CAM Province, which is implementing the PSP for the TVET Sector.

During the last year the CAM Province has been preparing the PSP for the whole TVET Sector. The PDO handled the whole process and looked for the assistance of an external facilitator to animate the process.

Here is the final product which includes the definition of 2 big Strategic Objectives (aligned with 2 POI Objectives). Each Strategic Objective is composed of several Strategic Areas: 6 strategic areas for the first objective and 9 for the second one. 15 as a total.

(These strategic areas are not gathered in the 5 Strategic Lines put forward by JyD, but into two large objectives; nevertheless we have seen that the 15 strategic lines include elements from the 5 strategic lines proposed by JyD, therefore they seem to be easy to integrate.

In any case, for this presentation, we are not going to dedicate time to read each Strategic area, because the importance of this example is not the content, but the process to evolve from PSP to Programs and Projects.

Now we are going to watch how can we “translate” this Strategic Plan into Programs and Projects). In order to progress from PSP to Programs and Projects each Center must decide the relevance of each Strategic Area in its context. This is represented by the amount of X included; if it is very relevant, they are marked with XXXX, and if they are less relevant, with only one X. (From now on these slides are fictitious, because they are still determining in each Community the relevance of each Strategic Area). So let us continue with this simulation.

Imagine that after asking each Community we get a map like this, stating the relevance of each Strategic Area in each Community. Once you have this decision map it is very easy to define Programs and Projects. Let us see this in the next Slide.

As I said before, the Programs and Projects are the actions emanating from those PSPs.

CAM PROVINCE: NETWORK OF TVETC OBJECTIVES AND STRATEGICS AREAS

OBJ: A: To strengthen the capacities of the TVETC through a sustainable process for improving the quality and the social and integration of our target group: improve quality and effective integration.

N°	STRATEGIC AREAS
1	Diversifying the training offer in accordance with the Millenium Development Goals (MDG).
2	Implementing a total quality management system for the Province.
3	Guaranteeing the fulfillment of the training system.
4	Including itineraries of Christian Education and Values in the curricula of the TVETC.
5	Strengthening the capacities of the SDB in the VTEC management.
6	Developing job training programmes for teachers and educators (Technical, Pedagogical and Salesian).

OBJ: B: To consolidate the VTEC through an effective management of the resources and human talent for the development of innovating Programs and Projects in the Frame of MDG: improve management.

N°	STRATEGIC AREAS
1	Developing technical assistance and financial support to the Planning an Development Offices in the Province (Provincial Office and Local offices)..
2	Networking the Technical Schools and the Vocational Training Centers.
3	Optimizing and updating the capacities of each center.
4	Diversifying and updating our educational and training offer according with the labor market.
5	Developing and sharing the Strategic Plan with all members of the Training Center.
6	Designing adequate communications channels in order to facilitate networking.
7	Building a culture of evaluation and continuous improvement for the personnel.
8	Aligning the Local Organization Planning (LOP) with the Strategic Plan of the network.
9	Creating and strengthening the Local HHRR offices aligned with the POI.

In the next slide we show how to go from the PSP to for example 2 Programs: one can be presented to VIA-DON BOSCO (in yellow) and another to JyD (in red).

The ideal situation would be to have one NGO covering the whole PSP with a single, important donor. (This we did in Mozambique in 2007 with a big grant around 3.5 million €), although this is not the normal situation. The normal situation is to divide the PSP in several actions.

In the next slide you can see how the PDO can try to cover the rest of the Areas with other Programs and Projects.

As you can see in this example, the PDO can keep trying to raise funds by presenting more Programs and Projects according to the interest of the donors. (Each PDO may have its own road map, and we keep filling this puzzle taking into account the donors interests).

There could be Programs in horizontal but also in vertical for only one Center or even for one country.

We can also raise funds for one of the cells as a singular Project. In any case the good thing is that we are not presenting an isolated project as a particular idea of a missionary, but as a part of a PSP. Now if the missionary changes, the Project doesn't change.

Once we have seen this practical example on how to go from PSP to Programs and Projects, let's move on to another important chapter that will expand the previous presentation. I am referring to the Human Rights Approach-HRA in the PSP process.

OBJ: B: Effective management of the resources and human talent..

N° STRATEGIC AREAS										
1	Developing technical assistance and financial support to the Planning and Development Offices in the Province (Provincial Office and Local offices)..	xxx	xx	xxxx	xxxx	xxxx	xx	xxx	xx	xxx
2	Networking the Technical Schools and the Vocational Training Centers.	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
3	Optimizing and updating the capacities of each center.	xxx	xx	xxxx	xxxx	xxxx	xx	xxx	xx	xx
4	Diversifying and updating our educational and training offer according with the labor market.	x	xx	xxxx	x	xx	xx	xx	xx	xx
5	Developing and sharing to all members of the Training Center the Strategic Plan.	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
6	Designing adequate communications channels in order to facilitate networking.	xxx	xxx	xx	xxx	xxx	xxx	xxx	xxx	xxx
7	Building a culture of evaluation and continuous improvement of the personnel of the Center.	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
8	Aligning the Local Organization Planning (LOP) with the Strategic Plan of the network.	xxx	xx	xxx	xxx	xxx	xx	xxx	xx	xx
9	Creating and strengthening the Local HHRR offices aligned with the POI.	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx



5. CAPACITY BUILDING IN THE HUMAN RIGHTS APPROACH-HRA IN PSP

Now I will try to explain a topic to you that we are trying to introduce in our PDOs, and which can be considered as a challenge.

I mean the capacity building in the incorporation of the Human Rights Approach-HRA in the PSP.

Traditionally, Development Cooperation has been oriented towards covering needs. If children need education, then we (SDB with the support of NGOs) cover that need of education.

However, since several years ago, at an International level, Cooperation is shifting gradually from a Covering Needs Approach to a Human Rights Approach.

With the HRA we keep working with the 5 Strategic Lines that we were mentioning before (Access, Quality Education, Labor integration, Social-cultural integration and Management), but this has changed the way to peer things:

- With the HRA we don't just cover needs, we make effective a Human Right effective.
- With HRA, children and youth are not seen anymore as beneficiaries anymore. Now they are seen as Entitled to Rights.
- With HRA, youngsters are not mere passive receivers of education. They are now empowered to claim their rights and to have a proactive approach.
- With HRA, participation is promoted. Participation is the key of success.

HUMAN RIGHTS APPROACH VERSUS NEEDS APPROACH	
ACTIONS ORIENTED TO MAKE EFFECTIVE THE RIGHT OF EDUCATION	<p>In Human Rights Approach HRA children and youth are not seen any more as “beneficiaries”. (They are called “Titular of Rights-TR”).</p> <p>In HRA “their participation” is very important; key of success.</p>
THE PERSONS AS TITULAR OF RIGHTS (TR)	
1) ACCESS TO EDUCATION	
2) QUALITY ON EDUCATION	
3) LABOR INTEGRATION	
4) SOCIO-CULTURAL INTEGRATION	
5) QUALITY ON MANAGEMENT (WITH A HIGH PARTICIPATION OF THE TR)	

Besides, with HRA you are invited to work not only with the Titular of Rights-TR, but also:

- With the Titular of Duties-TD: the governments or public institutions (at a local, regional or national level). They have the obligation of making Human Rights effective for everyone (Education for All)
- With the Titular of Responsibilities-TRP: the Civil Society, which includes the Parents of the children, who are responsible for their children’s attendance to school everyday, and also Salesians as part of the Civil Society, willing also to make effective the right of education and the integral formation.

This is what we call ‘working by taking the three columns into account’:

- 1st column: Oriented to the Titular of Rights: children and youth
- 2nd column: Oriented to the Titular of Duties: the government – trying to change politics
- 3rd column: Oriented to the Titular of Responsibilities: the civil society: parents, SDB, Past Pupil association...

HUMAN RIGHTS APPROACH MEANS TO WORK:

NOT ONLY WITH THE “BENEFICIARIES” (TITULAR OF RIGHTS-TR), BUT ALSO WITH.
TITULAR OF DUTIES - TD: PUBLIC ADMINISTRATIONS
TITULAR OF RESPONSABILITIES - TRP:
 SOCIAL SOCIETY: SALESIANS PDO, PARENTS, PAST PUPILS...

TITULARS OF RIGHTS

CHILDREN AND YOUTH

TITULARS OF DUTIES

GOVERNMENTS

TITULARS OF RESPONSABILITIES

CIVIL SOCIETY: PTA, SALESIANS PDO, PAST PUPILS ASOC...

So if we work with the Titular of Duties (governments) we are invited to work on changing policies:

- Not as an activist NGO,
- But as “partners” of local-regional-national governments, in harmonization with other actors.

But, why is it so important to work on changing politics?. Let me explain this to you with this drawing.

The water flooding represents poverty. If we, as Salesians, are wondering about what is the best RESPONSE to eradicate poverty is, there could be 2 answers:

- One: to bail off water with a bucket (which means, for example, opening one more street children center)
- Or two: Closing the tap a little bit, (which means to participate with other key educational actors and try to improve the educational policies in order to change the structures that perpetuate poverty).

HUMAN RIGHTS APPROACH MEANS TO WORK IN CHANGING POLITICS:

NOT LIKE AN "ACTIVIST NGO"
BUT AS PARTNERS OF LOCAL-REGIONAL-NATIONAL GOVERN-
MENTS IN HARMONIZATION WITH OTHER ACTORS

**DO WE HAVE TO CONSIDER THIS WHEN WE TALK ABOUT: WHICH IS THE
BEST SALESIAN RESPONSE TO THE YOUTH?**

Let's return to the Strategic Lines. With the HRA we are including the 3 Columns and we increase the number of Strategic Lines

- The first 5 Strategic Lines are the same ones that we saw before, but with the changes that we mentioned. So, with this new way of peering things. (Now youth are Titular of Rights, empowered and with more participation)
- Now we add this new column oriented to the Titular of Duties-TD. We commit, with other actors, to change policies. (We can try to change policies at different levels: at the level of accessibility, at the level of education quality, at the level of employment... and so on). Here we can work as partners of the public institutions (being members of Working Groups with other actors, but in some cases, demanding changes in policies...)
- Finally we add another Column with one or two Strategic Lines. I would always include this number 7 oriented to build capacities of the PDO. Here is where in each Project we can include part of the budget for PDO Capacity Building. With this HRA we can say "We build capacities to the local partner (SDB-PDO), because they are committed to build capacities of the government in harmonization with other key actors". We can include capacities related to:
 - General formation: Human Rights Approach-HRA, Gender Equity-GoD, PSP, PCM, Effectiveness of the Aid (Paris Declaration Principles)...

- ▶ Strengthening management capacities: Governance, HHRR management, financial management...
- ▶ Strengthening the Commissions or even the Technical Secretariat for networking...

Related to this, we can wonder:

1. Are our projects focused just on covering the necessities of a few youngsters? (a drop in the ocean)
2. Or, on the contrary, our projects, in coordination with other actors, include other activities
 - ▶ Strengthening the Educational Politics in order to change the structures that perpetuate poverty?
 - ▶ Building capacities to the Local Partners and to other local Civil Society Organizations? (We can leave these questions to the end of the presentation).

STRATEGIC PLANING FOR TVET SECTOR WITH HUMAN RIGHTS APPROACH (8 STRATEGIC LINES)		
ACTIONS ORIENTED TO MAKE EFFECTIVE THE RIGHT TO EDUCATION	ACTIONS ORIENTED TO CHANGED STRUCTURES	ACTIONS ORIENTED TO BUILD CAPACITIES
THE PERSONS AS TITULAR OF RIGHTS	THE GOVERNMENTS AS TITULAR OF DUTIES	CIVIL SOCIETY AS TITULAR OF RESPONSABILITIES
1 ACCESS TO EDUCATION	POLITICS ON ACCESS	7 STRENGTHEN PDO/LOCAL PARTNER HRA/GED (HUMAN RIGHTS/GENDER) PCM/PSP (PROJECT CYCLE STRATEGIC) PARIS DECLARATION - EFFECTIVENESS
2 QUALITY ON EDUCATION	POLITICS ON QUALITY EDUC.	
3 LABOR MARKET ORIENTATION + INTEGRATION	POLITICS ON EMPLOYMENT	
4 SOCIAL CULTURAL INTEGRATION	POLITICS ON SOCIAL CULTURAL INTEGRATION	8 STRENGTHEN CIVIL SOCIETY-NSA
5 QUALITY ON MANAGEMENT	POLITICS ON MANAGEMENT	
WHIT A HIGH PARTICIPATION OF THE TR	HARMONIZATION WHIT OTHER ACTORS - NETWORKING	

We realize that Salesians are already, in many countries, trying to change policies, but maybe without a sense of an HRA. Let's see 4 experiences that we have known in the Salesian world:

- In Angola, the Salesians won several times the First Prize of Alphabetization. After that, in 2005, they presented to the Government a document with a proposal for a big Program of Alphabetization at a national level. 2 years later it was approved a law for Alphabetization that took the SDB Proposal into account.
- In Togo the Association Don Bosco is a member of the network called Aoudaghost that is elaborating the alternative report from the Civil Society related to the fulfillment of the Economic, Social and Cultural Rights (ESCR). <http://www.agirpourlesdesc.org/espanol/quienes-somos/article/division-de-togo#resultados>
- We are sending technical experts to the Dominican Republic to collaborate in the creation of the National Qualification Framework for Technical Training based on competences.
- In Mozambique we have collaborated with the Salesians in the Reform of the Technical Education framework. The Salesian Centers have been supported by the government as Pilot Centers in the application of the new offer of Technical Education.

LET'S SEE 4 EXPERIENCES THAT WE HAVE KNOWN IN THE SALESIAN WORLD:	
MOZAMBIQUE	ANGOLA
THE REFORM OF THE PROFESSIONAL TRAINING SYSTEM	THE ALPHABETIZATION LAW
REP. DOMINICANA	TOGO
THE QUALIFICATION FRAMEWORK FOR PROFESSIONAL TRAINING BASED ON LABOR COMPETENCES	"DON BOSCO ASSOCIATION" SUPERVISE THE FULFILLMENT OF SOCIAL AND ECONOMIC RIGHTS



As a sample of this partnership with the Government, we provide you with this document from August 2010 which states the recognition of the Salesians for their contribution to the Technical Education.

As a significant signal of this good relationship, the Government is paying the salaries of the teachers and some running cost of the TVET Centers which participated in the Pilot experience

CONCLUSIONS FOR A BETTER RESPONSE TOWARDS YOUTH NEEDS

A. POSITION AND TASKS OF A PDO

1. The PDO doesn't depend only on the Provincial Economist, but also on the Pastoral Youth:
 - ▶ The Pastoral Youth says WHAT to do
 - ▶ The Provincial Economist tries to raise FUNDS AND MEANS to do the activities.
2. The PDO works:
 - ▶ First: With the PASTORAL YOUTH as a Facilitator in the Strategic Planning by Sectors.
 - ▶ On the other hand: With the PROVINCIAL ECONOMER to support Programs and Projects that come from the Strategic Plans by Sectors.

B.- ADVANTAGES OF THE PROGRAM APPROACH (WITH STRATEGIC PLANNING) VERSUS THE PROJECT APPROACH

1. Projects are not isolated actions any more. If the Director changes, the Project is not changing.
2. The Strategic Plan helps to put in order the improvements for the Salesian Training Centers (Projects and Programs are designed by the Salesian, not by the interests of the external donors).

C.- ADVANTAGES OF THE HUMAN RIGHTS APPROACH IN THE STRATEGIC PLANNING

1. The scope is bigger: If you change structures, the Salesian RESPONSE is bigger. It reaches to all the youth, not only a few”.
2. If the SDB participate in Educative Politics, then they get:
 - ▶ More recognition from Government and Civil Society.
 - ▶ Signature of Agreements with different Public Administration Departments, so they pay salaries and running expenses.
3. If the SDB strengthen capacities to the Titular of Responsibilities, they collaborate with the Parents, with the Past Pupils Associations and all in all, with the Civil Society. (Preventive System).
4. Nowadays, the HRA allows us to get big grants for Programs. It is not easy to get grants for SDB if they don't collaborate with public institutions.

CAPACITY BUILDING FROM JyD	
1.	Supporting the pdo on the integration of the human rights approach in the strategic plans of the pastoral youth sectors.
2.	Including in the programs or projects supported by jyd, part of the budget allocated to strengthen capacities of the pdo (trp) the pdo has to decide in which topics they have to improve. (the institutional development toolkit of comide can be used to diagnosis the pdo on management).
3.	Once jyd gets the grant for a program or for a project, the capacity building activities for strengthening the pdo should start. These activities can be: <ul style="list-style-type: none"> ▶ With local technical assistances ▶ With external technical assistances (from spain or other countries) ▶ Sending expatriates that work supporting the pdo
Note: JyD doesn't open offices in the countries. Jyd decided to work together with the pdos, integrated with the pdo staff. The expatriates mustn't substitute the local pdo staff members. They have to build capacities to the local staff members.	

TOPICS TO CONSIDER FOR A CAPACITY BUILDING PROJCT (TAKEN FROM THE INSTITUTIONAL DEVELOPMENT TOOLKIT-COMIDE)			
1	GOVERNANCE	1A	LEGAL RECOGNITION
		1B	VISION AND MISSION
		1C	GOVERNING BODY
		1D	LEADERSHIP STYLE
		1E	ADVOCACY
2	OPERATIONS AND MANAGEMENT SYSTEMS	2A	STRATEGIC MANAGEMENT
		2B	PROJECT / PROGRAM DEVELOPMENT
		2C	MANAGEMENT OF INFORMATION
		2D	ORGANIZATIONAL PERFORMANCE
		2E	DEVELOPMENT OF PROCEDURES
		2F	COMMUNICATION SYSTEMS
3	HUMAN RESOURCES	3A	WORKLOAD - JOB DESCRIPTIONS
		3B	STAFF EXPERTISE
		3C	STAFF PERFORMANCE MANAGEMENT
		3D	WORK COMPENSATIONS
		3E	RECRUITMENT AND SELECTION
		3F	DIVERSITY
4	FINACIAL MANAGEMENT	4A	FINACIAL HEALTH (ACCOUNTING)
		4B	BUDGETING
		4D	INTERNAL / EXTERNAL FUNDING
5	PARTNERSHIPS / PUBLIC RELATIONS	5A	PUBLIC RELATIONS
		5B	GOVERNMENT COLLABORATION
		5C	NGO COLLABORATION
		5D	PRIVATE SECTOR
6	INTERNATIONAL DEVELOPMENT ISSUES	6A	GENDER
		6B	ENVIRONMENT
		6C	HIV / AIDS
		6D	HUMAN RIGHTS
		6E	LABOR RIGTHS (CHILD LABOR)

TECHNICAL ASSISTANCE (JyD EXPATRIATE OR OTHER EXTERNAL TA)		ALLOCATION OF BUDGET FOR OTHER LOCAL TECHNICAL ASSISTANCES
1A		
1B	JyD Expatriate - Coordinator: as a facilitator of a PSP process	
1C		Management course for directors
1D		Management course for directors
1E		
2A	JyD Expatriate - Coordinator: as a facilitator of a PSP process	
2B	JyD Expatriate - Coordinator and Administrator	También puede haber cursos a nivel local, según país
2C	Technical Assistance - Computers	Could be also a Local Tech... Assistance
2D		
2E	JyD Expatriate - Coordinator and Administrator	
2F		
3A		Management course for directors/ staff
3B		Management course for directors/ staff
3C		Management course for directors/ staff
3D		Management course for directors/ staff
3E		Management course for directors/ staff
3F		Management course for directors/ staff
4A	JyD Expatriate - Coordinator and Administrator	
4B	JyD Expatriate - Coordinator and Administrator	
4D		Local Fundraising Course
5A		
5B	JyD Expatriate - Coordinator	
5C		
5D		
6A	Technical Assistance - External or Local	Gender equity course (Loc. / Ext)
6B		
6C	Technical Assistance - External or Local	Local Course
6D	Technical Assistance - External or Local	Local Course
6E	Technical Assistance - External or Local	Local Course

For example: with a Program granted by JyD we can send Expatriates from Spain to build capacities to the PDO Staff. Several options can be considered::

- Our expatriates can be facilitators of a Participative Strategic Plan for one of the main Sectors of the Province.
- Our expatriates can also build capacities to the PDO Staff in topics like Project Cycle Management Accounting, Procedures and Manuals for the PDO ...
- Other elements can be offered by local Technical Assistances (we can allocate part of the budget of a grant for this)

FORMATION AND TRAINING OF PDO PERSONNEL AS PART OF THE OFFICE'S CAPACITY DEVELOPMENT

FR. LUK DELFT, VÍA DON BOSCO ADMINISTRATOR (BRUSELAS)
MS. MAUD SEGHERS, VÍA DON BOSCO OFFICER (BRUSELAS)

1. SOME BASIC DEFINITIONS

Capacity development

- A deliberate process whereby the PDO creates, strengthens and maintains capacity over time → planning is key.
- An internal process that involves the main actor(s) of the PDO taking primary responsibility for the change process that their organization goes through → ownership is key.

