

# **XIX GENERAL CHAPTER**

**Comboni Missionaries of the Heart of Jesus**

## **GUIDE TO THE IMPLEMENTATION OF THE XIX GENERAL CHAPTER**



**Having dreams  
and making plans  
to fulfil them**



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*“I am the vine, you are the branches”  
Rooted in Christ together with Comboni*

3<sup>rd</sup> December 2022  
Feast of St. Francis Xavier



# Summary

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## Abbreviations

CA	<i>Chapter Acts</i>
CF	Comboni Family
EG	<i>Evangelii Gaudium</i>
FT	<i>Fratelli Tutti</i>
GA	General Administration
GC	General Concil
GSF	General Secretariat for Formation
IF	Initial Formation
JPIC	Justice, Peace, and Integrity of Creation
LS	<i>Laudato Si'</i>
MA	Missionary Animation
OGF	Ongoing Formation
QAM	<i>Querida Amazonia</i>
RoL	<i>Rule of Life</i>
TCF	Total Common Fund
Writings	<i>Writings of Comboni</i>

# INTRODUCTION

Dear Confreres

greetings and prayers in the name of the Lord.

While we are writing this introduction to the *Guide to the implementation of the XIX General Chapter*, we trust you have all already received the Chapter Documents.

The text we present to you here is an instrument intended to render more fruitful the Chapter Acts 2022 and, at the same time, to suggest some priorities to be kept in mind when drafting the *Six-year Plan* of the Institute, both at continental and circumscription levels, to give a new form and impetus to our daily commitment of evangelisation according to the Comboni charism.

We are being constantly called to live our vocation and to “be mission” in virtue of our baptism which has “grafted us” onto Christ:

“I am the true vine and my Father is the vinedresser. Every branch that bears no fruit he cuts away, and every branch that does bear fruit he prunes to make it bear even more. You are pruned already by means of the word I have spoken to you. Make your home in me as I make mine in you. As a branch cannot bear fruit all by itself but must remain part of the vine, neither can you unless you remain in me. I am the vine, you are the branches” (Jn 15:1,5).

The guiding concept that animated and directed the work of the entire Chapter – *“I am the vine, you are the branches”* – must now translate into a renewed conviction that our action can only be born of an experience of faith and encounter – individual and communitarian – with Jesus Christ. We want to grow like “branches attached to the vine”, which is Jesus, as our Founder and Father, Saint Daniel Comboni teaches us, in the certainty that the efforts we shall make to evaluate, calculate, plan and organise our future activities, according to the indications of the Chapter, will find sense and meaning only if we present them to the Lord, confident that God the Father is the vinedresser, Jesus is the vine, and the Holy Spirit is the life of the Mission.

Comboni was convinced that the work he had begun was *“of God”* and had to be managed *“with God”*:

“Khartoum has 74 individuals who live totally at the mission’s expense, including the missionaries and the Sisters. In El-Obeid there are 58. Since the work I have in my hands belongs completely to God, for it is with God, above all, that we must deal with every important and lesser matter of the Mission: therefore, it is extremely important that piety and a spirit of prayer should prevail among its members” (*Writings*, 3615).

In drafting this *Guide*, we have taken an inclusive approach, involving all the General Administration (the members of the General Secretariats and heads of the General Offices), in planning – together and at all levels – the action foreseen by the *Chapter Acts*, not only in view of a more organic plan for future commitments



but also, and above all, as a sign of the responsibility and co-responsibility of everyone, with a strong sense of belonging to our Institute and the Comboni mission, so as to be able to respond adequately to the challenges of the Church and societies where we work. And it is in the “spirit of togetherness” that we wish to reaffirm the importance of being and living like a *Cenacle of Apostles* dedicated to the mission:

“This Institute, then, becomes like a little Cenacle of Apostles for Africa, a centre of light sending to the centre of Africa as many rays as are the missionaries who go out from it. And these rays of light, bringing warmth as well as illumination, cannot but reveal the nature of the Centre from which they spread out” (*Writings*, 2648).

In this *Guide*, you will find indications and suggestions that you will certainly find familiar, both because they have always been present in the tradition of the Institute, and because they have been encountered during the journey we have all made in recent years, at personal, community and circumscription levels.

You will find in it a brief summary of the methodology used during the Chapter, which led us to choose and reflect upon *five priorities*:

- spirituality,
- identity and community life,
- revision of formation,
- ministeriality at the service of requalification,
- communion of goods, sharing and sustainability.

