

Solidarity Plan

The General Objective

To create a circular flow of communication in order to deepen our relationship as brothers in service of a progressive growth in solidarity across provincial boundaries.

- I. The Treasurer General will:
 - A. Centralize in the Curia knowledge of the financial collaboration among provinces.
 - B. Appropriately report on the mission fund and patrimony funds held by the Curia.
 - C. Discover and work to change any lack of fiscal transparency.

- II. The Curia will:
 - A. Help provinces and vice-provinces plan to become economically self-sustaining.
 - B. Create a plan to organize collaboration among the provinces in regard to preaching appeals for funds.
 - C. Establish an international office whose purpose is to create in the CM a culture of inviting other people to participate financially with us in our vision and mission.
 - D. Increase the size of the Mission Fund.
 - E. Work to increase the size and number of Patrimony Funds, where needed.

III. The Provinces and Vice-Provinces on the Mission Distribution List will:

- A. Commit themselves, where necessary, to install a culture of financial transparency, especially by cooperating with the plan of the Treasurer General.
- B. Cooperate fully with the planning process initiated by the Curia for moving toward economical self-sustainability.

IV. The resourced and self-sustaining provinces will:

- A. Plan to keep their patrimony “productive in a way that is most profitable for the promotion of the poor”¹ in the context of our international Congregation.

V. The VSO, from 2019 to 2022, will train confreres from developing regions (in three different language groups) to help approximately 20 provinces, vice-provinces, regions and missions to more effectively plan, fund, implement, manage, and sustain their projects.

In the addendum you will find more detailed planning

ADDENDUM – more detailed plans

I. Discover and work to change any lack of fiscal transparency.

A. ASSUMPTIONS

- 1. Fiscal management is a science
- 2. The Curia will play a key role in implementation at the level of the Treasurer General’s Office

¹ INTERPRETATION of the FUNDAMENTAL STATUTE on POVERTY [1980], (B) EXPLANATION OF THE STATUTE, 4. g).

3. Treasurers will receive two years of education and afterwards will remain in office for eight years if all evaluations are positive.
4. Visitors or Vice Visitors will also need training.

B. PHASE I *1-2 years of preparation*

1. The Treasurer General chairs a team of seven people including both confreres and lay professionals. This team:
 - a. Identifies the target provinces or vice provinces who need help in this area.
 - b. Develops a model chart of accounts
 - c. Identifies competent external auditors in the appropriate regions.
 - d. Identifies education centers and programs for the education of treasurers and Visitors.
 - e. Develops the instrument and process that the Treasurer General will use to monitor this effort.

C. Phase II *Initial Year of Implementation*

1. Begin on the first day of the new fiscal year of the province.
2. Begin using the new chart of accounts.
3. Begin keeping paper records for accounts payable. The paper records must be of such a quality that they can be audited.
4. Produce monthly financial reports for review.
5. Have at least two financial visitations organized by the Treasurer General to review progress.

6. Help them overcome any inadequacies in performance.
7. Have an end-of-the-year review by an external audit firm.

D. Phase III *Ongoing Review*

1. After the first year, there will be quarterly reports reviewed by the Treasurer General.
2. After the first year, the Treasurer General will organize an annual financial visitation for at least the next four years.
3. The annual review organized by the Treasurer General also will follow a change in Visitor or Treasurer.
4. An external audit firm will perform annual reviews which the Assistant General and Treasurer General will evaluate.

Year	design	training per province per year	Set up per province	Initial year 2 visits per province	review per province per year	number of provinces	total
1	30000	6000				10	90000
2		6000	3000			10	90000
3				4000		10	40000
<i>The following years will occur after the end of mandate of the current General Council.</i>							
4					2000	10	20000
5					2000	10	20000
6					2000	10	20000
7					2000	10	20000

COST:

- II. A. Help provinces and vice-provinces plan to become economically self-sufficient.
 - A. The General Council, following the model for developing our approach to systemic change, assembles a team to gather principles from the stories of how our own CM resourced provinces became sustainable.

- B. The General Council assembles a committee of confreres and laity to design the planning process that uses the guiding principles as a base to produce a plan.
- C. The committee will accompany three planning sessions a year until the 2022 General Assembly.
- D. The General Assembly of 2022 will evaluate this process.