Capacity building

- A purposeful, external intervention to strengthen capacity over time.
- Provided by a range of different players—donors; NGOs and specialist capacity building service providers based in the North and the South; academic institutions and individual organizational development advisers and facilitators.

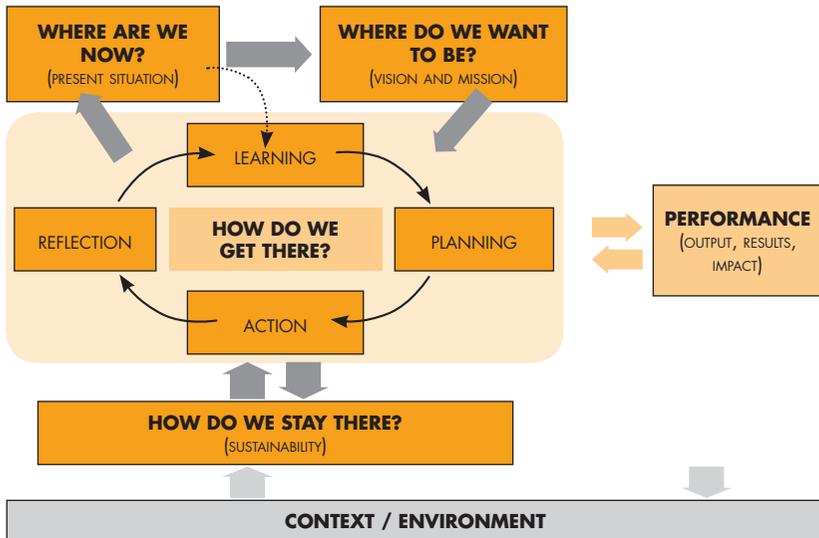
NOTE: Capacity building providers must have the skills to facilitate their "client's" own capacity development process while not using their expert or donor status to control the change process. Their role can be critical in providing a structure and an external perspective to the process. F.ex. they can: share learning from other organizations; inject energy and reduce tension in a capacity development process; help keep focus so that the PDO does not get caught up and distracted by its own workload.

Formation and training

- A means to improve specific competences (skills, knowledge, attitudes) of PDO personnel, both at the level of leadership (Provincial Economist / PDO Director / PDO Coordinator) and staff .
- A means for capacity development at individual level, not a guarantee for capacity development at organizational or institutional level.

2. THE CAPACITY DEVELOPMENT CYCLE

Capacity development is a deliberate, purposeful, yet uncertain process.

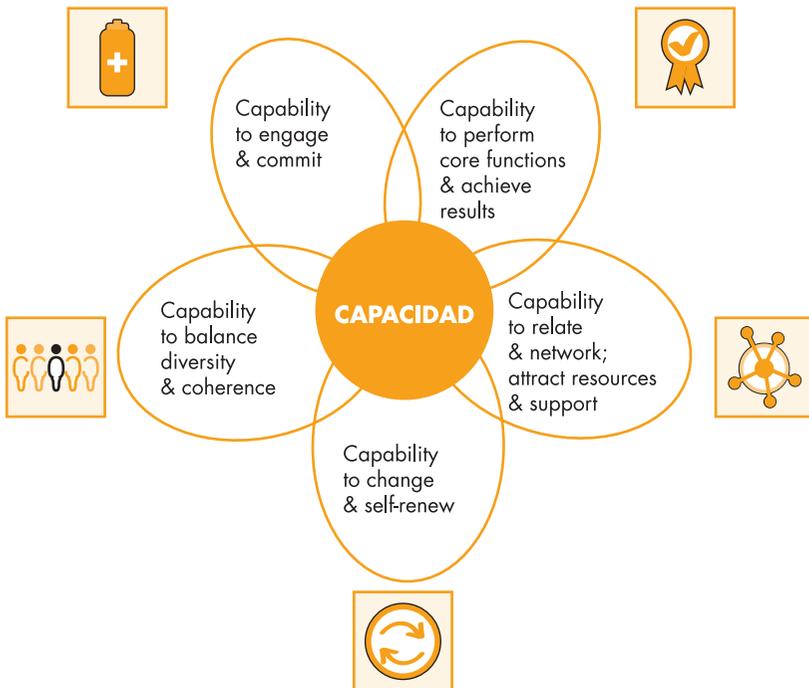


3. CAPACITY: WHAT IS IT?

VIA Don Bosco uses a broad definition of “capacity” that was originally developed by the European Centre for Development Policy Management (ECDPM). This definition has a number of advantages vis-à-vis other definitions:

- It was formulated with input from organization in developing countries.
- It expands the focus to “soft skills”—capacity is not just a technical matter.

According to ECDPM, capacity is the balance and synergy between five core capabilities:



CORE CAPABILITY 1 = CAPABILITY TO ENGAGE AND COMMIT

Refers to elements such as:

- Wareness of PDO's legitimacy and its place in the Province and the world.
- Capability to motivate and engage staff and members to work energetically towards common goals.
- Capability to keep a clear focus and have confidence to address challenges.

CORE CAPABILITY 2 = CAPABILITY TO PERFORM CORE TASKS AND ACHIEVE RESULTS

Refers to elements such as:

- Capability to develop and implement PDO's own strategic plan.
- Sufficient and well-managed financial resources.
- Sufficient and (technically) capable human resources—so that core tasks can be performed (technically) well.
- Sufficient and decent infrastructure, equipment and materials.

To develop this capability, it is important to be clear on the (desired) role and function of the PDO in the Province and in the world. The exact "nature" of this core capability may therefore differ from one PDO to the next, depending on the PDO's mandate and "stage of development".

CORE CAPABILITY 3 = CAPABILITY TO RELATE AND NETWORK; TO ATTRACT RESOURCES AND SUPPORT

Refers to elements such as:

- Capability to learn and adopt new ideas and take on new roles—f.ex. grow from "project office" to PDO.
- Capability to confront dramatic shocks—f.ex. unforeseen funder decisions, loss of key staff.
- Capability to keep up with changing demands and needs.

CORE CAPABILITY 4 = CAPABILITY TO CHANGE AND SELF-RENEW

A PDO that is not able to change as the context and times change, will “die”—it will become stagnant, overly bureaucratic, etc., lose its relevance and its support.

Refers to elements such as:

- Capability to learn and adopt new ideas and take on new roles—f.ex. grow from “project office” to PDO.
- Capability to confront dramatic shocks—f.ex. unforeseen funder decisions, loss of key staff.
- Capability to keep up with changing demands and needs.

CORE CAPABILITY 5 = CAPABILITY TO BALANCE COHERENCE AND DIVERSITY; TO ENSURE CONTINUITY

While innovation and creativity are crucial (CC4), so is continuity. A PDO that quickly changes its focus, does not give itself enough time to build up legitimacy and trust—and this is also a risk factor.

Refers to elements such as:

- Capability to connect diverse ideas—f.ex. to “articulate” Salesian charism with contemporary understandings of development, while staying true to uniquely Salesian perspective.
- Capability to align different donors’ ways of working with priorities of different sectors of the Province (Youth Ministry, Social Communication, ...)—the skillfulness of making money follow Salesian priorities, as opposed to changing priorities to meet interests of donors.
- Capability to balance centralization and decentralization (in the case of PDO’s with “antennas”).

4. WHAT DO THESE CORE CAPABILITIES MEAN AT THE INDIVIDUAL LEVEL OF PDO PERSONNEL?

PDO personnel refers to both those at “management level” (PDO Director / PDO Coordinator—usually, but not always or exclusively SDB) and those at “staff level” (usually, but not always or exclusively lay). The first, we refer to as “PDO leadership”; the second, we refer to as “PDO staff”. Because they have different roles and functions to fulfill, the core capabilities mean something different for PDO leadership and PDO staff. BOTH are crucial to PDO capacity development.



CAPACIDAD CENTRAL 1. CAPACIDAD DE COMPROMETERSE Y ACTUAR

CC1 PDO LEADERSHIP	CC1 PDO STAFF
create a sense of “collective identity” around Salesian values and Salesian understanding of development → inspire PDO staff by conveying PDO’s mission, vision and values through words and actions—act as role model → raise PDO staff members’ awareness of the PDO’s role and function in the Province and in the world	accept and identify with Salesian charism
	support and contribute to mission, vision and values of PDO through words and actions
	persevere, despite obstacles or opposition
create a sense of “collective drive” and energy → instill “team spirit”—encourage collaboration	stay focused on goals and objectives, even under pressure or under difficult circumstances
motivate and mobilize PDO staff → delegate wisely—give PDO staff opportunities to take responsibility for areas of work → instill PDO staff with the sense that what they are doing is important and worthwhile → affirm and encourage individual and joint efforts of PDO staff in a timely and appropriate manner	



CORE CAPABILITY 2 = CAPABILITY TO PERFORM CORE TASKS AND ACHIEVE RESULTS

CC2 PDO LEADERSHIP	CC2 PDO STAFF
lead the development and implementation of PDO's own strategic plan	[at the very least] contribute to project cycle management—esp.
manage PDO's own budget and anticipate and avoid financial deficits	→ identify worthwhile development initiatives in different sectors of the Province and match these with donor priorities
lead the preparation of sound advice to Provincial and His Council and representatives of local Salesian communities on desirable development strategies.	→ write "winning" proposals → monitor and report on development initiatives in a manner that meets donor requirements and allows local communities to improve their way of functioning
lead in raising resources, both in-kind and financial, for the benefit of development initiatives across the Province.	[at the very least] give sound advice to local communities on strategically planning and on implementation of development projects and programs.



CORE CAPABILITY 3 = CAPABILITY TO RELATE AND NETWORK; TO ATTRACT RESOURCES AND SUPPORT

CC3 PDO LEADERSHIP	CC3 PDO STAFF
maintain relationships of trust and safety with PDO's main stakeholders → Provincial and His Council → representatives of other sectors of the Province → representatives of local communities → (potential) donors	build and maintain relationships of trust and safety with → staff of PDO's main stakeholders → staff of relevant external organizations, institutions,...
raise diversity of resources from stakeholders, both in-kind and financial, for the PDO's benefit	
actively develop PDO's contacts with "the outside world" → identify relevant external networks (configuration, goals and resources) → encourage PDO staff to participate in relevant external networks → "debrief" PDO staff about information gathered through.	Actively participate in relevant external networks



CORE CAPABILITY 4 = CAPABILITY TO CHANGE AND SELF-RENEW

CC4 PDO LEADERSHIP	CC4 PDO STAFF
<p>introduce and lead organizational change</p> <ul style="list-style-type: none"> → “re-interpret” Salesian concepts to be able to creatively face changing development needs → adjust vision, mission and values of PDO to changing development need → anticipate changes in context that will affect the PDO and turn these changes into opportunities to improve the PDO → get PDO staff “on board” for necessary change. 	<p>adjust to changes</p> <ul style="list-style-type: none"> → adopt a flexible attitude towards changing circumstances and situations → deliver quality work even in changing circumstances and situations
<p>promote a “culture” of openness and transparency</p> <ul style="list-style-type: none"> → communicate information accurately and promptly to all relevant PDO staff → create a climate where PDO staff feel free to enquire about and challenge each others’ (and their own) assumptions and biases 	<p>contribute to changes within the PDO</p> <ul style="list-style-type: none"> → share knowledge and information → adopt an inquisitive attitude—ask questions, listen, seek advice → follow training when offered the opportunity actively seek out opportunities to apply “lessons learned”
<p>promote a “learning culture</p> <ul style="list-style-type: none"> → provide adequate resources and opportunities to improve competencies of PDO staff—through training or other means → encourage experimentation and acknowledge that mistakes are an inevitable part of this → reward PDO staff for the contribution they make to the PDO’s learning 	



CORE CAPABILITY 5 = CAPABILITY TO BALANCE COHERENCE AND DIVERSITY; TO ENSURE CONTINUITY

CC5 PDO LEADERSHIP	CC5 PDO STAFF
<p>promote cohesion within the PDO team</p> <ul style="list-style-type: none"> → remind PDO staff of vision, mission and values of the PDO → involve staff in PDO “antennas” in critical decisions → ensure conflicts and differences of opinion among PDO staff are resolved → ensure diversity among PDO personnel does not get in the way of sharing experience and knowledge. 	<p>twok together</p> <ul style="list-style-type: none"> → honor agreements that have been made → share own point of view but without insisting when group decides differently → address conflict or tension → keep a balance between strictly personal responsibilities and tasks and contributing to well-functioning of PDO in general and helping colleagues.
<p>stay focused</p> <ul style="list-style-type: none"> → stay true to mission, vision and values of PDO, even when faced with differing points of view, needs and demands (f.ex. of donors or other stakeholders) 	

5. PRACTICAL OPTIONS FOR CAPACITY DEVELOPMENT

a) Formation & Training

Options

- Training in “the South”
 - provided by specialist capacity building service providers, academic institutions, individual advisers and facilitators,...
- Training in “the North”
 - if training is not locally or regionally available
- Online training
 - access from the office, in the field or at home → avoids absence from PDO; can be combined with monitoring visits
 - no travel costs → more affordable

Considerations

- Aims at improving individual competences
 - impact on capacity development of PDO as a whole is increased if there is an “enabling environment”
- Most useful if:
 - there is opportunity for application in concrete work situation
 - person remains at PDO x number of years after training
- Take into account:
 - quality of provider—check references
 - cost—travel & tuition; length & timing of absence from PDO
 - personnel turnover at PDO

NOTA: A critical element in the success of any capacity development effort is the existence of an enabling environment—and this is especially true of training. By this, we mean that the PDO personnel that gets the training must actually have the time, resources, legitimacy and encouragement to implement change and apply what they have learned.

All too often, participants return from training, inspired to make a difference, only to be overcome by the weight of work or not being given the opportunity to put new learning into practice. All kinds of things can conspire against the PDO benefitting from the training that was undertaken: the returning trainee is overtaken by back-log on work and feels compelled to go back to “business as usual”; trained individuals are not given the opportunity to practice what they have learnt; colleagues may be envious or suspicious of someone who had the opportunity to get training abroad and boycott that person's efforts to make a change; etc.

PDO leadership plays a crucial role in creating this “enabling environment”, as they are responsible for ensuring that:

- individual staff member's workloads are manageable;
- possible tensions and conflicts within the team are resolved;
- training for staff members is part of a clear trajectory with opportunities for application in concrete work situations.

Do try this at home

- Stay informed of training opportunities
 - Reliefweb provides an overview of trainings by theme and country— <http://reliefweb.int/trainings>
 - Impact Alliance provides updates on variety of trainings and conferences-- http://www.impactalliance.org/ev_en.php
 - MandE and My M&E publicize overviews of upcoming trainings on M&E: <http://pub45.bravenet.com/forum/static/show.php?usernum=3858098953&frmid=8118&msgid=0> and http://mymande.org/index.php?q=training_search&x=admin

- Make use of online training opportunities
 - PM4Dev offers free online courses on project management-- <http://elearn.pm4dev.net/www/index.php>
 - FAO developed a free online course on knowledge sharing for development-- http://www.imarkgroup.org/module-description_en.asp?id=138 and on using social media for development-- http://www.imarkgroup.org/moduledescription_en.asp?id=109

b) Peer-to-Peer Interaction & Learning

Options

- Look-and-learn visits and personnel exchanges
 - between PDO's
 - between PDO's and other, similar organizations (f.ex. PDO's of other congregations, Southern NGO's,...)
- Peer meetings
 - at global seminars, Continental and Technical Meetings,...
- Peer reviews
 - between PDO's
 - between PDO's and other, similar organizations

Considerations

- Most useful if
 - "peers" are characterized by a similar work environment
 - interaction is focused—themes and topics are clearly identified and "matter" to PDO's involved
 - non-committal is not an option—contributions are required; opportunities for mutual feedback are built-in
- Take into account:
 - cost—travel; length and timing of absence from PDO

c) Participation in networks

Options

- Knowledge exchange networks and online forums
- Action networks
 - around issues of importance to the PDO (f.ex. M&E; PCM; knowledge management; ...)
 - around issues of importance to different sectors of the Province (f.ex. TVET / skills development; education; social communication, ...)

Considerations

- Most useful if:
 - themes and topics are clearly identified and “matter” to PDO
 - contribution to network activity is possible; commitment is required
 - there is “obligation” and opportunity for sharing contacts, information, ... from networks with others inside PDO
- Take into account:
 - possible risk—networking “for personal use”

Do try this at home

- In area of M&E:
 - join M&E News email lists <http://mande.co.uk/join-email-list/>
- In area of knowledge management:
 - join KM4Dev -- <http://www.km4dev.org/>
- In area of increasing social impact:
 - join Impact Alliance-- http://www.impactalliance.org/ev_en.php

- In area of TVET:
 - join UNEVOC e-forum -- <http://www.unevoc.unesco.org/eforum.php>

d) Do it yourself... “Yes, you can!”