In a second phase, the text suggests processes to be started in the first triennium and to be completed, after

thorough revision, in the second triennium of the six-year mandate, when we will also be working on the preparation of the XX General Chapter. In conclusion, we have added the calendar of the activities proposed at different levels.

It is hoped that all of this may serve as a basis for drafting the continental/sub-continental and circumscription Six-year Plans.

We invite everyone to take up and study both the *Chapter Acts* and this *Guide* with a profound sense of responsibility so as to contextualise them – and contextualise ourselves – in the journey that the Institute is accomplishing and, therefore, contribute effectively to the implementation of the “mandate” entrusted to us by the Chapter.

In this journey of discernment, we must not fail to assume an attitude of genuine openness, frank encounter and active collaboration with other entities and institutions working in the same territory as ourselves, often with the same objectives. A spirit of authentic synodality will permit “collegial reflection” on the modalities of commitment and bring out both critical issues and strengths, detecting the sorts of different needs and ensuring the unity and continuity of the initiatives undertaken in favour of the most disadvantaged and excluded human groups.

It goes without saying that, in the phase of discernment, we are called to open ourselves to the action of the Holy Spirit, the true protagonist of God’s mission and the only one capable of animating, illuminating, supporting and enriching our reflection.

Pope Francis has reminded us that “discernment concerns the modality, the way in which to set up and live these elements, so that they can respond as much as

possible to the needs of the mission, that is, of testimony. This is very important: it is part of the ‘ecclesial renewal that cannot be deferred’ in a missionary key to which the whole Church is called (see *Evangelii Gaudium*, 27-33). It is a conversion that starts from the conscience of each one, involves every community, and thus reaches the point of renewing the entire institute” (from the *Address of Pope Francis*, Audience to the Comboni Chapter Members, on 18<sup>th</sup> June 2022).

We want to thank the Lord for the progress made in this direction by the communities, the Circumscriptions and the entire Institute, in particular the journey and experience of charismatic communion with the Comboni Missionary Sisters, the Secular Comboni Missionaries and the Comboni Lay Missionaries.

We entrust all our commitment to the mission to the intercession of our Virgin Mother, Mary Star of Evangelisation, Saint Joseph, Saint Daniel Comboni, and All the Saints of God.

1<sup>st</sup> November 2022,  
Solemnity of All Saints

Fr. Tesfaye Tadesse Gebresilasie, mccj  
Fr. David Costa Domingues, mccj  
Fr. Luigi Fernando Codianni, mccj  
Fr. Elias Sindjalim Essognimam, mccj  
Bro. Alberto Lamana Cónsola, mccj

## THE CHAPTER JOURNEY

The XIX General Chapter was characterised by the adoption of a working methodology different from the usual. The ‘appreciative’ method was added to the usual ‘diagnostic’ method, used above all in the preparation of the Chapter. While the former makes use of tools for analysing and verifying the journey made and the problems encountered with a view to solving them, the latter is based on a discernment of what the Holy Spirit is already doing in history and in the mission, to respond to his invitations, and in the presence of the Risen One.

The different working methodology adopted also led to *a different format for the Chapter Acts*.

The Chapter began with an intense *phase of listening*, during which we gathered the voices of the Comboni confreres involved in the various contexts, those of the circumscriptions and continents, and those of the Comboni bishops. Other entities of the Comboni Family were also listened to.

The Chapter then undertook to identify and choose the priorities on which to focus its attention. In practice, the themes of the ‘four paths’ that had been worked on in the preparatory phase<sup>1</sup> were confirmed<sup>1</sup>. However, it was seen as urgent and important to continue to reflect also on other fundamental aspects: spirituality and community

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<sup>1</sup> The four pathways were: revisiting and revision of the *Rule of Life*; verification and revision of formation; ministeriality in view of requalification; communion of goods, sharing and sustainability.

life. In the end, the chapter members opted for the following **five priorities**:

1. spirituality;
2. identity and community life;
3. revision of formation;
4. ministeriality at the service of requalification;
5. communion of goods, sharing and sustainability.

Profound discernment was carried out for each of these five priorities, which led to the configuration of **paths** or **journeys** that the Institute is called to undertake over the next 6 years.

Every journey animated by constant awareness of the presence of the Risen Lord – in this sense, it would be better to speak of a ‘pilgrimage’ – must be energised by a clear **goal**. This goal was depicted by the capitulars as a **dream**, which outlines the vision of a horizon towards which to aim and direct our journey. Therefore, 5 priorities translated into 5 dreams, that is, five ‘new situations’ – different from the current ones – for the realisation of which we felt called by the Holy Spirit.