COST:

year	design	3 sessions per year	evaluation	Total
1	30000	30000		60000
2		30000		30000
3		30000		30000

II. B. Create a plan to organize collaboration among the provinces in regards to preaching appeals for funds.

- A. The General Curia will assemble a team from those provinces who have experience in preaching appeals in order to design a draft of a plan for implementing this collaboration.
- B. The General Curia will send the draft of the plan to each province and vice-province for comments and suggestions.
- C. The team will revise the plan in light of the comments and suggestions.
- D. The General Curia will send the plan to the provinces and vice-provinces for implementation.
- E. The General Curia will evaluate each year the experience had in 2020 and 2021 with the participating provinces.

Solidarity Plan

- F. Thereafter the General Assembly will be the forum of evaluation.

COST – 30,000

II. C. Establish an International Office whose purpose is to create in the CM a culture of inviting other people to participate financially with us in our vision and mission.

- A. **This office will work in close collaboration with the VSO.**
- B. **A qualified confrere has been identified for this position, is willing to serve and has the approval of his Visitor to do so.**
- C. **The program will be developed in dialogue with our resourced provinces.**

Year	Start up	Staff salary	Staff benefits	Admin	Total
1	25000	44220	11650	42000	122,870
2		69010	12349	42000	123,359
3		71,080	13,090	42000	126,170
4		73,213	13,875	42000	129,088

COST:

III. Plan to keep their patrimony “productive in a way that is most profitable for the promotion of the poor” in the context of our international Congregation.

A. Possible scenarios for donations:

1. The investment portfolio is reviewed for a possible donation of a portion of the portfolio.
 - a. The donation creates or enhances (a) fund(s) governed by a spending rule and directed to purposes that are jointly agreed upon.
 - b. Income from the donation would fulfill already pledged commitments to VSO.
2. Or the investment portfolio is reviewed for flexibility in disbursement during positive years.
 - a. One possible scenario is to designate the increase in value of a certain amount of the portfolio as the donation.
 - b. Another possibility for a donation is 3% to 5% of the difference, in a given fiscal year, between 1. the increase in the value of the holdings in the portfolio, minus new deposits, and 2. the disbursements from the portfolio.
 - c. Either donation would subtract already present commitments, such as to VSO.
3. In addition to a donation from the investment portfolio, another possibility for a donation is 5% of any inheritance that the province receives, given that the restrictions placed on the inheritance allow this gift to happen.
4. The Superior General with the General Council will allocate donations from 2. and 3. above to the Mission Distribution Fund, Patrimony Funds for provinces, the Patrimony Fund for use at the discretion of the Superior General with the General Council, the budgets for the plans in this Addendum, and for VSO.

Solidarity Plan

- B. Underused buildings are reviewed in light of finding a new purpose for the building that would generate income or, at least, would pay for the maintenance of the building.
- C. The Treasurer General will, from time to time, present investment possibilities that benefit developing provinces.
- D. The pool of professional people who have a relationship to the Province is reviewed continually for possible collaboration on the international level.
 - 1. A recent example of the possibility is the workshop done in Kenya sponsored by the Vincentian Centre for Church and Society of St. John's University in New York and co-sponsored by DePaul Centre for Leadership and Management of DePaul University in Chicago.
 - 2. Other examples are the laypersons who participate in the International Finance Commission; or the laypersons who participate in the investment commission of the Western Province, which helps to guide the investments held by the General Curia.

IV. The VSO

- A. The VSO, in order to help provinces, vice-provinces, regions and missions to more effectively plan, fund, implement, manage and sustain their projects, will hold four "train the trainer" programs (tentatively 1 in English, 1 in French, and 2 in Spanish), from 2019 through 2022, for confreres from CM provinces, vice-provinces, and missions in developing regions. A tentative program for the workshops, still under development, includes these items:
 - 1. Each program, approximately one month in duration, will be held at the VSO in Philadelphia.

2. Each program will serve approximately five confreres, so that from 2019 through 2022, the VSO will train representatives from 20 different provinces, vice-provinces, and/or missions.
3. Each program will include the following elements:
 - a. Participants will attend seminars conducted by VSO staff and guest presenters. The seminars will address topics such as project planning, research for grant application, writing the grant application and reporting on the grant, general fundraising strategies, and development of income-generating projects and ministries.
 - b. Under guidance from VSO staff, program participants will collaborate on writing grant proposals for actual projects and drafting strategies for prioritizing implementation of projects in their own province, vice-province, or mission and on supporting their pastoral plans and plans for sustainability. The program participants will be expected to train their local confreres and to serve as project coordinators with the VSO on behalf of their province, vice-province, or mission.
 - c. The VSO will remain in contact with program participants for several years and will offer them ongoing support and ongoing guidance.

COST: Already included in VSO budget