Options

- Develop clarity about roles
 - clear roles help assess capacity development needs at individual level
- Invest in a culture of listening and questioning
 - use regular group or team meetings as a time to reflect on and learn from events and actions undertaken
 - encourage PDO staff to express themselves on issues that matter
- Encourage self study

Considerations

- Timing and context “matter”:
 - seize the opportunity of challenging events that push your PDO to innovate
- Most useful if:
 - PDO leadership is committed to capacity development and acts as a role model
- Take into account:
 - phenomenon of “change fatigue”—test the waters first, strengthen anything that you already have and then go for “quick wins”

Do try these at home

- Develop a strategic plan for the PDO
 - CIVICUS developed a useful toolkit for PDO leadership -- <http://www.civicus.org/news-and-resources/toolkits/229-strategic-planning>
- Develop a financing strategy for the PDO
 - CIVICUS developed a useful toolkit for PDO leadership -- <http://www.civicus.org/news-and-resources/toolkits/266-developing-a-financing-strategy->
- Improve financial management skills
 - Mango guide and tools are great for PDO leadership-- <http://www.mango.org.uk/Guide/FreeDownloads>
- Improve proposal writing skills
 - fundsforngos.org and CIVICUS provide useful tips for PDO staff <http://www.fundsforngos.org/how-to-write-proposal/> <http://www.civicus.org/news-and-resources/toolkits/268-writing-a-funding-proposal->
- Improve budget development skills
 - fundsforngos.org provides useful tips for PDO staff-- <http://www.fundsforngos.org/category/budget-for-ngos/>

6. VIA DON BOSCO'S APPROACH TO CAPACITY BUILDING

- We provide PDO's with tools to assess their own capacity
- We assist PDO's in planning their own capacity development process
- We finance almost all different practical options for PDO's capacity development—as long as they are planned and carefully thought-through

- We create opportunities for PDO-to-PDO interaction and learning—continental and technical meetings; PDO networks
- We provide face-to-face training to develop technical competences necessary for obtaining and managing donor funds provided through us
- We are launching a new website at the end of November, with a log-in area specifically dedicated to PDO's capacity development—for access to lots of free resources, sign up at:
 - ▶ <http://www.viadonbosco.org>
 - ▶ or get in touch: maud.seghers@viadonbosco.org

DEVELOPMENT OFFICE: HELP TO THE PROVINCIAL FUNDING AND ACCOUNTING

FR. PIERLUIGI ZUFFETTI, MISSIONI DON BOSCO (TORINO)

Premise

I don't know why they entrusted me this issue. I don't believe to be an expert in this subject and so I won't be surprised if I fall short of your expectations with my talk. I don't have any ready answers and universal solutions...If I had, I would be the first one to use them. Anyway I'm happy to have the opportunity to speak to an Assembly of brothers, friends and collaborators who are engaged in the fight against poverty and in the promotion of development, in the perspective of a concerted, coordinated and combined action of the different Salesian Provinces and of the whole salesian world.

1. STARTING POINT: DEVELOPMENT OFFICE

Some times ago we were speaking of "Projects Office" and it was clear that all the actions and interventions that we wanted to carry out with this office were aimed at raising funds to support the different initiatives and projects of the Province. Today we speak of "Development Office"... a change not only in terminology but also in the concept and in the approach to the projects and initiatives that we want to promote. We have understood that we have to include the projects in a wider vision that covers a development philosophy and a policy of coordinated goals, forces and economy able to embrace the whole Province and the realities to which the Salesians are related: the territory and the

ecclesiastic and social situations. The provincial along with his Council, the Directors of the different houses, the people in charge of the different salesian organizations, who are engaged on many fronts, have understood the need to set up a body that could help them technically and socially to perform their delicate tasks and to formulate a global strategy. Therefore, each Provincial and his Council have to take the responsibility and the duty for setting up the Province Development Office, selecting the adequate staff and investing the needed funds.

Finance

- Lack of finance to appoint competent lay people in the office and keep them with fair and just salaries for the expertise/consultancy. Due to lack of financial resources at times we are only depending on the projects. (INN, ITM, FIN, MOR, PER)
- Lack of finance to support initial investment in the province: salary, infrastructure, hire expertise(ITM)
- Financial support is needed (ZMB)

Financing -suggestions for the topics

- Self-sustainability of the PDO (AFE)
- Financial assistance of PDOs to the Province in general (AFE)

2. DEVELOPMENT OFFICE

Internal Philoshopy

1. **General Guidelines:** they must be provided by the Superiors (Provincial and his Council; Directors).
2. **Deep analysis of the different aspects of the initiative/ project** that we want to promote with the aim of formulating a general action and intervention plan, which will be entrusted to the Superior in order to be approved. Once it gets the approval, we move on to the operative phase in which concrete

actions (projects) are planned consisting in raising funds necessary not only to support the project but also whatever goes around—that is the staff, the socio-economic background, etc.—with a special care for the educational, apostolic and pastoral dimension that should always be in the projects that we want to carry out.

3. **The Staff.** It is necessary to select adequate staff both from the numeric point of view and from the qualification one. The ideal would be to have a salesian or exterior qualified staff, as a unique stable internal referent in order to hold down costs. According to the same vision we have to be careful to avoid starting by setting up organization with managerial features which inevitably leads to have an overstaff and to increase costs even before getting the benefits.
4. **Attention for the pastoral-educational and social aspect.** We can never forget that our mission is first of all that of educators and apostles and that we are into a social context. This should motivate us to consider our neighbours and their needs. We must try to change our usual educational approach, that is not only leading people to our institutions but also going where the people next to us stay and we don't often reach because we forget them.
5. **Solidarity among the Houses.** It is an added value of vital importance which can turn into the sharing of ideas, staff and different kind of contributions.
6. **Attention to pressures.** These can be either external, for example the pressures from a donor who wants to support a specific project, or internal, for example those coming from a Salesian who pushes to carry out a specific initiative. In both cases, if it is impossible to carry out that project or initiative, the best thing is to be honest and state the impossibility to fulfil the request, suggesting some different options.

External Philosophy

1. **Attention to pressures.**
2. **Respect for the intentions.**
3. **A wise, sparing and responsible management during the project realization.**
4. **Careful and transparent financial report according to the standards suggested by the financial sponsor.**

Financial aspects:

- We need to tap into local resources (governmental and non-governmental) for fundraising. This could make our works more known, make us more transparent and live simpler lives as we would have to be more stringent in our reporting (ZMB)
- How to raise funds from the local partners; insufficient advertisement of DB works (AFW)
- Raise the awareness that for the PDO start we need to invest funds (CIL)
- Restart the international fundraising (BMA)
- Explore new ways of fundraising, establishing the older once (BOL)

Financing -suggestions for the topics

- How to identify donor organizations to fund the PDO, as well to give technical assistance and support (AFW)

3. FUNDS AND FUNDING SEARCH

The funds and funding search must be carried out bearing in mind this modus operandi and it must start from a deep evaluation of the correct use and of the concrete availability of the internal resources on the level of the Provincial Houses, of each House and of the Institute itself.

Financing Sources

1. **Your own suppliers**, who can be approached through financing or sponsor proposals.
2. **Companies and enterprises of the territory.**
3. **Foreign companies active on the territory through their branches.**
4. **Embassies, with which a little bit of diplomacy is necessary.**
5. **Foundations within the Country.**
6. **Development Agencies within the Country.**
7. **Ordinary people, who can be reached through acquaintances** (ex. Students and families of our pupils) and through fundraising.
8. **Agencies outside the Country, connected the Provinces** (ex. COMIDE).
9. **Salesian NGO.**
10. **Salesian Procures.**

How to approach the Financing sources

1. **Knowledge:** know deeply the possible financing sources (personal address, contact person's details, capital, fields of interests, etc.).
2. **Relationship:** cultivate a friendship, made of regular contacts, meetings, offer of services that can be also religious.
3. **Be creative:** put forward financing proposals according to your real needs and to a specific development plan, bearing in mind the kind of relationship and knowledge that you have about the potential financing source. The first step to put forward a proposal to a potential donor is formulating a concept paper, that is a short, schematic and quick document with the basic information: the place; the person in charge of the project or the initiative; a very short description of what you want to carry out and the needs; the beneficiaries of the project or of the initiative; the costs. While elaborating concept paper it is necessary to bear in mind the interests and the fields of the potential sponsor. It is desirable to introduce personally the concept paper with a cover letter where you have the possibility to go a little bit through the details. In this way it is easy to understand if the potential financing source is interested in your proposal. If the source that you have contacted approves the proposal, you can elaborate more detailed papers, also with videos and photos, or, when requested, a specific and full study.

Management

When the financing arrives, the management begins. First of all it is necessary to:

- ▶ **Thank the donor;**
- ▶ **Inform him that the financing has arrived;**
- ▶ **Involve him in the project realization by informing him of the actions you are going to take.**

In some cases it is desirable that the Superior himself goes personally to visit the sponsor in order to will surely like perform all these tasks. In this way there is the possibility to build ties with the donor ties that go beyond the contribution of funds and he feels to be directly involved. Thus the sponsor usually likes su to have an active part in the project or initiative to be carried out and this also allows us to put the basis for loyalty that will bear its fruits also in the future. In order to make all this possible, it is necessary to:

- ▶ **Involve the backer by providing periodical information**, not only financial (bills, etc.), but also descriptive and especially photographic of what have been done.
- ▶ **A wise and careful accounting and financial management** (proved by bills and papers which show the costs paid).

Accounting and financial statement

I think that this is an area which is already well developed , however I want to focus your attention on some basic points:

- **The respect for the intentions;**
- **Transparency in the reception of funds** and handling of this should be accounted through separate bank accounts and by keeping the documents that demonstrate grants, bank transfers, bank cheques, trying to avoid the use of cash whenever possible.
- **Attention to the hidden costs**, such as those related to supporting the costs of the Province.
- **Financial management**, must be handled according to the accounting regulations in force in each country.
- **Report** to be made according to the different donor's demands and expectations.

PLANNING AND DEVELOPMENT OFFICE: HOW DO WE SEE OURSELVES?

SHOP SESSION IN GROUPS

1. WHO ARE WE? (IDENTITY)

- Affiliation: SALESIANS OF DON BOSCO
- Form: a faith based organization (Christian).
- Role: Prophets & Professionals, committed to justice and holistic human advancement.
- Specialists in youth development & empowerment.
- Legal Status: It depends on religious, legal and political circumstances.
- PDO is instituted by the Province and codified in its institutional document with due approval by the Provincial Chapter.

2. WHAT GUIDES US? (BELIEFS, PRINCIPLES, VALUES)

- Gospel values with a Good Shepherd mentality.
- Salesian Charism and Mission.
- The Salesian Constitution.

- The preventive system: Reference to the presentation of Father Maria!
- The teaching of the Catholic Church (Catholic Social Doctrine).
- The universal Human Rights, especially those which are directly related to the Salesian Activities.
- “Good Christians – Honest citizens”.
- The needs of the local Church.
- The opportunities of the young people.

3. WHOM DO WE SERVE AND RELATE WITH? (TARGET GROUPS)

3.1. INTERNALLY:

- Youth (especially youth in need)
- Salesian communities
- Past pupils
- Salesian Family
- Province
- Salesian communities

3.2. EXTERNALLY:

- Donor Agencies
- Religious organizations
- Diocese

- Governmental and Non-Governmental Organizations (National & International Institution)
- Local Church
- Local NGO'S
- Government Agencies

4. WHAT DO WE DO? (PROGRAMS & SERVICES)

planning: methodological support to the different plans; POI – PEPS – POL, which supports the mission (support in building-up, implementation and evaluation processes). Assist the process of drafting, elaboration, implementation, and evaluation of the Overall Provincial Plan, Youth Ministry Salesian Plan; research in children and youth fields; the local communities' capacity-building.

Development: To support interpreting local context. (Two specific experiences: in Peru external planning is required by the government or by organizations; no planning is done according to the POI, but in relation to activities or projects. In Haiti, the planning is done according to the needs of the Province)

- a) We should make the PDO know the motivation of the action that will be developed. The PDO should be involved in drafting the POI and, from there, develop the projects. If the PDO knows the POI, would be able to make specific proposals, appropriate to it, in each place.
- b) The PDO should seek a review of POI involving all SDB. In Mexico, for example, the PDO can help in elaborating the local POL and ensure their implementation and review involving the entire community EP, as so far has not been applied. To overcome the occasional and fragmentation, planning should be made of at least 6 years. The PDO may also serve as an expert to make a strategic path to follow and at the same time, to guarantee the continuity of the POI and POL, regardless of mutations in the Salesian staff.

- c) The PDO should be involved in the civil bodies and institutions that determine policies for education, youth and marginalized. (Lobbying y advocacy)

5. WHAT IS OUR RELATIONSHIP WITH ...? (COMMUNICATION & POSITIONING)

- To create participation spaces in the Council for the PDO team (consultants, reports).
 - Improved communication and team's networking with economic delegations, communication and pastoral.
 - Positioning with the Salesians in results and mandates, gain their trust.
- a) The PDO cannot become a "white elephant" on whose backs are charged the functions of planning and development within the Province, but the PDO can and must help the Provincial and the Youth Ministry to meet their responsibilities on planning and development, as the PDO is specialized on it...
 - b) Concerning the Provincial: The Provincial and his Council might have a clear idea of what a PDO is to propose and establish it in the Province.
 - c) Is not PDOs role to replace the Pastoral Team with community's work. Pastoral Team should have already asserted themselves indications of the PDO.
 - d) The Provincial and his Council define the operating team configuration of the PDO, where the Youth Ministry Delegate, the Communication Delegate, The Economist and other specialized staff should be involved, to carry on the both the planning and development process that would allow the Province to reach a definition of the projects derived therefore.
 - e) Bring awareness of PDO to the local Salesian communities (they are aware of the project processes etc) at the same time the PDO is aware of the realities on the ground.

- f) Ownership of the Salesian Provincial Community (C.44, C.58 Salesian Constitutions)
- g) PDO is working within the Provincial community given its structures and processes.

6. WHAT PERSONNEL DO WE HAVE? (HUMAN RESOURCES)

6.1. QUALIFICATION:

- Sociologist.
- Economist.
- Accountant.
- Experts in Community Development.
- Other professionals on a needs basis.
- Preferably a Salesian (perhaps a Brother).

6.2. FORMATION:

- Project Cycle Management.
- Salesian Charism.
- Salesianity.
- Planning Mentality.
- Financial Management.
- Responsible Management.
- Other formation related to PDO activities.

6.3. RESOURCE PERSON:

- Lawyer.
- Architect.
- Counselor.
- M&E Specialist.
- External Auditor.

6.4. CHARACTERISTICS:

- Good and quality staff.
- Support from the Province (Director).
- Synergy.
- Integrated provincial commissions (heart of the PDO – well integrated and coordinated team).
- Core values of transparency (trust and credibility of our donors).
- United system of managing the information, data related with the PDO activities.
- Clear plan with focused goals (strategic plan PDO).
- Make sure about the sustainability of the PDO.
- Human team in quality and quantity, well formed in Salesianity and technical skills.
- Good relations with external agencies (NGOs....)
- Planning mentality (team-mentality of dialogue, consulting of all involved in the PDO).

- Big Salesian heart (Don Bosco in all his dimensions).
- Clear vision of the PDO, Provincial direction.
- Identify the human and material resources.
- Trust in God!
- Capability of networking at all levels, including the Society and within the Congregation.
- Capacity to involve the local communities (stakeholders) in the PDO operation.

7. WHAT METHODS AND PROCEDURES DO WE HAVE? (SYSTEMS & PROCESSES)

- PSP, PRA, OPP, OIP, PCM, EPP etc.
- Communication in a spirit of dialogue and partnership.
- Transparency and accountability.
- Monitoring and Evaluation.
- Updating with new and changing trends.

7.1. CHARACTERISTICS:

- Ethical (= Transparent, Efficient, Effective, Impact-oriented, Adequate reporting system)
- Proactive involvement and participation of young people and other beneficiaries.
- Professional
- Recognize our limits.

- Creative.
- Statutes of the PDO, manual of operation, Code of Ethics.

7.2. IN RELATION TO PARTNERS:

- The non-negotiables (see what guides us).
- Self-confidence (do not lower yourself).
- Modesty (truthfulness).
- Open-mindedness: Willingness to learn.
- Professional.

7.3. IN RELATION TO OUR PERSONNEL:

- Reason, religion, loving kindness
- People-centered
- Fairness
- Just
- Methods should not contradict our principals
- HR development
- Capacity building
- Long term qualification strategy of the personnel in the fields of Salesianity, projects, finance.

8. WHAT ARE OUR SOURCES OF FUNDING? (FINANCIAL RESOURCES)

8.1. IN THE PROVINCE:

- Alumni.
- Beneficiaries.
- Solidarity fund.
- Each PDO is self-sufficient through Salesian solidarity (provincial and congregational) and local, national, international fundraising efforts.

8.2. NATIONALS:

- **Public:** local and national government in different levels/regions.
- **Private:** corporations, private donors, foundations.

8.3. INTERNATIONALS:

- Embassies.
- Development NGOs (Salesians or non-Salesians).
- European Union.
- Multinational corporations.
- International foundations.

8.4. FUNDRAISING:

- By organizing events and campaigns.
- Efficiency.

THE MANUAL FOR CAPACITY BUILDING

FR. MARK HYDE, PROCURADOR DE SALESIANS MISSIONS NEW ROCHELLE
MR. JAIME CORREA, SALESIANS MISSIONS NEW ROCHELLE

THE CONTENTS OF ALL THESE ISSUES REVIEWED, AVAILABLE ON THE "MANUAL FOR BUILDING CAPACITY" REPRODUCED IN THE CD ATTACHED TO THIS BOOK

SALESIAN MISSION - NEW ROCHELLE, USA **(INTERNATIONAL DEPARTMENT , PETER REITZ AND COLLABORATORS, ED. 1995)**

- ▶ Chapter 1 - Basic Elements of Planning and Programming
- ▶ Chapter 2 - Project Design
- ▶ Chapter 3 - Choosing Funding Sources
- ▶ Chapter 4 - Preparing Proposals and Obtaining Financing
- ▶ Chapter 5 - Project Evaluation
- ▶ Chapter 6 - Financial Management of Projects
- ▶ Chapter 7 - The Logical Framework
- ▶ Chapter 8 - How to Make Effective Presentations
- ▶ Chapter 9 - Program Planning and Proposal Writing
- ▶ Chapter 10 - Directory of Funding Agencies
- ▶ Chapter 11 - Bibliography
- ▶ Chapter 12 - Handouts
 - NB: The course according the Manual offered by Peter Reitz in Ethiopia (SDB-8 days) and by Salvador Canjura in El Salvador (SDB & FMA-3 days).
 - Content focus on capacity building by beginning to develop a capacity to write project proposals first and in a very simplified manner.

CHAPTER V.