To reach the 5 goals, of course, it is necessary to identify *paths* which, by specifying and maintaining the correct ‘sense of direction,’ guarantee their achievement. For this reason, the Chapter has proposed for each *goal-dream* a series of **guidelines** that help outline the road to follow in the next 6 years in order to be faithful to the invitation of the Spirit.

Finally, in order to complete the paths outlined, it is necessary to make concrete **commitments** at all levels: personal, community, provincial, continental, and of

General Administration. For each guideline, the Chapter identified some concrete strategic commitments.

In the past, after the publication of the *Chapter Acts*, we used to draw up a detailed plan for the implementation of the Chapter, which we called the *Chapter Implementation Guide*. On this occasion, this plan has already been outlined by the Chapter itself. The purpose of this document, therefore, is to offer a tool for *coordinating the implementation of the Chapter Acts* at various levels.

## PHASES OF IMPLEMENTATION

To coordinate the implementation of the *Chapter Acts* we must take into account some conditioning factors. Unlike in the past, having postponed the Chapter by nine months due to the COVID-19 pandemic, we are already in the process of electing new Circumscription Superiors and their Councils. This concurrence conditions the process of receiving the Chapter in the Circumscriptions and, above all, the process of drawing up the Six-year Plan.

We find other implications at the level of the composition of the Continental Councils and the Continental Assemblies of Circumscription Superiors. These structures, in fact, play a fundamental coordination role at the continental level.

Taking into account these conditionings and the provisions contained in the Chapter Acts, we envisage the following implementation phases.

### **A. YEAR OF COMMENCEMENT (2023)**

We are dedicating 2023 to a careful study of the Chapter Acts, in view of the elaboration of the Six-Year Plans at all levels (Circumscriptions, Continents, General Administration). These plans must be presented to the General Council in good time to be duly considered and possibly approved during the December 2023 Consulta.

In compliance with the Chapter mandate on ongoing formation, we will dedicate this year to *spirituality* and, in particular, to reflection and prayer on the Word of God. The process will be animated by the General Secretariat for Formation.

## **B. OUTLINING THE PROCESSES (2023-2025)**

One of the main reasons why decisions taken are sometimes not implemented can be found in the lack of clear implementation processes. In fact, it is not enough to have *guidelines* and decide on *commitments*. It is also necessary to initiate *paths* through which the commitments are realised, and the guidelines become practices assimilated into the style of missionary work at various levels.

Depending on the case, in fact, the guidelines and commitments may belong to different levels. This document intends to clarify the levels of competence and, as regards what requires action at the continental and GA levels, to coordinate their implementation.

Furthermore, the process delineation phase may require, for some guidelines, the development of new skills and practices, with the support of the General Administration. Such learning will bear more abundant fruit in the second phase of implementation of the Chapter Acts.

This phase of outlining the processes will find its culmination in the Intercapitular Assembly scheduled for September 2025, which will make an initial assess-



ment of the six-year process and, if it feels the need, suggest adjustments and corrections.

In the two-year period 2024-2025, ongoing formation will be dedicated to the themes of *missionary identity* and *community life*, and will be coordinated and accompanied by the General Secretariat of Formation.

### **C. COMPLETION OF THE JOURNEYS (2025-2028)**

After the Intercapitular Assembly, the implementation process of the Chapter Acts will experience an acceleration, having already outlined the implementation processes and developed the skills to implement and accompany them. Furthermore, based on the experience of the first three years, it will be possible to make any adjustments to ensure the effectiveness of the paths.

In 2026 and during the first half of 2027, ongoing formation will be dedicated to the theme of the *mission of the Institute*, under the guidance of the General Secretariat of the Mission.

### **D. PREPARATION FOR THE XX GENERAL CHAPTER (2027-2028)**

The year preceding the celebration of the XX General Chapter, in addition to seeing the completion of the various processes undertaken during the sexennium, will be dedicated to the preparation of the next Chapter.

## **PRIORITIES, GUIDELINES AND IMPLEMENTATION PROCESSES**

The implementation of the *Chapter Acts* requires planning and commitment at various interdependent levels:

- **local level** (personal, community, circumscription);
- **continental level** (Assembly of Circumscription Superiors, Continental Councils);
- **General Administration level** (General Council, General Secretariats, General Offices and Services).

Accordingly, each level has the responsibility to initiate processes to ensure the implementation of the guidelines related to each priority.

The tables below present the levels of responsibility for planning, implementing, monitoring and verifying the processes for implementing the guidelines and fulfilling the commitments.