ROAD MAP 2015



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

EXTERNAL AGENCIES WHICH SALESIAN PDOs HAVE BEEN WORKING WITH

BR. JEAN PAUL MULLER, ECONOMER GENERAL

UN RELATED AGENCIES

- ILO (International labor organization)
- UNDP (UN agency for development (MDG))
- UNESCO (UN education, culture organization)
- UNHCR (UN agency for emergency)
- UNICEF- The United Nations Children's Fund
- World For Food – Combat world hunger UN agency

INTERNATIONAL ORGANIZATIONS

- AECID (Spain - Agencia Española de Cooperacion)
- Asian Development Bank
- Austria development
- Canadian international development agency
- Care India
- Danish development corporation (ActionAid Denmark)
- Department for International development
- ECHO (EU aid/ humanitarian commission)
- Embassy of Switzerland, England, USA, Japan, Korea, Australia...
- EU Youth in action program (rather small fund for youth activities worldwide)
- EuropAid Call for proposals
- European Commission
- European Union Delegation

- Germany Federal Ministry for Foreign Cooperation and Development
- Germany Ministry of Foreign affairs
- India Central government (Ministry for rural and agriculture development)
- Italy - MAE (Ministry of foreign affairs)
- Ministry of Education
- OSEO (Switzerland)
- PEPFAR, US President emergency plan for aid relief
- Save Darfur
- Servicio Internacional Británico
- Swiss cooperation
- Swiss development corporation
- The World Bank
- USAID (from the USA people)
- Water for the 3rd world (Switzerland)

CHRISTIAN RELATED AGENCIES

- Adveniat
- Aid to the Church in Need
- Archdiocese of Cologne
- AusAid
- Caritas Internacional
- Catholic relief services
- CEI – Italia, Comitato per gli interventi caritativi a favore del Terzo Mondo
- Christian Blind Mission
- CODESPA (Spanish government)
- DKA (Drei Konigs Aktion) Austria
- Holy Childhood (Infancia misionera)= Kindermissionswerk see above
- Katholische Frauenbewegung Austria
- Kindermissionswerk Germany
- Manos Unidas
- Misereor
- Missio
- MIVA (Mission Vehicles Association)
- Orden de Malta
- Pontificium Consilium “Cor Unum”
- USCCB (Bishops Conference USA)
- World Vision

PRIVATE FUNDS – FOUNDATIONS, ENTERPRISES (LOCAL AND INTERNATIONAL. CSR / CORPORATE SOCIAL RESPONSIBILITY)

- Accenture Foundation
- ACINDAR Fundación
- Banco de Alimentos
- Bill @ Melinda Gates Foundation
- Charles G.Koch Charitable Foundation
- Child Rights and You
- CHILDREN'S AID CALCUTTA
- Conrad N. Hilton Foundation
- Dorcas Aid International
- ERKO (Books for children)
- Fondation Air France
- Fondation Caisse d'épargne
- Fondation de France
- Fondation ELF
- Fondation Roi Bauduin
- Fondation Ronald McDonald
- Ford Foundation
- Fundación Carrefour
- Fundación Castillo Cordoba
- Fundación Gutiérrez
- Fundación Wall Mart
- Hope87
- International development enterprises
- J.R.D. Tata Foundation
- John Hopkins University Foundation
- LEAD Foundation
- Lions Club
- OXFAM
- Porticus Stiftung
- Rape abuse & Incest National Network
- Raskob Foundation for Catholic Activities
- Rockefeller Foundation
- Rotary Club
- Schneider Foundation
- Sponsor a Child Christian Foundation
- Stichting Porticus
- Surfrider Foundation
- The Enough Foundation
- Titan industries
- W.K.Kellog Foundation
- William J. Clinton Foundation
- Yojana Protecthulp India

AGENCIES KNOWN FOR PROVIDING EVENTUAL SPECIFIC SUPPORT - AMERICA

- Begeca
- Bread for the World
- Brother's Brother Foundation – BBF
- Hackett Foundation
- Mani Tese (MT)
- Raskob Foundation
- World Neighbors

'LINKED DATA', SEMANTIC WEB, SALESIANS, PDO – NGOs

FR. JULIÁN FOX, SOCIAL COMMUNICATION DEPARTMENT, ROME

INTRODUCCIÓN

The Web might be best known for the fact that it links documents – go to www.sdb.org for example, or Salesian Digital Library (SDL), and you expect to be able to read or download almost any Salesian document in a variety of languages. But the exact same website contains a huge amount of data which is not downloadable. Go to the 'Region' pages and click on the map presented there, say Africa-Madagascar, and you arrive at a page that is essentially made up of data, including a Google map, a list of province codes, information about each province. But wait - this data is embedded in a web page! A human being can read it and make some sense of it, having certain implicit knowledge already about that data – the computer cannot. Behind it lies a database, but you do not see that nor do you have access to it. The page demonstrates no centralised data design (the database does – it is a MySQL database design). The data on the 'Africa-Madagascar' page is structured to some extent, except that only human beings can understand the structure.

Imagine, then, what could happen if any computer could understand the structure on that page and link to a page somewhere else which may have additional structured information that it can similarly understand, even though it might be structured differently. In effect this

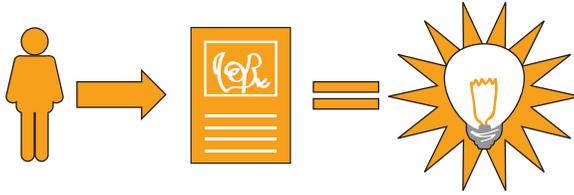
means that without accessing two different databases, which may in themselves be very differently structured, a computer could understand two web pages containing data from those databases, and link them together, so one builds on another. Imagine, then, if every Salesian 'data' page were to be understandable to the computer – and the computer, via the Web, could immediately link them all and let them build on one another! That is the vision explained here.

1. LINKED DATA

There are several terms around: linked data, semantic web, Web 3.0. They could be ways of saying the same thing, but not exactly in the same way. They are different ways of looking at the same reality: the original vision of Tim Berners-Lee, inventor of the WWW. He wanted a truly linked web where people and things (this last item is important) can be linked. This is what the semantic web is all about for him.

Web 2.0 saw endless connections amongst people. Its success was due especially to blogs, wikis, then social networks, which are extensions of technology simple for the user to use. But Web 2.0 was never able to effectively connect data. Why?

Because often data is incorporated into a block of text, or at least placed on an HTML (web) page: if we write 'AFO' in a sentence (AFO is an item of data found amongst some 92 others indicating Salesian provinces in our sdb.org database) a Salesian knows that it refers to Africa Francofona Occidentale, or French-speaking West Africa, and that there are certain people there whom we know, or that it is a delicate political scene and so on.... Or the same data could be in a data table – but the computer does not know the difference between a sentence and a data table, and it certainly doesn't know how to connect data about AFO with other data about a country that is part of this vice province, say Cameroon; data that would be available elsewhere on the Web. And to be truthful, the computer has no idea either what we mean by 'province', or 'vice province'...



A human being can understand the implicit content; what it all means a computer only sees that it is a page. It has no implicit understanding.



We need to help machines understand the Web so they can help us to understand 'things'. Data are these 'things'; they are not people, though they may be information about people, a photo maybe, and often there is no link between one thing and another thing. They are simply.... data: a name, a figure, a 'thing'! Of course, no computer will ever 'understand' anything! But what we can do is help break down information in such a way that a computer can manipulate it to useful purposes. This we can do.

2. SOLUTION?

In fact the solution is rather simple, at one level. A computer can do something with:

`<http://www.sdb.org/vocabulary/salesian#provinceCode>`,

especially if that same address (it is an address, a Web address) contains a definition of what a province code is.

If one of the values of provinceCode is AFO, and if we speak about AFO on different parts of the Site, the computer can connect the vocabulary which describes what a province code is with a tag like

<p property= "provinceCode" content= " Africa francofona occidentale" lang="it">AFO</p>.

If we also give similar information about Ivory Coast thus:

<http://www.sdb.org/vocabulary/salesian#inCountry>

where Ivory Coast is recognised as one country amongst others in a list found at

<http://www.sdb.org/pmwiki/pmwiki.php?n=Termbase.Africa-Madagascar>

and also at <http://www.geonames.org/>,

then we can write a 'sentence', but in http form each time, which reads thus:

<http://www.sdb.org/vocabulary/salesian#ProvinceCode> [Call this the subject, AFO]

<http://www.sdb.org/vocabulary/salesian#inCountry> [Call this the predicate, 'country', meaning it has a country like this as part of it]

<http://www.sdb.org/pmwiki/pmwiki.php?n=Termbase.Africa-Madagascar> [Call this the object or value of the predicate, since the reference contains the phrase 'Ivory Coast'].

In normal language this means something like: the letters AFO are linked to 'Ivory Coast' which is a country in the AFO Vice Province. In the vocabulary called 'salesian', available to the whole world at <http://www.sdb.org/vocabulary/salesian#> and especially to search engines like Google, Yahoo, Bing (to just name three), they can search not only key words, which by now search engines have much less interest in, but can also link AFO with other information on 'Ivory Coast' found at

<http://www.geonames.org/>.

We could immediately create a second triple by making <<http://www.sdb.org/pmwiki/pmwiki.php?n=Termbase.Africa-Madagascar>>

a subject, creating a new predicate, something like <http://www.vocabulary/salesian#map>http://www.geonames.org/countries/CI/ivory-coast.html. Combine the two sets of triples, something the computer has no difficulty with – it can manipulate strings of this kind with ease – and you see how data begins to be linked. If a Salesian NGO had something on its Web page about Ivory Coast, that too could be part of a triple.

So, we can see that an essential element for the semantic Web is the ‘vocabulary’ and then certain tags in the HTML page which link to the vocabulary. The more these vocabularies are shared, after being set up in such a way that computers can understand them, the more we can share data we want to share – and tell search engines what we want them to find.

In Web 3.0, the semantic web of ‘linked data’, everything can have its unique ‘address’, or ID, of the http://etc kind. Once http://www.aaa.bbb/cccc has been created, even if there is nothing of interest to the human being at the end of that address, the thing ‘exists’ as far as the computer is concerned. And every time we say things about this thing (maybe that a thing called ‘x’ exists in relation to a thing called ‘y’ which has the value of ‘w’), we have a ‘sentence’ which is called a ‘triple’ in the semantic web – and we can link two, three or more of these triples together to create a still wider semantic web. At that point the machine is also capable of drawing some reasonable conclusions if our vocabulary was logically organised along the lines of an ontology, which is a kind of semantic map of the reality which we know as ‘Salesian’ in our case.

3. OUR NGO DATA

One quite powerful application of this process could be the way we link our NGO data. We don’t have to insist on NGOs always using the same software, everyone with MySql or any other kind of database. What is needed instead is agreement on a common vocabulary, a task that should not be too difficult, and then the relative code relating to this vocabulary (in our websites, of course). At that point our NGO data would be linked and have much greater force in this complicated world!

There is always a gap between the ideal and reality. Several concrete tasks need to be achieved for Salesian NGO Linked Data to succeed: an appropriate vocabulary (not so difficult), choosing which data to expose (also not so difficult), exposing it via RDF. We can create Web documents using RDF authoring tools, and by using RDF converters to output existing structured data as RDF. These tools are already available, and many of them are suitable for non-experts. But it is labour-intensive and hampered too by the evolving situation. RDF is a framework, not a language. It has to be expressed as a language (the term is 'serialized'), and this requires a person competent in one of the serializations (.e.g. RDFa) to intervene directly on HTML pages, unless semantic web-savvy software is used – e.g. a Drupal 7-based website.

4. FURTHER DETAILS

We have spoken of these 'triples'. What are they? They belong to a model with which today's Web can understand semantics and reason about things. For example I can say:

<the sky><has colour><blue>

which is a subject, predicate, object model. I could also say <France> <isPartOf><West Europe Region>. What is important is that 'sky' and 'France' each has a unique indicator (it is called a URI or Universal Resource Indicator). If I can point to <sky> or <France> as a unique resource, I can say other things about this resource and share it with the rest of the world. Until recently we were happy just to share documents about the resource – now we share the resource itself!

So the way forward for every website (because every website has data even if these data are expressed in narrative form sometimes) is to ensure that:

- everything we wish to share (every item of data, every person, name, figure, etc) has its URI.
- the URI exists in the form http://etc.

- this URI offers true and readable information, even if brief, in a form that a machine can understand (we use RDF or the Resource Description Framework to achieve this) as well as people (we use HTML or Hypertext Markup Language to achieve this).
- the URI contains links to other things (which is where the real semantic Web begins)

How do we do this?

5. A VOCABULARY WRITTEN IN HTML, RDF (AT LEAST THESE TWO FORMATS)

The vocabulary gives a unique URI to something we want to share. If we go to the URI <http://www.sdb.org/vocabulary/salesian#provinceCode> the whole world can find a description of what 'province code' means for a Salesian: if the human being types that address, he finds an HTML file he or she can read; the computer finds an .rdf file that says the same thing.

6. CODE ADDED TO THE HTML PAGE IN REFERENCE TO AFO

There are several ways of adding in this code. It depends on the webmaster's choice. Since RDF is the real 'grand daddy' of the semantic web it could make sense to use RDFa, meaning RDF in attributes, for HTML. In this case:

```
<h2 property="sdb:provinceCode">AFO</h2>
```

This indicates that 'province code' is a property explained in a file with the abbreviation 'sdb:' (the file found at <http://www.sdb.org/vocabulary/salesian#>). At the top of the page of code referring to AFO, we would obviously have to indicate that 'sdb' is shorthand for <http://www.sdb.org/vocabulary/salesian#>. In RDFa we do this by writing @ prefix= "sdb: <http://www.sdb.org/vocabulary/salesian#>". We can add other information too: that AFO belongs to a list found at another URI (in the same site or in any other website in the world), that it belongs to a Salesian Region called Africa-Madagascar, and so on.

7. WHY ?

At present, if we type 'Abidjan' in Google, it offers us links to a map, some hotels, various images, and of course lots of other links. After many links (pages of them) we might find a 'Salesian' link to Abidjan. Instead, if we have linked up our data about AFO as explained above, Google, which by this stage is looking for 'semantic data' and 'linked data' where they have been added, though it may take some time to scan every new page added, will also find our data. And maybe amongst the links we will also find other links to other parts of AFO, because these data were linked in by us.

At the beginning, in this entire 'universe' of linked data, we cannot expect our data to be particularly important nor to be the first ones sought! Little by little, though, our data finds its place.

By December 2012, it is predicted that 80% of public government sites around the world will have added elements of the kind indicated here, that is, RDFa or some other method – because there are other methods, all with the same objective. At this point we could safely say that very few Church websites have taken this direction. But if they say (and they do say!) that by 2017, most websites will or should display this level of semantic information, then we have few years left at our disposal to get on with the job!

THE DATA CHALLENGE FOR OUR SALESIAN WEBSITES

Modern websites are built on a 3 tier structure:

THE DATA TIER, WHERE MUCH OF THE CONTENT LIVES (SDB.ORG CONTENT IS PULLED FROM A MYSQL DATABASE)	DATA TIER 
THE LOGIC TIER: SOFTWARE THAT READS FROM THE DATA AND OUTPUTS TO THE PRESENTATION TIER. THIS IS ACHIEVED IN SDB.ORG VIA QUERIES, PHP	LOGIC TIER 
THE PRESENTATION TIER. THIS IS ACHIEVED VIA HTML WHICH MAKES THE DATA VISIBLE TO THE USER.	PRESENTATION TIER 

The problem for many of our websites is that the presentation tier dominates in every sense: time and money are spent on ensuring good presentation. But the 'presentation' tier is just one third of the value of the website, assuming all three levels are equal, which they probably are not. It is more the case that the data tier is the most important part of the website. Effectively, the data in our websites is either sitting in a 'silo' locked away from everyone, or is 'called' into the presentation tier in a way that only human beings can understand. The machine is left out in the cold, unable to 'see' or 'understand' the structure and its logic.

A section from a table in our sdb.org database might (does in fact) look like this:

IDNazione	NazioneITA	P_Regione	NazioneENG
1	Germania	5	Germany
2	Andorra	6	Andorra
3	Argentina	2	Argentina

After interpretation by the logic tier via php, this section then looks like this in html presentation tier on the 'English' page:

```
<html>
  <head>
    <title>Nations where there are Salesians
  </title>
</head>
<body>
  <div>
    Germany
  </div>
  <div>
    Andorra
  </div>
  <div>
    Argentina
  </div>
</body>
</html>
```

In other words, some of the structure has already been lost from the underlying table – which has information in another language, for example, and there is an indication of which Region the country belongs to in Salesian terms, which the database table 'knows' about, but which has not come through in the presentation tier. You could of course argue that we could also include that other information in our presentation and this is partly true (you could go to the 'Italian' page and see it in Italian), but you can also see that we have lost the structure and its logic that existed in the original table.

Search engines only see what is in the presentation tier. They have no access to the database so they cannot leverage the underlying structure of the data tier which would, if they could, enable them to leverage the additional information it contains (including linking to another table which contains the 'regional' context for each country).

Resolving the problem

With just this very small table of data, we can provide a computer with an enormous amount of information. To do so we need to:

1. adopt a common vocabulary or vocabularies for our purposes. In this case, since the data is mainly about Salesian and geographical data, we indicate a 'salesian#' vocabulary (publicly available at <http://www.sdb.org/vocabulary/salesian#>) and the geo vocabulary publicly available at http://www.w3.org/2003/01/geo/wgs84_pos# . The first will explain what a Salesian Region is, and the second vocabulary will indicate how we locate a country on the map of the world.
2. include semantic information in each of the <div> tags in the presentation layer which shows that we are talking 'about' a Salesian region, which has a 'country' component. We could also indicate a 'language' attribute to indicate whether we are using English or Italian. We do this in ways of our own choosing. There are several standard ways in which it could be done.

That is (almost) enough! With those two steps we allow our presentation layer now to link to other data in our database (of our choosing), and with other contextual data of a geographic kind in other databases which could tell us where the country is, what its capital city is, its population – almost any kind of information you care to consider. Furthermore, since both vocabularies are public and 'readable' to machines, other data sets will be able to link to these vocabularies. If Salesian sites, especially, use the 'Salesian' vocabulary, it means that Salesian data becomes automatically linked (for the computer).

We said ‘almost’, above! There is one more step possible for a human being to carry out once steps 1 and 2 have been achieved. The computers around the world can already ‘see’ the linked data, but the human beings might have to depend on a search engine like Google eventually catching up with the fact that the data has been linked (Google will, but maybe not by ‘tomorrow’). Instead, using what is called a SPARQL query, a human being can already discover the extra contextual information that has been linked by the above steps.

What does all this lead to?

It takes very little reflection to understand that if our Salesian websites were to take these steps, they already have (1) a useful Salesian vocabulary they can draw on and (2) some data sitting in the *sdb.org* database that they can use without needing to repeat it in their own database and (3) this very same re-usability of vocabulary and data has a multiplying effect amongst themselves as a group, meaning also that ‘Salesian’ data which can help others (e.g. in the NGO field) now has much more impact.

Interesting that the Rector Major, in his letter on inculturation in AGC 411 should say the following:

What, then, might it mean to ‘leaven’ the digital continent all through? It is a homely image but one that strikes home right now at a time when the World Wide Web, to take one example, is moving from Web 2.0 to Web 3.0, from a Web which has concentrated on linking people interactively to one which now seeks to link data meaningfully. This change is happening subtly under our very eyes, not unlike the secret activity of yeast in dough. Which of us has not clicked on a link to a major city to be then presented with a variety of options – lodgings to stay in, events to be part of, places to visit, and quite possibly according to our personal interests! Did the computer know those interests? Not as such, but it knew how to make a few meaningful connections. The answer lies in semantics, and only human beings can (and they do, and this is what we must not overlook) offer these semantics in ways that machines can interpret.

CONCLUSIONS. ROAD MAP 2015

1. INTRODUCTION

This PDO Seminar 2011 took place 6 years after the first international PDO seminar (Rome, 30 March – 2 April 2005) which gave the impetus to the Salesian provinces to start or develop the 'Planning Development Offices' at the service of the Salesian mission. Some ninety Salesians and Lay Mission Partners gathered at the Provincial House of India – Hyderabad province for five full days, November 6-10, 2011, coming from all five continents. The participants represented the PDO of five Salesian Regions (10 provinces of Africa-Madagascar, 2 provinces of the America-Southern Corner, 7 provinces of Interamerica, 5 provinces of East Asia-Oceania and 11 provinces of the South Asia region), representing some 62 countries where the PDO are helping to realize the Salesian Mission.

The Seminar was animated by Br. Jean Paul Muller, Ecomer General, and Fr. Václav Klement, Councilor for the Missions. Some 10 different Salesian agencies (Mission Offices, NGOs, Don Bosco Network) involved in missions/development work enriched the Seminar with their 20 year-long experience of 'PDO' capacity building.

The topic of the Seminar, 'Planning and Development Office at the service of the Salesian Charism in the Province' is a clear expression of the past 6 year-long process. Within the larger context of Salesian missionary solidarity some 50 Salesian provinces worldwide were involved

in the preparation during the past 12 months, replying to two surveys and contributing with sharing of their good practices. From the beginning three General Councilors (Youth Ministry, Missions and Economist) were involved in the whole process. Abundant materials of this process are available at the AGORA of the Salesian Congregation on the website www.sdb.org.

We are very grateful to all who contributed to the very successful proceedings and results of the entire event: 50 Salesian provincials and their Councils, Provincial Economers, PDO directors and staff, confreres and lay mission partners involved in the preparation and proceedings of the India-Hyderabad seminar. We acknowledge especially the very supportive and creative attitude of the General Councilor for South Asia Region, Fr. Maria Arokiam Kanaga, the INH Provincial Fr. Balaraju Ramedini and his Council, and all the PDO directors of India and SPSA confreres.

Coming together from all continents, we started with a reflection on the globalized context and the trends of the Salesian Congregation living in these fast changing times. We confirmed that our specific Salesian answer to global poverty is our educational-evangelizing mission to the youth, especially the poorer ones. Aiming to address the cultural roots of poverty, we reflected on the effectiveness and sustainability of our mission. We recognized our unique advantage as being a globally present educative agency with a specific way of evangelization marked by the Preventive System of Don Bosco, especially in deepening the Salesian identity of our mission, effectively taking advantage of our global network as an opportunity to share, invitation to network with civil and ecclesial authorities, be more actively involved in the field of lobbying and advocacy, at the same time a clear indication to make better use of our financial and human resources (local people, youth, lay mission partners). As educators we want to see and form the youth as protagonists of their lives and, as evangelizers, we want to form them as missionaries of their peers.

1. THE GROWTH PROCESS OF THE PLANNING AND DEVELOPMENT OFFICE (2005-2011)

Progress of the PDO in the past 6 years.

The move of the Congregation to create and help the growth of the PDO was generally appreciated by the majority of the 50 Provinces who replied to the first survey. Among the main achievements were mentioned the contribution to a planning mentality, the professional service of facilitating the decision making processes of Provincial Councils, establishing the implementation of the Overall Provincial Plan (OPP), giving stimulus for quality work, and bringing about improved synergy among the various Provincial commissions.

On the other hand, some weaknesses were recognized by the Provinces: a limited understanding of the PDO, lack of clarity regarding the relationship between evangelization and social development, lack of clarity in the relationship between the PDO Director and Youth Ministry Delegate and his Commission. Also some provinces did not take an official position regarding the PDO's role and functions.

Concrete evidence of this 'evolution' of the PDO is found in the different stages or models of PDO described by the provinces. We observed a long journey from a non-organized Province (model 0), through to a simple Project Office (model 1), a Planning–Project Office (model 2) and a fully fledged Planning and Development Office (model 3-4). This growth path is not a step-by-step process, and there are also some 'hybrid' models. Among these were poor examples, still in place in some Provinces, such as PDO run only by expatriate staff, PDO concerned with either only one house or one project, or PDO that are not yet part of the Provincial culture – not yet accepted by the majority of the confreres or where the Salesians are not convinced about the need or added value of the PDO for the provincial community.

Main challenges and opportunities emerging in the process.

As Salesians we aim at a holistic, integrated development of the young, particularly the poor among them. We give priority to the values of the Kingdom and work towards realizing them through the Preventive Spirituality of Don Bosco.

We do need a mechanism to develop, realize and evaluate the OPP in every province (GC25, 84) which can also be done by the PDO. Although there is no single or ideal model of a PDO for all Salesian provinces, we recognize there should be some minimum standards for it to be effective.

The PDO has a role to play in the animation of the province. Under the leadership of the Provincial, the PDO helps the Youth Ministry Team to draw up the province's plan of animation and its strategic plan for growth, development and/or re-dimensioning. It works hand in hand with the Youth Ministry and Social Communication delegates and the Economist in the processes of this animation.

The PDO is to be managed by well qualified Salesians and lay mission partners. They, in turn, should encourage a planning mentality among Salesians from the early years of their formation, develop their technical capacities and inculcate the Salesian charism among our lay collaborators. This will contribute to the continuity, stability and Salesian identity of the PDO and of the Province.

In the current situation of the global economy, both in the secular world and in the Salesian Congregation, each provincial PDO looks for resources in the form of know-how, skills, cash or kind in their own local situation, from the government at all levels, from private and public corporations, from non-Salesian trusts and foundations, from communities and groups, and from all individuals of good will. In this effort to become self-reliant, the PDO takes care that all its partners hold values that are compatible with our Christian and Salesian identity.

The Salesian PDO strongly believes that acts of charity are to be limited only to short periods and in situations of emergencies and disasters, and for young people who, for some exceptional needs, are

in almost helpless situations. We work with a human rights-based approach, enabling individuals and communities to become self-reliant and capable of making their own choices.

2. ROAD MAP 2015

Affirming the opportunities that have emerged in the past six years since the PDO was introduced to the Salesian provinces, we, nonetheless recognize the need to re-state the essentials of what it is to be a PDO. These basics point to us significant areas that a PDO has to solidly anchor itself on and give us our common ground notwithstanding the different realities of each Salesian province. In the years leading up to 2015, we draw the broad yet focused, the universal yet local path of the PDO, as a fitting gift to the bi-centenary of the birth of Don Bosco.

a) The PDO - identity and role:

The PDO is an entity, juridical or otherwise, instituted and owned by the Salesian Provincial Community (C.44, C.58 Salesian Constitutions), fully at the service of the Salesian charism in the province. It participates in the restructuring, re-shaping and re-dimensioning of the Salesian works. It serves as a link, a bridge, between the consecrated Salesians and civil society in the work of promoting youth development and empowerment, justice, and holistic human development. It is recognized in the province's Directory with due approval of the Provincial Chapter.

b) The PDO - beliefs, values and principles:

The PDO, in its work of helping to realize the two-fold Salesian mission of education and evangelization is guided by gospel values, with a Emmaus mentality, the social teaching of the Catholic Church, the Salesian preventive system, the Salesian Constitutions, the universal declaration of human rights, as well as by the needs of the local Church and of the young people.

c) The PDO - target groups:

The PDO serves the youth, especially those in need, helping to realize the gradual and far-reaching process of making them good Christians and honest citizens. It also serves the youth movements, Salesian communities, Salesian Family, local Church, local territory/community especially building up their empowerment for self-determination in their respective realms of development.

d) The PDO - programs and services:

The PDO assists in the process of the drafting, elaborating, implementing and evaluating of the Overall Provincial Plan (OPP) and the Salesian Educative Pastoral Plan (SEPP) ensuring its sustainability. It undertakes research in the field of children and youth to continuously make relevant the plans and programs of the province.

The PDO assists in the capacity-building of its target groups enabling them to be deeply and proactively attuned to social justice, thus, becoming main players of development.

The PDO meaningfully and proactively intervenes in socio-civic realities and influences local and national policies on education, children and youth, especially the poor.

e) The PDO - position in the Provincial community:

The PDO works under the guidance and supervision of the Provincial Council. It works with the Youth Ministry and Social Communication delegates in an atmosphere of teamwork, mutual respect and support. It takes part in discussions with provincial and local organs of animation on matters relevant to its mandate.

The PDO brings awareness of project processes and project cycle management to the local Salesian communities while maintaining a keen awareness of the realities on the ground.

The PDO gains the trust of the Salesian communities by delivering concrete results for the advancement of the Salesian mission, in a spirit of collaboration, synergy, dialogue and transparency with provincial and local structures and processes.

The PDO achieves credibility with its partners by delivering concrete results, in a spirit of transparency and accountability.

f) The PDO - human resources:

The PDO is run by professional, competent and committed persons, equipped with adequate formation in social analysis, Project Cycle Management, Financial Management, Salesianity, and other technical and Salesian formation related to PDO activities.

The human resources of the PDO assume a culture of planning and networking, of dialoging, diplomacy, transparency and trust in God.

g) The PDO - processes:

The PDO carries out its programs and operations in relation to the Overall Provincial Plan and the Educative Pastoral Plan in an ethical, transparent, efficient, effective, and impact-oriented manner which inculcates the Salesian charism in the respective context.

The PDO adopts statutes, manuals of operation, as well as a Code of Ethics in its internal operations and in its dealings with its target groups and partners.

The PDO ensures its communication processes build and nurture relationships.

h) The PDO - fund sources:

The PDO aims for self-sufficiency through Salesian solidarity (provincial and congregational) and local, national and international fund-raising efforts.

We clearly affirm that the PDO can only exist in a significant and fruitful way when the Provincial and his Council facilitates its healthy integration into the life of the province. We reiterate that beyond the idea of a PDO as a structure, we have recognized that it can also be, not so much an office of individuals that develop services, but rather a way of thinking and relating - that Salesians must start to apply in every activity of the provincial and local communities.

3. FOLLOW UP OF THE SEMINAR – SOME CONCRETE INVITATIONS FOR THE FUTURE

- a) We are grateful to all who contributed to the preparation and sharing of the PDO seminar materials, especially to the 'Misiones Salesianas' of Madrid for the future publication of the Proceedings of the Seminar both in English and Spanish. We would like all our provinces to benefit from the seminar by sharing the good practices and deeper insights which have resulted and we commit ourselves to making this information available.
- b) We suggest that the PDO becomes an integral part of the Salesian provincial animation and government structures, through the Overall Provincial Plan (OPP) and Provincial Directory both of which might be approved by the next Provincial Chapters in 2013.
- c) We propose that the members of the General Chapter 27 consider for approval a new article for the General Regulations which recognizes the necessity of having a Planning and Development Office.
- d) We invite the Salesian Mission Offices and NGOs to continue their contribution to the capacity-building of the PDO and in the establishment of new ones ensuring that the PDO grow in service of the Salesian Charism.
- e) We propose that the formation of the PDO human resources covers the social teaching of the Catholic Church, Salesianity, and planning and development related professional capacities.

- f) We encourage the PDO to understand and use properly the Salesian terminology as provided in the website (<http://www.sdb.org/pmwiki/pmwiki.php>).
- g) We encourage networking among the PDO within each Salesian region on regular basis, in order to facilitate mutual support, sharing of good practices among the Provinces.

ANNEXES



SEMINAR

HYDERABAD 6-10 NOVEMBER 2011

CONCLUSIONI. ITINERARIO VERSO IL 2015.

1. INTRODUZIONE

Questo Seminario del 2011 sull'UPS (Ufficio di pianificazione e sviluppo) venne convocato sei anni fa dopo il primo Seminario internazionale degli UPS (Roma, 30 Marzo – Aprile 2005), che diede un impulso per animare le Ispettorie Salesiane ad attivare l'inizio o consolidare gli "Uffici di Pianificazione e Sviluppo", al servizio della Missione Salesiana. Circa 90 Salesiani e Laici collaboratori dei 5 continenti si riunirono nel Centro Ispettoriale di Hyderabad in India dal 6 al 10 Novembre 2011. I partecipanti rappresentavano gli UPS di 5 Regioni Salesiane (10 Ispettorie dell'Africa-Madagascar, 2 Ispettorie del Sud America, 7 Ispettorie della Regione Interamerica, 5 Ispettorie della Regione Asia Est- Oceania e 11 Ispettorie della Regione dell'Asia Sud), rappresentando 62 nazioni in cui gli UPS sostengono e impusano la Missione Salesiana.

Animarono il Seminario il Sig. Jean Paul Muller, Economo Generale, e Don Václav Klement, Consigliere per le Missioni. Parteciparono pure rappresentanti di 10 Istituzioni Salesiane coinvolte nella Missioni e nello Sviluppo (Procure Missionarie, ONG, Don Bosco Network...), che arricchirono il Seminario con 20 anni di esperienza nella consolidazione istituzionale e nelle competenze degli UPS.

Il tema centrale del Seminario, "Uffici di Pianificazione e Sviluppo al servizio del Carisma Salesiano nell'Ispettoria", è una chiara espres-

sione del risultato di un processo portato avanti negli ultimi 6 anni. Circa 50 Ispettorie Salesiane di tutto il mondo parteciparono nella preparazione del Seminario negli ultimi 12 mesi: risposero a 2 questionari e condivisero esperienze con buon esito. Fin dall'inizio della preparazione del Seminario, tre Consiglieri Generali (Pastorale Giovanile, Missioni ed Economato) accompagnarono il processo. I ricchi contributi di questo lavoro si possono trovare nello spazio AGORA della web della Congregazione www.sdb.org

Siamo riconoscenti a tutti coloro che hanno contribuito all'esito positivo di questo evento e al risultato ottenuto: 50 Ispettorie Salesiane con i loro Consigli, Economi Ispettoriali, Direttori ed équipes di UPS, confratelli e laici collaboratori dell'Ispettoria di Hyderabad (INH) coinvolti nella preparazione e nello sviluppo di questo Seminario. In modo particolare manifestiamo la nostra stima per il suo appoggio cordiale e creativo al Consigliere Regionale della Regione dell'Asia Sud, Don Maria Arokiam Kanaga, all'Ispettore dell'INH, Don Balaraju Raminedi ed il suo Consiglio e a tutti i direttori dell'India e ai confratelli della Regione Asia Sud (SPCSA – Salesian Provincial Conference of South Asia).

Dopo l'arrivo dei partecipanti provenienti da tutti i Continenti, iniziamo il Seminario con una riflessione sul contesto della globalizzazione e le tendenze della Congregazione Salesiana in questi anni di trasformazioni rapide e profonde.

Riaffermiamo che la risposta specifica di noi Salesiani alla povertà globale è la nostra Missione educativa ed evangelizzatrice dei giovani, specialmente dei più poveri. Cercando di capire le radici culturali ed il contesto della povertà, riflettiamo sulla efficacia e sulle condizioni di possibilità per sostenere la nostra missione.

Segnaliamo il vantaggio di essere una istituzione educativa con presenza mondiale, che dispone di una propria forma di evangelizzazione, caratterizzata dal Sistema Preventivo di don Bosco e dall'identità salesiana della nostra missione.

Constatiamo che effettivamente siamo in grado di approfittare della nostra rete globale come una opportunità per lavorare in rete con la società civile e le autorità religiose, per essere così più efficaci nel campo del lobby e del advocacy.

Così pure, contando su questa rete mondiale, possiamo disporre meglio e in modo efficiente delle risorse umane e finanziarie (personale locale, giovani e collaboratori laici). Come educatori desideriamo vedere e formare i giovani come protagonisti del loro sviluppo; come evangelizzatori vogliamo formarli come missionari dei loro compagni.

2. IL PROCESSO DI CRESCITA DEGLI UFFICI DI PIANIFICAZIONE E SVILUPPO (2005-2011)

Progressi fatti dagli UPS negli ultimi 6 anni.

La maggior parte delle 50 Ispettorie che risposero al primo questionario, valorizzarono l'interesse della Congregazione per attivare ed aiutare la crescita degli UPS. Tra i più significativi risultati che si sono ottenuti, segnaliamo: il contributo da loro offerto per favorire una mentalità di pianificazione; l'appoggio professionale per facilitare i processi decisionali dei Consigli Ispettoriali; una maggior fiducia nell'attuazione del Progetto Organico Ispettoriale (POI); lo stimolo per migliorare la qualità della Missione; e la promozione di sinergia tra le varie delegazioni ispettoriali.

D'altra parte, si segnalano anche i punti deboli nell'ambito delle Ispettorie: una limitata comprensione degli UPS; una fragile articolazione nella sinergia tra evangelizzazione e sviluppo sociale; la necessità di chiarire meglio la relazione partecipativa tra il Direttore dell'UPS e il Delegato della Pastorale Giovanile e il suo equippe. Inoltre, alcune Ispettorie non furono in grado di mettere a fuoco la loro posizione ufficiale circa il ruolo e le funzioni dell' UPS.

Come evidenza di questa "evoluzione" degli UPS, si segnalano differenti momenti o modelli di UPS descritti dalle Ispettorie. Constatiamo un lungo processo che va da una Ispettoria non organizzata (modello 0), a una Ispettoria che dispone di un semplice Ufficio di Progetti (modello 1), a una Ispettoria che riesce a integrare un UPS incipiente (modello 2) fino a giungere a una Ispettoria che ha raggiunto un buon livello nel processo di crescita del suo UPS (modelli 3-4). In questo cammino di sviluppo, si constata che questi

modelli non sono del tutto definiti; appaiono, infatti, con frequenza modelli "ibridi". Sono presenti, persino, modelli non affidabili presenti in alcune Ispettorie, come nel caso di UPS diretti da personale esterno con poca identità salesiana.; o UPS che solo prestano attenzione ad un settore specifico di lavoro; o che non entrano a far parte della cultura ispettoriale, per cui non sono accettati dalla maggior parte dei confratelli o da Salesiani che non sono convinti del valore aggiunto che può offrire un UPS alle Comunità.

Principali sfide ed opportunità che emergono in questo processo.

Come Salesiani ci proponiamo uno sviluppo pieno ed integrale dei giovani, in modo speciale dei poveri. Per questo, diamo priorità ai valori del Regno presenti nel nostro lavoro educativo e pastorale grazie alla Spiritualità Preventiva di Don Bosco.

Abbiamo bisogno di uno strumento che permetta disegnare, eseguire e verificare il processo di attuazione del Progetto Organico Ispettorale (POI) in ogni Ispettoria (CG25,84): questo strumento può essere precisamente l'UPS. Anche se non esiste un modello ideale di UPS per tutte le Ispettorie, tuttavia constatiamo che almeno ci debbono essere alcune condizioni indisponabili, perchè possano risultare veramente efficaci.

L'UPS gioca un ruolo di animazione nell'Ispettoria. Sotto la guida dell' Ispettore, l'UPS aiuta l'equipe di Pastorale Giovanile a disegnare i Progetti Ispettoriali di animazione ed il Piano Strategico per la crescita, lo sviluppo e/o il ridimensionamento dell'azione pastorale. L'UPS lavora in singergia con la Pastorale Giovanile, la Comunicazione Sociale e l'Economato Ispettorale nel processo di animazione.

L'UPS dev'essere gestito da personale salesiano e laici collaboratori qualificati, che motivano e favoriscono il cambio di mentalità dei Salesiani verso una mentalità di pianificazione, fin dai primi anni di formazione. Promuove inoltre competenze tecniche nei Salesiani e nei nostri collaboratori laici il Carisma Salesiano. Questo contribuisce naturalmente alla continuità, stabilità ed identità salesiana dell'UPS e della Ispettoria.

Nell'attuale situazione di economia globale, l'UPS Ispettorale cerca, sia nell'ambito della Società come della Congregazione, risorse

per vie differenti: comunicazione di esperienze, consulenza tecnica, donativi in denaro, donativi in merce, contributi da parte del governo locale, appoggio di industrie e di corporazioni private o pubbliche, aiuti di Fondazioni ed ONG non salesiane di fiducia, collaborazione di agenzie e gruppi ed in generale di persone di buona volontà. In questo sforzo per assicurare la propria sostenibilità, l'UPS provvede che tutti i suoi collaboratori siano animati da valori compatibili con l'identità cristiana e salesiana.

L' UPS Salesiano considera che la forma di assistenzialismo solo può esistere per brevi periodi di tempo ed in situazioni di emergenza e di calamità; come anche per giovani e persone in situazione di particolare vulnerabilità. La nostra scelta di intervento operativo si ispira in una prospettiva fondata sui Diritti dell'Uomo, promovendo le comunità e le persone a non essere dipendenti, ma capaci di prendere le proprie decisioni.

3. ITINERARIO VERSO IL 2015

Pur evidenziando le opportunità emerse da quando gli UPS si sono consolidati nelle Ispettorie Salesiane negli ultimi 6 anni, si avverte tuttavia la necessità di riconsiderare gli aspetti fondamentali su cui un UPS può trovare la sua consistenza. Questi aspetti fondamentali mettono in evidenza alcune aree che gli UPS devono fissare in modo chiaro e sicuro come base comune, pur tenendo conto delle diverse situazioni di ogni Ispettoria. In cammino verso il 2015, abbozziamo l'ampio - ma allo stesso tempo concreto -, l'universale - ma allo stesso tempo particolare -, itinerario che gli UPS devono seguire, come un regalo per il bicentenario della nascita di Don Bosco.

a) L'identità del UPS e la sua funzione:

L'UPS è una entità, che può avere una personalità giuridica propria (ONG), stabilita ed assunta dalla Comunità Ispettoriale Salesiana (C44.58), al servizio del Carisma Salesiano nell'Ispettoria. Partecipa nella ristrutturazione, ridefinizione e nel ridimensionamento delle ope-

re salesiane. Serve da vincolo di unione e da ponte tra i Salesiani Consacrati e la Società Civile nell'impegno di promozione, della giustizia, dello sviluppo, del protagonismo dei giovani e la maturazione integrale delle persone. È riconosciuta ufficialmente nei documenti istituzionali dell' Ispettorica con la approvazione del Consiglio Ispettoriale.

b) Principi e valori degli UPS:

L'UPS, nel suo impegno di servizio della Missione Salesiana nell'inscindibile binomio di educazione ed evangelizzazione, si ispira e si regola alla luce dei valori del Vangelo, della Dottrina Sociale della Chiesa, del Sistema Preventivo, delle Costituzioni Salesiane, della Dichiarazione Universale dei Diritti dell'Uomo, tenendo conto pure delle necessità della Chiesa Locale e delle opportunità dei giovani

c) I destinatari del UPS:

L'UPS ha come destinatari i giovani, specialmente quelli che si trovano in situazione di vulnerabilità, aiutandoli a maturare in modo graduale come cristiani convinti ed onesti cittadini. Evidentemente sostiene anche il movimento giovanile, le Comunità Salesiane, la Famiglia Salesiana, la Chiesa Locale e le Comunità locali, in modo che abbiano la capacità di autodeterminazione nei loro processi di sviluppo.

d) I programmi ed i servizi del UPS:

L'UPS sostiene il processo di disegno, elaborazione, esecuzione e valutazione del Progetto Organico Ispettoriale (POI) e del Progetto Educativo Pastorale Salesiano (PEPS) con mira alla loro efficacia.

Si impegna pure nell'indagine sulla condizione dei ragazzi e giovani, per garantire la significatività dei piani e programmi dell' Ispettorica. L'UPS offre inoltre consistenza istituzionale ai suoi destinatari, favorendone l' atteggiamento proattivo con profonda sensibilità nei riguardi della giustizia sociale perchè giungano ad essere agenti impegnati del loro sviluppo.

L'UPS interviene in modo significativo e proattivo nella realtà sociale ed influisce sulle politiche locali e nazionali relative all' educazione, all'infanzia e alla gioventù e su quelle che in particolare incidono sulla povertà.

e) Le relazioni dell' UPS:

L'UPS svolge le sue funzioni sotto la guida e la supervisione del Consiglio Ispettoriale. Agisce in sinergia con la Pastorale Giovanile e la Comunicazione Sociale, in un clima di collaborazione, di lavoro in equipe, di rispetto ed aiuto reciproco. Partecipa nella riflessione con i delegati ispettoriali e locali di animazione su aspetti di rilievo, che sono connesse con le sue funzioni.

L'UPS motiva le Comunità Locali a maturare la mentalità progettuale e di gestione dei progetti; mantiene viva la sensibilità per le situazioni del territorio.

L'UPS ottiene la fiducia delle Comunità Locali mediante risultati concreti nell'esecuzione della missione salesiana, in un clima di collaborazione, sinergia, dialogo e trasparenza con le strutture ispettoriali e locali.

L'UPS è credibile nei confronti dei suoi soci per i risultati concreti ottenuti, in un clima di trasparenza, rendendo conto della propria gestione.

f) Il personale dell'UPS:

L'UPS opera grazie a professionisti competenti ed impegnati, con una adeguata formazione salesiana e professionalità per l'analisi della realtà sociale, per la gestione del ciclo dei progetti e dei mezzi finanziari, secondo le esigenze del proprio lavoro.

Il personale dell'UPS deve manifestare mentalità di pianificazione e capacità di lavoro in rete, di dialogo, di trasparenza, di relazione e di fiducia in Dio.

g) I processi dell'UPS:

L'UPS promuove i suoi programmi ed attività tenendo conto delle linee operative del Progetto Organico Ispettoriale (POI) e del Progetto Educativo Pastorale Salesiano (PEPS), procedendo in modo etico, trasparente ed efficace, da poter così generare impatto sociale e favorire l'inculturazione del carisma salesiano nel territorio.

L'UPS elabora i propri statuti ed i manuali di operazione, come pure il proprio codice di etica da applicare sia nella gestione interna come nelle relazioni con i propri destinatari e soci.

L'UPS promuove le relazioni ed i processi di comunicazione.

h) Le Fonti di finanziamento dell' UPS:

L'UPS ha come obiettivo preciso quello della autosostenibilità finanziaria, da ottenersi mediante la solidarietà salesiana (nell'Ispettorato e nella Congregazione) e gli intenti di gestione di finanziamenti locali, nazionali ed internazionali.

Siamo convinti che l'UPS solo può operare in modo significativo ed efficace se l'Ispettore ed il suo Consiglio agevolano una positiva integrazione nell'ambito ispettorale. Così pure riaffermiamo che l'UPS non è tanto una struttura o un ufficio di persone che svolge dei servizi, ma piuttosto un modo di pensare ed agire che dobbiamo cominciare ad applicare in riferimento ad ogni attività che noi Salesiani intraprendiamo a livello ispettorale e delle Comunità Locali.

4. DOPO IL SEMINARIO: PROPOSTE CONCRETE PER IL FUTURO

- a) Manifestiamo la nostra riconoscenza verso tutti coloro che hanno contribuito nella preparazione e socializzazione del materiale dei diversi UPS per questo Seminario. In modo speciale ringraziamo la Procura delle Missioni Salesiane di Madrid per la prossima pubblicazione degli Atti sia in inglese come in spagnolo.

Desideriamo che le nostre Ispettorie possano arricchirsi con la socializzazione delle esperienze positive e con la conoscenza più profonda dei processi finora realizzati. Ci impegnamo a far conoscere i contenuti e le conclusioni di questo seminario nella nostre Ispettorie.

- b) Come suggerimento proponiamo che l'UPS giunga ad essere parte integrante della struttura salesiana di animazione e governo dell'Ispettoria, tenendo conto del Progetto Organico Ispettorale (POI) e del Direttorio Ispettorale (DI), da approvarsi nel prossimo Capitolo Ispettorale del 2013.
- c) Proponiamo che i membri del CG27 prendano in esame l'approvazione di un nuovo articolo dei Regolamenti Generali che riconosca la necessità di contare con la presenza di un UPS.
- d) Invitiamo gli Uffici delle Missioni Salesiane e le ONG a continuare con il loro contributo al processo di consolidazione istituzionale e di professionalità degli UPS già esistenti e alla attivazione di nuovi con la precisa finalità di essere al servizio del Carisma Salesiano.
- e) Proponiamo che la formazione del personale degli UPS includa aspetti che riguardano la Dottrina Sociale della Chiesa, la Salesianità come pure temi orientati a promuovere la professionalità in quanto alla pianificazione e allo sviluppo.
- f) Incoraggiamo gli UPS a conoscere e a usare in modo conveniente la terminologia salesiana (<http://www.sdb.org/pmwiki/pmwiki.php>).
- g) Raccomandiamo che si promuova in modo regolare il lavoro in rete degli UPS in tutte le Regioni Salesiane in vista di un reciproco aiuto, condividendo tra le Ispettorie le esperienze positive al riguardo.

CONCLUSIONES. HOJA DE RUTA 2015.

1. INTRODUCCIÓN

Este Seminario-2011 sobre OPD fue convocado hace 6 años tras el primer Seminario Internacional de OPD (Roma, 30 de Marzo – 2 Abril 2005), que supuso un impulso para que las Provincias Salesianas se animaran a empezar o desarrollar las “Oficinas de Planificación y Desarrollo”, al servicio de la Misión Salesiana. Cerca de 90 Salesianos y Laicos colaboradores procedentes de los 5 continentes se reunieron durante 5 días en la Casa Provincial de Hyderabad, en la India (del 6 al 10 de Noviembre de 2011). Los participantes representaban las OPD de 5 Regiones Salesianas (10 Provincias de África-Madagascar, 2 Provincias de América del Sur, 7 Provincias de la Región de Interamérica, 5 Provincias de la Región Este Asiático-Oceanía y 11 Provincias de la Región de Asia Sur), representando 62 países en los que las OPD están apoyando a llevar adelante la Misión Salesiana.

El Seminario estuvo animado por el Hno. Jean Paul Muller, Ecónomo General y por el P. Vaclav Klement, Consejero para las Misiones. También participaron representantes de 10 instituciones Salesianas diferentes involucradas en la Misión y Desarrollo (Procuras Misioneras, ONG, Don Bosco Network...), que enriquecieron el Seminario con sus 20 años de experiencia en el fortalecimiento institucional y de capacidades de las OPD.

El tema de fondo del Seminario, "Oficinas de Planificación y Desarrollo al servicio del Carisma Salesiano en la Provincia", es una clara expresión y resultado de un proceso llevado a cabo durante los últimos 6 años. Alrededor de 50 Provincias Salesianas de todo el mundo participaron en la preparación del Seminario durante los últimos 12 meses. Contestaron 2 encuestas y contribuyeron compartiendo experiencias exitosas. Desde el inicio de la preparación del Seminario, tres Consejeros Generales (Pastoral Juvenil, Misiones y Economato) han participado en todo el proceso. Se dispone de abundante material de todo el proceso en el espacio AGORA de la web de la Congregación www.sdb.org

Estamos muy agradecidos a todos los que han contribuido con el exitoso desarrollo de este evento y los frutos cosechados: 50 Provincias Salesianas y sus Consejos, Eónomos Provinciales, Directores de OPD y su equipo, hermanos y personal laico colaborador de la Provincia Salesiana de Hyderabad (INH) han estado involucrados en la preparación y el desarrollo del mismo. Apreciamos especialmente el apoyo y actitud creativa del Consejero Regional para la Región del Sur de Asia, P. María Arokiam Kanaga, del P. Provincial de INH, el P. Balaraju Ramedini y su Consejo y de todos los directores de India y hermanos de SPCSA.

Una vez llegamos los participantes procedentes de todos los Continentes, empezamos el Seminario con una reflexión sobre el contexto globalizado y las tendencias de la Congregación Salesiana en estos años de rápidos cambios. Confirmamos de nuevo que nuestra específica respuesta Salesiana a la pobreza global, es nuestra Misión educativo-evangelizadora de los jóvenes, especialmente dirigida a los más pobres. Tratando entender las raíces culturales y del contexto de la pobreza, reflexionamos en la efectividad y sostenibilidad de nuestra misión. Hemos identificado nuestra ventaja comparativa al ser una entidad educativa con presencia mundial, que cuenta con una forma propia de evangelización, marcada por el Sistema Preventivo de Don Bosco y la identidad Salesiana en nuestra misión. Vemos que efectivamente podemos aprovechar nuestra red global como una oportunidad para trabajar en red con la sociedad civil y las autoridades religiosas, para ser más efectivos en el campo del lobby y el advocacy. Así mismo, aprovechando esta red mundial podemos hacer mejor uso de nuestros recursos humanos y financieros (personal local, jóvenes, colaboradores

laicos) de forma más eficiente. Como educadores queremos ver y formar a la juventud como protagonistas de su propio desarrollo; y como evangelizadores queremos formarles como misioneros de sus compañeros y compañeras.

2. EL PROCESO DE CRECIMIENTO DE LAS OFICINAS DE PLANIFICACIÓN Y DESARROLLO (2005-2011)

Progresos de las OPD en los últimos 6 años.

La mayoría de las 50 Provincias que respondieron a la primera encuesta, apreciaron el interés de la Congregación para crear y ayudar al crecimiento de las OPD. Entre los principales logros alcanzados debemos mencionar entre otros: su contribución hacia una mentalidad de planificación; el apoyo profesional facilitando los procesos de decisión de los Consejos Provinciales; una mayor confianza en la implementación del Plan Operativo General (POI); el estímulo para favorecer la calidad en la Misión; y las sinergias entre varias comisiones Provinciales.

Por otro lado, se reconocieron varias debilidades por parte de las Provincias: un entendimiento limitado de la OPD; la falta de una mejor articulación en la sinergia entre la evangelización y el desarrollo social; la necesidad de una mayor claridad en la sinergia entre el Director de la OPD y el Delegado de la Pastoral Juvenil y su Comisión. Además, algunas Provincias no lograron identificar su posicionamiento oficial con respecto al rol y funciones de la OPD.

Como muestra de esta "evolución" de las OPD se aprecian diferentes estados o modelos de OPD, que fueron descritas por las Provincias. Observamos un largo camino desde una Provincia no-organizada (modelo 0), a una Provincia que cuenta con una simple Oficina de Proyectos (modelo 1), a una Oficina de Planificación y Proyectos (modelo 2), a una ya totalmente desarrollada Oficina de Planificación y Desarrollo (modelos 3-4). En este camino de crecimiento, se aprecia que estos modelos no son modelos totalmente definidos, sino que a menudo aparecen modelos "híbridos". Incluso aparecen modelos no muy recomendables que todavía se dan en algunas Provincias, como son el caso de aquellas OPD que son llevadas por personal expatriado; u

OPD que solo atienden un sector específico de trabajo; o aquellas que todavía no forman parte de la cultura Provincial y todavía no son aceptadas por la mayoría de los hermanos o por Salesianos que no están convencidos sobre el valor añadido que pueda aportar una OPD a las Comunidades.

Principales desafíos y oportunidades que surgen en este proceso.

Como Salesianos aspiramos a un desarrollo integral y holístico de la juventud, particularmente de los pobres. Damos prioridad a los valores del Reino y trabajamos con ellos a través de la Espiritualidad Preventiva de Don Bosco.

Necesitamos un instrumento para diseñar, implementar y evaluar el Proyecto Orgánico Inspectorial (POI) en cada Provincia (CG25,84), y este instrumento puede ser la OPD. A pesar de que no existe un modelo ideal de OPD para todas las Provincias Salesianas, reconocemos que debe haber al menos unos mínimos estándares para que sean efectivas.

La OPD juega un rol de animación en la Provincia. Bajo el liderazgo del Provincial, la OPD ayuda al equipo de Pastoral Juvenil a diseñar los Planes Provinciales de animación y su Plan Estratégico para el crecimiento, desarrollo y/o redimensionamiento de la acción pastoral. La OPD trabaja de la mano de la Pastoral Juvenil, Comunicación Social y el Ecónomo en el proceso de animación.

La OPD debe ser gestionada por personal Salesiano y laicos colaboradores bien cualificados. Ellos animan y favorecen el cambio de mentalidad de los Salesianos hacia una mentalidad de planificación, desde los primeros años de su formación. También desarrollan capacidades técnicas a los Salesianos e inculca entre nuestros colaboradores laicos el Carisma Salesiano. Esto contribuirá en la continuidad, estabilidad e identidad Salesiana de la OPD y de la Provincia.

En la actual situación de economía global, tanto en el mundo secular como en la Congregación Salesiana, cada OPD Provincial busca recursos por diferentes vías: aporte de experiencias, apoyos técnicos, entregas en efectivo, entrega de donaciones materiales, apoyos del gobierno local a diferentes niveles, apoyo de empresas y corporacio-

nes privadas o públicas, aportes de Fundaciones y ONG no salesianas de confianza, colaboraciones de Comunidades y grupos y en general de individuos de buena voluntad. En este esfuerzo de ser autosuficientes, la OPD tiene en cuenta que todos sus colaboradores tengan unos valores que sean compatibles con nuestra identidad Cristiana y Salesiana.

La OPD Salesiana cree que el puro asistencialismo solo puede ser considerado en períodos cortos de tiempo y en situaciones de emergencia y desastres; así como para jóvenes y personas en situación de especial vulnerabilidad. Optamos por trabajar desde un Enfoque Basado en Derechos Humanos, favoreciendo a las comunidades y a sus individuos a convertirse en personas no dependientes y capaces de tomar sus propias decisiones.

3. HOJA DE RUTA 2015

Afirmamos las oportunidades que han salido desde que las OPD fueron establecidas en las Provincias Salesianas en los últimos 6 años, no obstante se reconoce la necesidad de restablecer los fundamentos en lo que debería apoyarse una OPD. Estos fundamentos señalan algunas áreas que las OPD tienen que dejar establecidas de forma sólida y darnos una base común, aun teniendo en cuenta las diferentes realidades de cada Provincia Salesiana. Camino al 2015, dibujamos el ancho, pero concreto, y el universal, pero local camino a seguir para las OPD, como un regalo dedicado al bicentenario del nacimiento de Don Bosco.

a) La identidad de la OPD y su rol:

La OPD es una entidad, que puede tener personalidad jurídica propia (ONG), establecida y asumida por la Comunidad Provincial Salesiana (C.44.58), Constituciones Salesianas), dedicada totalmente al servicio del Carisma Salesiano en la Provincia. Participa en la re-estructuración, la re-definición y el re-dimensionamiento de las obras Salesianas. Sirve de unión y puente entre los Salesianos consagrados y la Sociedad Civil en el trabajo de promoción de la justicia, del desarrollo, del empoderamiento de la juventud y del desarrollo integral de

las personas. Está reconocida en los documentos institucionales de la Provincia con su correspondiente aprobación por el Capitulo Provincial.

b) Las creencias, principios y valores de la OPD:

La OPD en su trabajo de apoyo a la realización de su doble misión Salesiana educativo-evangelizadora, está guiada por: los valores del espíritu con una mentalidad de Emmaus, la Doctrina Social de la Iglesia Católica, el Sistema Preventivo, las Constituciones Salesianas, la Declaración Universal de los Derechos Humanos, así como por las necesidades de la Iglesia Local y las oportunidades de los jóvenes.

c) Los destinatarios de la OPD:

La OPD tiene como destinatario a los jóvenes, especialmente aquellos en situación más vulnerable, ayudándoles a desarrollar un proceso gradual y a largo plazo para convertirlos en buenos Cristianos y honestos ciudadanos. También apoya al movimiento juvenil, las Comunidades Salesianas, la Familia Salesiana, la Iglesia Local y las Comunidades locales, empoderándolas para que tengan capacidad de autodeterminación en sus respectivas líneas de desarrollo.

d) Los Programas y Servicios de la OPD:

La OPD da apoyo en el proceso de diseño, elaboración, implementación y evaluación del Proyecto Orgánico Inspectorial (POI) y del Sistema Educativo Pastoral Salesiano (PEPS), asegurando su sostenibilidad. Trabaja también en el ámbito de la investigación sobre la infancia y juventud, para hacer relevante de forma continuada los Planes y Programas de la Provincia.

La OPD ofrece fortalecimiento institucional a sus destinatarios, favoreciendo en ellos una actitud proactiva y en profunda consonancia con la justicia social, haciéndoles actores importantes del desarrollo.

La OPD interviene de forma significativa y proactiva en la realidad social y ejerce influencia en las políticas locales y nacionales de educación, de infancia y juventud y aquellas que afectan a la pobreza.

e) Las relaciones de la OPD:

Las OPD trabajan bajo la guía y supervisión del Consejo Provincial. Trabaja con la Pastoral Juvenil y la Comunicación Social, en un ambiente de complementariedad, trabajo en equipo, respeto mutuo y apoyo. Participa en las discusiones con los órganos Provinciales y locales de animación de la Provincia en aspectos relevantes a su mandato.

La OPD crea conciencia en las Comunidades Locales respecto a un enfoque de Programa y de Gestión de Proyectos; y mantiene una conciencia cercana a las realidades de cada lugar.

La OPD se gana la confianza de la comunidad salesiana a través del logro de resultados concretos para la consecución de la misión salesiana, en un espíritu de colaboración, sinergia, diálogo y transparencia con las estructuras y procesos provinciales y locales.

La OPD se gana la credibilidad frente a sus socios por los resultados concretos de la asociación, en un espíritu de transparencia y rendición de cuentas.

f) Los Recursos Humanos de la OPD:

La OPD funciona a través de profesionales, personas competentes y comprometidas, con una adecuada formación en análisis del contexto social, Gestión del Ciclo de Proyectos, Gestión Financiera, Salesianidad y otro tipo de formación técnica y salesiana relacionada con sus actividades.

Los recursos humanos de la OPD están impregnados de una mentalidad de planificación y trabajo en red, diálogo, transparencia, diplomacia y confianza en Dios.

g) Los procesos de la OPD:

La OPD desarrolla sus programas y operaciones en relación al Proyecto Orgánico Inspectorial (POI) y el Proyecto Educativo Pastoral de manera ética, transparente, efectiva y orientada a generar impacto, inculcando el Carisma Salesiano en el contexto respectivo.

La OPD adopta estatutos y manuales operativos, así como un código ético aplicado tanto a su gestión interna como a sus relaciones con sus beneficiarios y socios

La OPD fomenta las relaciones y el desarrollo de procesos de comunicación.

h) Las Fuentes de financiación de las OPD:

La OPD tiene como objetivo la autosuficiencia financiera que debería conseguirse a través de la solidaridad salesiana (en la Provincia y en la congregación) y a través de esfuerzos de gestión de recursos locales, nacionales e internacionales.

Nosotros afirmamos claramente que la OPD puede solamente trabajar de una manera significativa y fructífera si el Provincial y su Consejo facilitan una integración saludable dentro de la Provincia. También reiteramos que más allá de la idea de la OPD como una estructura, reconocemos que puede ser vista no solo como una Oficina de individuos que desarrollan servicios, sino más bien como una forma de pensar y relacionarse que los Salesianos empiecen a aplicar en cada una de las actividades a nivel Provincial y de las Comunidades Locales.

4. CONTINUACIÓN TRAS EL SEMINARIO – ALGUNAS PROPUESTAS CONCRETAS PARA EL FUTURO

- a) Estamos agradecidos con todos los que contribuyeron con la preparación y socialización de los materiales propios de cada PDO para el Seminario y especialmente agradecemos a Misiones Salesianas de Madrid por la próxima publicación de las Actas

del mismo, tanto en Inglés como en Español. Quisiéramos que nuestras provincias se beneficien de la socialización de las buenas prácticas y de un conocimiento más profundo de nuestras realidades. Nos comprometemos a dar a conocer los contenidos y las conclusiones del seminario en nuestras provincias.

- b) Sugerimos que la OPD se convierta en una parte integral de la estructura de gobierno y animación salesiana en la Provincia, a través del Proyecto Orgánico Inspectorial (POI) y el Directorio Provincial, que podrían ser aprobados por el próximo Capítulo Provincial en 2013.
- c) Proponemos que los miembros del Capítulo General 27, consideren sea aprobado un nuevo artículo para las Regulaciones Generales que reconozca la necesidad de disponer de una OPD.
- d) Invitamos a las Oficinas de Misiones Salesianas y ONG a continuar su contribución al proceso de fortalecimiento institucional y de capacidades de las OPD ya existentes y al establecimiento de las nuevas, asegurándose que crezcan al servicio del Carisma Salesiano.
- e) Proponemos que la formación de los Recursos Humanos de la OPD incluya aspectos relacionados con la formación de la Doctrina Social de la Iglesia Católica, Salesianidad, así como temas que fortalezcan las capacidades profesionales en Planificación y Desarrollo.
- f) Alentamos a las OPD a entender y utilizar adecuadamente la terminología salesiana (<http://www.sdb.org/pmwiki/pmwiki.php>).
- g) Recomendamos el trabajo en red de las OPD en cada Región Salesiana de forma regular para que el apoyo sea mutuo, compartiendo buenas prácticas entre las Provincias.

CONCLUSIONS. PLAN DE CHEMINEMENT VERS 2015.

1. INTRODUCTION

Ce Séminaire BPD 2011 a eu lieu six ans après le premier séminaire BPD (Rome, 30 mars – 2 avril 2005) qui a donné aux provinces salésiennes le dynamisme nécessaire pour commencer ou développer les BPD (Bureaux du Planning et du Développement) au service de la mission salésienne. Quelque quatre-vingt-dix Salésiens et Partenaires du Volontariat Missionnaire, venant des cinq continents, se sont rassemblés à la maison provinciale de Hyderabad (Inde) pour une durée de cinq jours (6-10 novembre 2011). Les participants représentaient les BPD de cinq Régions Salésiennes (10 provinces de la région Afrique - Madagascar, 2 d'Amérique – Cône Sud, 7 d'Amérique Centrale, 5 de l'Asie-Est – Océanie et 11 provinces de la Région Asie - Sud) ; ils représentaient 62 pays où les BPD apportent leur aide pour réaliser la mission salésienne.

Le Séminaire était animé par le salésien coadjuteur Jean Paul Müller, Econome Général, et don Václav Klement, Conseiller pour les Missions. Quelque 10 agences salésiennes différentes (Bureaux Missionnaires, ONG, Don Bosco Network), qui s'occupent du développement et des missions, ont enrichi le Séminaire de leur expérience – longue de 20 ans – dans le domaine des activités BPD.

Le thème du Séminaire 'Bureau du Planning et du Développement au service du Charisme Salésien dans la province' est le résultat vis-

ible des progrès accomplis durant les six dernières années. Dans le contexte plus large de la solidarité missionnaire salésienne, environ 50 provinces salésiennes ont participé à la préparation de cette rencontre au cours des 12 derniers mois par leurs réponses à deux rapports et par le partage de leurs expériences positives. Dès le début, trois conseillers généraux (Jeunesse, Missions et Economat) furent associés au travail. Un matériel abondant de ce travail est disponible à l'AGORA de la congrégation salésienne au site web www.sdb.org.

Nous sommes très reconnaissants à l'égard de tous ceux qui ont contribué à ce point de réussite importante et aux résultats de toute cette entreprise, à savoir : 50 provinciaux salésiens avec leurs conseils, économes, directeurs BPD et leur personnel, confrères et partenaires laïcs engagés dans la préparation et les activités du séminaire 'India-Hyderabad'. Nous soulignons tout particulièrement le soutien et l'esprit créatif du Conseiller Général pour la Région Asie du Sud, le P. Maria Arokiam Kanaga, du responsable de la province indienne de Hyderabad, le P. Balaraju Raminedi et de son conseil, ainsi que de tous les directeurs BPD de l'Inde et les confrères SPCSA.

Venant de tous les continents, nous avons commencé par une réflexion sur le contexte de la mondialisation et sur les tendances de la congrégation salésienne en ces temps de rapides changements. Nous avons confirmé que notre réponse spécifiquement salésienne à la pauvreté globale est notre mission pédagogique et pastorale auprès des jeunes, surtout les plus pauvres. Dans le but de nous attaquer aux racines culturelles de la pauvreté, nous avons réfléchi sur l'efficacité de notre mission et la manière de la soutenir. Nous avons reconnu le singulier avantage d'être une « entreprise » pédagogique présente dans le monde entier et qui possède une méthode spécifique d'évangélisation caractérisée par le système préventif de Don Bosco ; en particulier, nous approfondissons l'identité salésienne de notre mission, nous profitons efficacement de notre réseau mondial pour en faire une occasion de partager ; nous souhaitons communiquer davantage avec les autorités civiles et ecclésiales, nous engager plus activement dans le domaine du lobbying et de la défense des droits de l'homme ; en même temps, nous trouvons des indications claires pour mieux employer nos ressources financières et humaines (population locale, jeunesse, partenaires laïcs de la mission). En tant qu'éducateurs, nous voulons

considérer et former les jeunes comme acteurs de leur propre vie ; en tant qu'évangélistes, nous voulons les former comme missionnaires des jeunes, leurs pairs.

2. LE PROCESSUS DE CROISSANCE DU BPD (2005-2011)

Progression des BPD durant les six dernières années

La décision de la congrégation de créer et d'aider à la croissance du BPD fut en général appréciée par la majorité des 50 provinces qui ont répondu au premier rapport. Parmi les principales réalisations, on notait la contribution à une mentalité de programmation, le service professionnel qui facilite les processus de prise de décisions dans les conseils provinciaux ; ce qui facilite l'utilisation du Plan Organique de la Province (POP), incite au travail de qualité, et crée une meilleure synergie entre les différentes commissions provinciales.

Par ailleurs, les provinces ont reconnu certaines faiblesses : une compréhension étroite du BPD, un manque de précision en ce qui concerne le rapport entre l'évangélisation et le développement social, un manque de clarté également dans le rapport entre le directeur du BPD d'une part, et le Délégué de la Pastorale des Jeunes et sa Commission, d'autre part. En outre, certaines provinces n'ont pas pris une position officielle concernant le rôle et les fonctions du BPD.

Une preuve concrète de cette 'évolution' du BPD se trouve dans les différentes étapes ou modèles décrits par les provinces. Nous avons constaté qu'il y avait une longue route à parcourir, depuis le premier stade d'une province non-organisée (Modèle 0), en passant par le simple Bureau de Projets (modèle 1), le Bureau de Planning des Projets (modèle 2) jusqu'à un BPD bien équipé (modèle 3-4). Ce chemin de croissance n'est pas un processus systématique qui se construit pas-à-pas : il y a également quelques modèles 'hybrides'. Il y a parmi eux quelques exemples très pauvres, qui existent encore dans certaines provinces, comme par exemple des BPD gérés exclusivement par un personnel expatrié, d'autres BPD qui ne s'occupent que d'une seule maison ou d'un seul projet, des BPD qui ne font pas encore partie de la culture de la province - ils ne sont pas encore acceptés par la majorité des

confrères -, soit encore des cas où les salésiens ne sont pas convaincus de la nécessité ou de la valeur ajoutée du BPD pour la communauté provinciale.

Principaux défis et occasions favorables qui résultent du processus

Comme salésiens nous poursuivons un développement intégral et intégré des jeunes, spécialement des plus pauvres entre eux. La priorité est accordée aux valeurs du Royaume et nous tâchons de les réaliser au moyen de la spiritualité préventive de Don Bosco.

Nous avons réellement besoin d'un mécanisme pour développer, réaliser et évaluer le POP (Plan Organique Provincial) dans chaque province (CG25, 84) ce qui peut également être fait par le BPD. Bien qu'il n'y ait pas de modèle unique ou idéal de BPD pour toutes les provinces salésiennes, nous estimons qu'il doit répondre au minimum à quelques principes pour qu'il soit efficace.

Le BPD doit jouer un rôle dans l'animation de la province. Sous la direction du provincial, le BPD aide l'équipe de Pastorale des Jeunes à établir le planning d'animation de la province et son programme stratégique pour sa croissance, son développement et/ou sa restructuration. Il collabore avec les délégués de la Pastorale des Jeunes et de la Communication sociale, ainsi qu'avec l'économiste, dans les processus de cette animation

Le BPD doit être dirigé par des salésiens qualifiés et des partenaires laïcs impliqués dans la mission. À leur tour, ils doivent promouvoir une mentalité de programmation entre les salésiens dès les premières années de leur formation, développer leurs capacités techniques et inculquer le charisme salésien parmi nos collaborateurs laïcs. Cela contribuera à la continuité, la stabilité et l'identité salésienne du BPD et de la province.

Dans la situation actuelle de l'économie mondiale, aussi bien dans le monde séculier que dans la congrégation salésienne, que chaque provincial cherche comment faire, des aptitudes techniques, des avantages en espèces ou en nature dans sa propre situation locale, des subventions du gouvernement à tous les niveaux, des aides de corpora-

tions privées ou publiques, de trusts non-salésiens et de fondations, de communautés et de groupes, et de tous les individus de bonne volonté. Dans cet effort pour arriver à l'autosuffisance, le BPD s'assure que tous ses partenaires pratiquent des valeurs compatibles avec notre identité chrétienne et salésienne.

Le BPD salésien croit fermement que les gestes d'assistance charitable doivent être limités à de brèves périodes et dans des situations de crise ou de désastre, et en faveur de jeunes qui, à cause de besoins exceptionnels, se trouvent dans une situation pratiquement désespérée. Nous travaillons selon une méthode d'approche basée sur les droits de l'homme, qui rend les individus et les communautés capables de se suffire à eux-mêmes et de faire leur propres choix.

3. LA CHARTE DE CHEMINEMENT VERS 2015

Nous reconnaissons que des possibilités réelles ont été créées durant ces six années, depuis l'introduction du BPD dans les provinces salésiennes, mais nous devons néanmoins reconnaître la nécessité de formuler de nouveau les éléments essentiels de ce qu'un BPD doit être. Ces éléments de base nous indiquent des terrains dans lesquels le BPD doit s'ancrer solidement, et qui nous donnent un espace commun malgré les réalités différentes de chaque province salésienne. Durant les années qui nous mèneront à 2015 nous traçons la route du BPD, - large bien qu'orientée, universelle bien que locale -, comme un cadeau tout indiqué pour le deuxième centenaire de la naissance de Don Bosco.

a) L'identité et le rôle du BPD

Le BPD est une entité juridique ou autre, instituée et détenue par la communauté provinciale salésienne (Constitutions Salésiennes : C.44, C.58), entièrement au service du charisme salésien dans la province. Cette entité prend part à la restructuration, au remodelage, à l'ajustement des œuvres salésiennes. Le BPD constitue un lien, un pont entre les salésiens consacrés et la société civile, dans l'œuvre de la promotion et du développement des capacités des jeunes, de la justice et du développement humain intégral. Il est reconnu dans le directoire de la province avec l'approbation requise du chapitre provincial.

b) Croyances, valeurs et principes du BPD

Dans son travail pour aider à réaliser la double mission salésienne d'éducation et d'évangélisation, le BPD se laisse guider par des valeurs évangéliques - avec une mentalité inspirée par le récit d'Emmaüs - par l'enseignement social de l'Église catholique, le système préventif salésien, les Constitutions salésiennes, la Déclaration Universelle des Droits de l'Homme, ainsi que par les besoins de l'Église locale et des jeunes.

c) Les groupes visés par le BPD

Le BPD est au service des jeunes, spécialement les plus défavorisés, en aidant à réaliser le processus graduel, et lourd de conséquences, pour les former à être de bons chrétiens et d'honnêtes citoyens. Il est aussi au service des mouvements de jeunesse, des communautés salésiennes, de la Famille salésienne, de l'Église locale, de la communauté du territoire, spécialement en les aidant à acquérir leur pouvoir d'auto-détermination dans leurs domaines respectifs de développement.

d) Les programmes et services du BPD

Le BPD aide à esquisser, élaborer, exécuter et évaluer le Projet Organique Provincial (POP) et le Projet Éducatif et Pastoral Salésien (PEPS) en assurant sa durabilité. Il fait des recherches dans le domaine de l'enfance et de la jeunesse afin de rendre pertinents les plans et les programmes de la province.

Le BPD contribue à la création des capacités des groupes cibles en les rendant capables d'être profondément et activement voués à la justice sociale et devenant ainsi des protagonistes du développement.

Le BPD intervient d'une façon significative et responsable dans les réalités citoyennes et exerce une influence sur la politique locale et nationale de l'éducation, des enfants et des jeunes, spécialement les plus pauvres.

e) La position du BPD dans la communauté provinciale

Le BPD agit guidé et supervisé par le conseil provincial. Il collabore avec les délégués de la Pastorale des Jeunes et de la Communication Sociale dans un climat de travail en équipe, de respect et de soutien mutuel. Il prend part aux discussions avec les organes provinciaux et locaux concernant les affaires qui regardent son mandat.

Le BPD rend les communautés salésiennes locales conscientes de l'avancement des projets et de la gestion du cycle de projets tout en maintenant une conscience précise des réalités sur place.

Le BPD gagne la confiance des communautés salésiennes en présentant des résultats concrets pour le progrès de la mission salésienne, dans un esprit de collaboration, de synergie, de dialogue et de transparence avec les structures et procédés provinciaux et locaux.

Le BPD jouit d'une crédibilité auprès de ses partenaires en présentant des résultats concrets dans un esprit de transparence et de responsabilité.

f) Les ressources humaines du BPD

Le BPD est géré par des professionnels, compétents et dévoués, qui jouissent d'une formation adéquate dans le domaine de l'analyse sociale, de la gestion du cycle des projets, du management des finances, de l'esprit salésien, et d'autres formations encore, techniques et salésiennes, en rapport avec les activités du BPD.

Les ressources humaines du BPD adoptent une culture de planning et de travail en réseau, de dialogue, diplomatie, transparence et confiance en Dieu.

g) Les procédés du BPD

Le BPD exécute ses programmes et ses activités en tenant compte du Plan Organique Provincial et du Projet Éducatif et Pastoral, et cela d'une façon éthique, transparente, efficiente, efficace et visant l'impact, et qui adapte le charisme salésien au contexte donné.

Le BPD adopte des statuts, des manuels indiquant la marche à suivre, ainsi qu'un Code éthique dans ses opérations internes et dans ses transactions avec ses groupes destinataires et ses partenaires.

Le BPD garantit que ses procédés de communication construisent et nourrissent de bonnes relations.

h) Les ressources financières du BPD

Le BPD tend à l'autosuffisance grâce à la solidarité salésienne (au niveau de la province et de la congrégation) et par des collectes de fonds au niveau national et international.

Nous affirmons clairement que le BPD ne peut exister d'une façon significative et fructueuse que si le provincial et son conseil facilitent son intégration saine dans la vie de la province. Allant au-delà de l'idée d'un BPD comme une structure, nous constatons qu'il peut être davantage qu'un bureau d'individus qui assurent des services, mais plutôt une façon de penser et d'agir que les salésiens doivent commencer à mettre en pratique dans toutes les activités des communautés provinciales et locales.

4. LE SUIVI DU SÉMINAIRE – QUELQUES INVITATIONS POUR LE FUTUR

- a) Nous remercions tous ceux qui ont contribué à la préparation et au partage du matériel pour le séminaire BPD, surtout les 'Missions Salesianas' de Madrid pour la publication des Actes du Séminaire aussi bien en Anglais qu'en Espagnol. Nous voudrions que toutes nos provinces profitent de ce Séminaire en diffusant les bonnes pratiques et la vision profonde qui en sont les résultats ; et nous nous engageons à rendre cette information disponible.
- b) Nous suggérons que le BPD devienne une partie intégrante des structures d'animation et du management, par le Plan Organique Provincial et le Directoire provincial qui pourraient être tous les deux approuvés par les prochains chapitres provinciaux en 2013.
- c) Nous proposons que les membres du Chapitre Général 27 prennent en considération l'approbation d'un nouvel article pour le Règlement Général, qui reconnaisse la nécessité d'avoir un BPD.
- d) Nous invitons les Procures des Missions Salésiennes et les ONG à continuer de contribuer à l'augmentation des capacités des BPD et à la création de nouveaux BPD en prenant soin qu'ils croissent dans leur service au charisme salésien.
- e) Nous proposons que l'institution des ressources humaines du BPD couvre la doctrine sociale de l'Église, les fondements de l'esprit salésien, et les capacités professionnelles en rapport avec le planning et le développement.
- f) Nous encourageons le BPD à comprendre et utiliser convenablement la terminologie salésienne telle qu'elle est présentée dans le site web <http://www.sdb.org/pmwiki.php>.
- g) Nous encourageons l'utilisation régulière du réseau (Networking) entre les BPD à l'intérieur de chaque région salésienne pour faciliter le soutien mutuel en échangeant les bonnes pratiques entre les provinces.

CONCLUSÕES. ROTEIRO PARA 2015.

1. INTRODUÇÃO

Este seminário de 2011 sobre OPD foi convocado 6 anos atrás durante o Primeiro Seminário Internacional das OPD (Roma, 30 de Março – 2 de abril de 2005), que exortou as Inspetorias salesianas a desenvolverem as “Oficinas de Planejamento e Desenvolvimento” a serviço da missão salesiana. Cerca de 90 Salesianos e leigos colaboradores, procedentes dos 5 continentes, se reuniram durante 5 dias na casa inspetorial de Hyderabad, Índia (de 6 a 10 de novembro de 2011). Os participantes representavam as OPD de 5 Regiões salesianas (10 Inspetorias da África-Madagascar, 2 Inspetorias da América do Sul, 7 Inspetorias da Região Interamérica, 5 Inspetorias da Região Leste Ásia-Oceania e 11 Inspetorias da Região Ásia Sul), representando 62 países nos quais as OPD procuram apoiar a missão salesiana.

O seminário foi animado pelo Ir. Jean Paul Müller, Ecônomo Geral, e pelo Pe. Vaclav Klement, Conselheiro Geral para as Missões. Participaram também representantes de 10 Instituições salesianas diferentes envolvidas na missão e no desenvolvimento (Procuradorias missionárias, ONGs, Don Bosco Network...), que enriqueceram o seminário com seus 20 anos de experiência no fortalecimento institucional e na capacitação das OPD.

O tema de fundo do seminário, “Oficinas de Planejamento e Desenvolvimento a serviço do carisma salesiano na Inspetoria”, é uma

clara expressão e o resultado de um processo levado a cabo durante os últimos 6 anos. Cerca de 50 Inspetorias salesianas de todo o mundo participaram na preparação do seminário durante os últimos 12 meses. Responderam 2 pesquisas e contribuíram compartilhando experiências positivas. Desde o início da preparação do seminário, 3 Conselheiros Gerais (Pastoral Juvenil, Missão e Economato) participaram de todo o processo. Está à disposição abundante material de todo o processo no espaço AGORA da web da Congregação www.sdb.org

Somos muito gratos a todos que contribuíram com o bom andamento desse evento e com os frutos colhidos: 50 Inspetorias salesianas e seus Conselhos, Ecônomos inspetoriais, Diretores de OPD e sua equipe, irmãos e pessoal leigo envolvidos na preparação e no desenvolvimento do encontro. Apreciamos especialmente o apoio e a atitude criativa do Conselheiro Geral para a Região da Ásia, Pe. Maria Arokian Kanaga, do Padre Inspetor de INH, Pe. Balaraju Raminedi e seu Conselho, e de todos os Diretores da Índia e irmãos de SPCSA.

Depois da chegada dos participantes de todos os continentes, começamos o seminário com um reflexão sobre o contexto globalizado e as tendências da Congregação salesiana nesses anos de rápidas mudanças. Confirmamos novamente que a nossa resposta salesiana específica à pobreza global é a nossa missão educativo-evangelizadora dos jovens, especialmente voltada para os mais pobres. Procurando entender as raízes culturais e o contexto da pobreza, refletimos sobre a eficácia e a sustentabilidade da nossa missão. Identificamos as vantagens que temos por sermos uma entidade educativa com presença mundial, que dispõe de uma forma própria de evangelização, assinalada pelo Sistema Preventivo de Dom Bosco e pela identidade salesiana em nossa missão.

Vemos que de fato podemos aproveitar a nossa rede global como uma oportunidade para trabalhar em rede com a sociedade civil e as autoridades religiosas, para sermos mais eficientes no campo do lobby e da advocacy. Assim mesmo, servindo-nos dessa rede mundial, podemos usar os nossos recursos humanos e financeiros (pessoal local, jovens, colaboradores leigos) de maneira melhor e mais eficiente. Enquanto educadores, nós queremos ver e formar a juventude como

protagonista de seu próprio desenvolvimento; e enquanto evangelizadores, queremos formá-los como missionários de seus próprios colegas.

2. O PROCESSO DE CRESCIMENTO DAS OFICINAS DE PLANEJAMENTO E DE DESENVOLVIMENTO (2005-2011)

Progresso das OPD nos últimos 6 anos

A maioria das 50 Inspetorias que responderam a primeira pesquisa apreciou o interesse da Congregação para criar as OPD e ajudá-las em seu crescimento. Entre os principais êxitos alcançados devemos mencionar especialmente: sua contribuição para uma mentalidade de planejamento; o apoio profissional facilitando os processos de decisão dos Conselhos inspetoriais; uma maior confiança na implementação do Plano Operativo Geral (POI); o estímulo para favorecer a qualidade da missão; e as sinergias entre as várias Comissões inspetoriais.

Por outro lado, foram constatadas diversas fragilidades por parte das Inspetorias: um entendimento limitado das OPD; a falta de uma melhor articulação na sinergia entre a evangelização e o desenvolvimento social; a necessidade de maior clareza na sinergia entre o Diretor das OPD e o Delegado da Pastoral Juvenil e sua Comissão. Além disso, algumas Inspetorias não conseguiram definir seu posicionamento oficial quanto ao rol e às funções das OPD.

Como amostra dessa “evolução” das OPD, foram avaliadas diferentes situações ou modelos de OPD descritas pelas Inspetorias. Constatamos um longo caminho desde uma Inspetoria não organizada (modelo 0), a uma Inspetoria que conta com uma simples Oficina de Projetos (modelo 1), a uma Oficina de Planejamento e Projetos (modelo 2), a uma Oficina de Planejamento e Desenvolvimento já totalmente desenvolvida (modelos 3-4). Nesse caminho de crescimento, observamos que esses modelos não são modelos totalmente definidos, mas que com frequência surgem modelos “híbridos”. Inclusive, surgem modelos não muito recomendáveis que ainda existem em algumas Inspetorias, como é o caso daquelas OPD que são levadas adiante por parte de pessoal de fora; ou OPD que só atendem a um setor específico de

trabalho; ou aquelas que fazem parte da cultura inspetorial, mas que ainda não são aceitas pela maioria dos irmãos ou por Salesianos que não estão convencidos do valor que uma OPD pode acrescentar ao trabalho de uma comunidade.

Principais desafios e oportunidades que surgem nesse processo

Como Salesianos, aspiramos a um desenvolvimento integral e global da juventude, particularmente dos pobres. Damos prioridade aos valores do Reino e trabalhamos com eles por meio da Espiritualidade Preventiva de Dom Bosco.

Precisamos de um instrumento para elaborar, implementar e avaliar o Plano Operativo Geral (POI) em cada Inspeção (CG25,84), e esse instrumento pode ser a OPD. Apesar de não existir um modelo ideal de OPD para todas as Inspeções salesianas, reconhecemos que deve haver pelo menos um mínimo de esquemas que sejam efetivos.

A OPD desempenha uma função de animação na Inspeção. Sob a liderança do Inspetor, a OPD ajuda a equipe de Pastoral Juvenil a elaborar os Planos inspetoriais de animação e seu Plano estratégico para o crescimento, o desenvolvimento da ação pastoral. A OPD trabalha de mãos dadas com a Pastoral Juvenil, a Comunicação Social e o Econmato no processo de animação.

A OPD deve ser gerida por pessoal Salesiano e por leigos colaboradores bem qualificados. Eles animam e favorecem a mudança de mentalidade dos Salesianos em função de uma mentalidade de planejamento, desde os primeiros anos de sua formação. Também desenvolvem capacidades técnicas para os Salesianos e inculcam entre os nossos colaboradores leigos o carisma salesiano. Isso contribuirá para a continuidade, estabilidade e identidade salesiana da OPD e da Inspeção.

Na atual situação de economia global, tanto no mundo secular como na Congregação salesiana, cada OPD inspetorial busca recursos por diferentes caminhos: contribuição de experiências, apoios técnicos, doações em dinheiro, doações de material, apoio do governo local nos diversos níveis, apoio de empresas e corporações particulares ou públicas, contribuição de Fundações e de ONGs não salesianas de

confiança, colaboração de comunidades e grupos, e de modo geral de pessoas de boa vontade. Nesse esforço para ser autossuficiente, a OPD procura que todos os seus colaboradores possuam alguns valores que sejam compatíveis com a nossa identidade cristã e salesiana.

A OPD salesiana crê que o puro assistencialismo só pode ser levado em conta em períodos curtos de tempo e em situações de emergência e de desastres; assim como para jovens e pessoas em situação de especial vulnerabilidade. Optamos por trabalhar a partir de um enfoque baseado em direitos humanos, favorecendo as comunidades e seus indivíduos para que se convertam em pessoas não dependentes e capazes de tomar suas próprias decisões.

3. ROTEIRO PARA 2015

Merecem relevo as oportunidades que surgiram desde que as OPD foram criadas nas Inspetorias salesianas nos últimos 6 anos; todavia, deve-se reconhecer a necessidade de estabelecer os fundamentos em que deveria se apoiar uma OPD. Esses fundamentos indicam algumas áreas que as OPD devem definir de maneira sólida e criar uma base comum, embora tendo em conta as realidades diferentes de cada Inspetoria salesiana. Visando 2015, queremos traçar o caminho amplo, embora concreto, e universal, embora local, a ser seguido pelas OPD, como um presente dedicado ao bicentenário do nascimento de Dom Bosco.

a) A identidade da OPD e sua função:

A OPD é uma entidade que pode ter personalidade jurídica própria (ONG), estabelecida e assumida pela comunidade da Inspetoria salesiana (C.44, C.58), dedicada totalmente ao serviço do carisma salesiano na Inspetoria. Participa da reestruturação, redefinição e redimensionamento das obras salesianas. Serve de união e ponte entre os Salesianos consagrados e a sociedade civil no trabalho de pro-

moção da justiça, do desenvolvimento, da tomada de consciência da juventude e do desenvolvimento integral das pessoas. É reconhecida pelos documentos institucionais da Inspetoria com sua correspondente aprovação pelo Capítulo Inspetorial.

b) Crenças, princípios e valores da OPD

A OPD em seu trabalho de apoio à realização da sua dupla missão salesiana educativo-evangelizadora é guiada pelos valores do espírito com uma mentalidade de Emaús, pela Doutrina social da Igreja Católica, pelo Sistema Preventivo, pelas Constituições salesianas, pela Declaração Universal dos Direitos Humanos, assim como pelas necessidades da Igreja local e as oportunidades dos jovens.

c) Os destinatários da OPD

A OPD tem como destinatários os jovens, especialmente os que vivem em situação mais vulnerável, ajudando-os a desenvolver um processo gradual e a longo prazo para transformá-los em bons cristãos e honestos cidadãos. Também apóia o Movimento juvenil, as comunidades salesianas, a Família salesiana, a Igreja local e as comunidades locais, tornando-as conscientes para que tenham capacidade de auto-determinação em suas respectivas linhas de desenvolvimento.

d) Os programas a serviço da OPD

A OPD dá apoio ao processo de esquema, elaboração, implementação e avaliação do Plano Geral da Inspetoria (POI) e do Sistema Educativo Pastoral Salesiano (PEPS), garantindo sua sustentabilidade. Trabalha também no âmbito da investigação a respeito da infância e da juventude, para tornar relevantes, de forma continuada, os Planos e os Programas da Inspetoria. Oferece fortalecimento institucional a

seus destinatários, favorecendo neles uma atitude ativa e em profunda consonância com a justiça social, tornando-os atores importantes do desenvolvimento. Intervém de forma significativa e ativa na realidade social e exerce influência sobre as políticas locais e nacionais de educação, de infância e juventude e aquelas que afetam a pobreza.

e) As relações da OPD

A OPD trabalha sob a guia e a supervisão do Conselho inspetorial. Igualmente trabalha com a Pastoral Juvenil e a Comunicação Social, num ambiente de complementaridade, de trabalho em equipe, respeito mútuo e apoio recíproco. Participa das discussões com os órgãos inspetoriais de animação da Inspeção nos aspectos relevantes do seu mandato. Cria a consciência das comunidades locais a respeito de um enfoque de programação e de gestão de projetos; e mantém uma consciência próxima às realidades de cada lugar. Conquista a confiança da comunidade salesiana por meio da busca de resultados concretos para a execução da missão salesiana, de seu espírito de colaboração, de sinergia, de diálogo e de transparência para com as estruturas e os projetos inspetoriais e locais. Finalmente, conquista credibilidade junto a seus sócios por meio de resultados concretos da associação, em espírito de transparência e prestação de contas.

f) Os recursos humanos da OPD

A OPD funciona por meio de profissões, pessoas competentes e comprometidas, com uma adequada formação na análise do contexto social, gestão do ciclo de projetos, gestão financeira, salesianidade e outros tipos de formação técnica e salesiana relacionada com suas atividades. Os recursos humanos da OPD estão impenhados de uma mentalidade de planejamento e de trabalho em rede, diálogo, transparência, diplomacia e confiança em Deus.

g) Os processos da OPD

A OPD desenvolve seu programa e operações em relação ao Plano Geral Inspeção (POI) e ao Projeto Educativo Pastoral Salesia-

nos (PEPS) de maneira ética, transparente, efetiva e orientada a gerar impacto, inculturando o carisma salesiano no respectivo contexto. Ela adota estatutos e manuais operativos, assim como um código ético aplicado tanto à sua gestão interna quanto a suas relações com seus destinatários e sócios. Fomenta as relações e o desenvolvimento de processos de comunicação.

h) As fontes de financiamento da OPD

A OPD tem como escopo a autossuficiência financeira que deveria ser alcançada por meio da solidariedade salesiana (na Inspetoria e na Congregação) e por meio de esforços de gestão de recursos locais, nacionais e internacionais.

Nós afirmamos claramente que a OPD só pode trabalhar de forma significativa e frutuosa se o Inspetor com seu Conselho facilitarem uma integração saudável dentro da Inspetoria. Também reiteramos que, para além da ideia da OPD como estrutura, reconhecemos que pode ser vista não só como uma Oficina de indivíduos que desenvolvem serviços, mas como uma forma de pensar e de relacionar-se que os salesianos começam a aplicar em cada uma das suas atividades em nível inspetorial e de suas comunidades locais.

4. CONTINUAÇÃO APÓS O SEMINÁRIO – ALGUMAS PROPOSTAS CONCRETAS PARA O FUTURO

- a) Agradecemos a todos que contribuíram com a preparação e a socialização do material próprio de cada ODP para o seminário que realizamos e especialmente agradecemos a “Misiones Salesianas de Madrid” pela próxima publicação das atas do mesmo, tanto em inglês quanto em espanhol. Gostaríamos que as nossas Inspetorias se beneficiassem da socialização das boas práticas e de um conhecimento mais profundo das nossas realidades. Comprometemo-nos a fazer conhecer os conteúdos e as conclusões do seminário em nossas Inspetorias.

- b) Sugerimos que a OPD se converta em parte integrante da estrutura de governo e de animação salesiana da Inspetoria por meio do Plano Geral Inspetorial (POI) e do Diretório Inspetorial, o que poderia ser aprovado pelo próximo Capítulo Inspetorial de 2013.
- c) Propomos que os membros do Capítulo Geral 27 considerem a aprovação de um novo artigo dos Regulamentos Gerais que reconheça a necessidade de dispor de uma OPD.
- d) Convidamos as Oficinas de “Misiones Salesianas” e as ONGs a continuar sua contribuição para com o processo de fortalecimento institucional e de capacitação das OPD já existentes e com a criação de novas, assegurando o crescimento do serviço do carisma salesiano.
- e) Propomos que a formação dos recursos humanos da OPD inclua os aspectos relacionados com a formação da doutrina social da Igreja Católica, a salesianidade, assim como temas que fortaleçam a capacitação profissional em planejamento e desenvolvimento.
- f) Exortamos as OPD a entender e utilizar adequadamente a terminologia salesiana: (<http://www.sdb.org/pmwiki/pmwiki.php>).
- g) Recomendamos o trabalho em rede das OPD em cada Região salesiana de forma regular para apoio mútuo, compartilhando as experiências positivas entre as Inspetorias.

REFLECTIONS ON EMERGENCIES

FR. PIERLUIGI ZUFFETTI, MISSIONI DON BOSCO

Introduction

The emergency situations are increasing every day and they represent a reality in front of which it is impossible not to take action. In fact it is impossible to turn a blind eye to our brothers and sisters who are suddenly overcome with grief, suffering and abandonment.

A Christian person, even more a religious one, must identify with those innocent victims, must share their situation not just through prayers and “good” words but especially through solidarity acts able to become specific and direct actions.

What can we do concretely

We can make a distinction between **two different emergency situations**:

- a) Situations in which the Salesians aren't directly affected. In this case, even if there isn't a direct involvement, it is impossible not to care about the suffering and grief of those who have suffered losses and damages and who are in trouble.

- b) Situations in which the Salesians and the Salesian works are directly affected. In this case, even more than in the first one, since there's a personal involvement, a prompt and targeted intervention is necessary to alleviate the pains of the brothers and the students who are in an emergency state, without forgetting the population who is suffering.

In both cases a prompt and targeted action is necessary and this means:

1) Information.

Each Provincial House should arrange an efficient communication system able to inform immediately about the emergency situation through a quick and rapid communication, even if not precise and official, providing pictures and statistics when possible. This would allow not only the Superiors but also the whole Salesian world (Procures, Salesian NGO, etc.) to know the emergency situation in all its gravity, enabling them to take action according to their capabilities and abilities (fund -raising, reports, etc.). This communication system, working under the local Superiors control, will have the duty to inform about what is immediate necessary.

2) First aid actions.

In order to take a prompt and targeted action, by sending the first emergency aids, it is necessary to set up an "emergency fund" at the Community level and through the Salesian Procures and NGO.

3) Local actions.

Each Provincial House should include in its organization the creation of "emergency groups" made up of local volunteers, prepared to help the population in case of emergency. They could involve the students of the Salesian schools and the young people of the Youth Centres, thus fulfilling also an important educational action.

4) Long term actions.

When the losses and damages assessment is clearer, local Superiors with the involved groups, will be able to make an intervention plan and to formulate rehabilitation projects.



SEMINAR

PLANNING AND DEVELOPMENT OFFICE AT THE SERVICE
OF THE SALESIAN CHARISM
IN THE PROVINCE

Six-year-plan of the Rector Major for the sessenium 2008-2014, (Part II, Missions, Area 3, 3.2.1.1 and 3.2.1.2): *"Promote and consolidate Planning and Development Offices in the Provinces"* and *"Help Provinces and accompany PDOs with clear Salesian criteria for development of the Salesian mission"*. This Seminar is a clear step forward in helping the Provinces to make their PDOs a basic tool for their quality mission.

HYDERABAD 6-10 NOVEMBER 2011



**SALESIAN MISSIONS
DEPARTMENT**

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