## Priority 1 – SPIRITUALITY

The sap of the vine in the heart of the branch

### DREAM

We dream of a spirituality that enables us to continue to grow as a fraternal family of consecrated persons rooted in Jesus, in his Word and in his Heart, and to contemplate him in the faces of the poor and in the experience lived by St. Daniel Comboni, 'to be mission'.

Local level	Continental level	GA level
<i>Guideline 1 (CA '22, 13) – We root ourselves in Jesus and the sentiments of his heart to announce the Word to the poor.</i>		
Planning, implementation, monitoring and verification of the work at personal and community levels.	Accompaniment of the circumscriptions in planning and implementation.	Animation: production and distribution of subsidies and reference material.
<i>Guideline 2 (CA '22, 14) – We gratefully acknowledge the vitality, fruitfulness and relevance today of the Charism of our Father and Founder, Saint Daniel Comboni, as a gift of the Holy Spirit to the Church and to the world.</i>		
Planning, implementation, monitoring and verification of the work at community and circumscription levels.	Coordinating the collection of material produced in the Circumscriptions, promote a continental reflection and transmit the material to the SGF.	Animation: ►production and distribution of aids and reference material; ►collection of experiences and documentation of the fecundity and actuality of the charism; ►publication of the work.

We intend to complete a journey of personal and community growth in rootedness in Jesus Christ, according to the legacy of Daniel Comboni. “With our eyes always fixed on Jesus Christ”, we want to actualise the Comboni charism with the poor to whom we are sent.

One fundamental aspect of the implementation will be the documentation and sharing of this growth, which will enable us to appreciate the variety of this gift of the Spirit, based on the different situations, contexts and cultures in which we happen to be living and serving.

And so, we will grow in awareness of the vitality of the Comboni charism, understood as a ‘polyhedron’, that is, a unity of particular faces and sides in a harmonious relationship, as a fraternal family of consecrated people in Jesus.

As *EG* 236 says:

“Here our model is not the sphere, which is no greater than its parts, where every point is equidistant from the centre, and there are no differences between them. Instead, it is the polyhedron, which reflects the convergence of all its parts, each of which preserves its distinctiveness”.

It is evident that the specific work on spirituality will be done at the local level. However, the continental level is important for the animation of the Circumscriptions, the continental dialogue, and the collection of documentation of local experiences.

Similarly, the level of the GA also has an important role: on the one hand, it will prepare aids and materi-

als that can help the Circumscriptions on their journey; on the other, a broader and more convergent vision of the charismatic expressions of Comboni spirituality will emerge from the collection and publication of the material produced at the local and continental level.

At the end of the six-year period, we expect growth, not only at personal and community levels, but also in terms of the experiential and cultural heritage of the Institute, with the documentation and sharing of particular and contextual experiences and expressions of the Comboni charism in dialogue and convergence among them.

## Priority 2 – IDENTITY AND COMMUNITY LIFE

From the roots to conviviality of the branches

### DREAM

We dream of intercultural Comboni communities who live in praying fraternity as in the Cenacle of the Apostles, where we take care of each other. Welcoming communities open to collaboration and dialogue, and on a synodal journey of discernment that transforms life and leads to a common commitment to the mission.

Local level	Continental level	GA level
<i>Guideline 1 (CA '22, 17) – We take care of each other in our communities. Gathered in the Lord (RoL 10), we recognise our gifts, welcome our frailties, (RoL 42) and respect the rhythms of life of each confrere, while helping each other to be faithful to our consecration.</i>		
Planning, implementation, monitoring and verification of the work at community and circumscription levels.	Animation and verification of the journeys made at the circumscription level, and dialogue at the continental level.	Animation by means of subsidies and reflections.
<i>Guideline 2 (CA '22, 18) – We live in communities usually composed of confreres of different cultures and nationalities (RoL 18), welcoming one another with gratitude as a gift that is a source of wealth and personal growth (RoL 42.2), and as a testimony and prophetic sign of a new humanity.</i>		
Promotion of community dialogue and initiatives of intercultural dialogue at the circumscription level.	Planning, implementation, monitoring and verification of exchange and collaboration of personnel from different countries.	►Planning, implementation, monitoring and verification of the internationalisation of the circumscriptions. ►Animation: production and distribution of subsidies and reference material on the dynamics of OGF.

*Guideline 3 (CA '22, 19) – Rooted in the territory and in the local Church, in a synodal spirit, our communities – being open, sober and welcoming – live the mission as the fruit of discernment and shared commitment, collaborating with other resources of the Kingdom locally present.*

Planning, implementation, monitoring and verification of community discernment and ministerial collaboration.	Planning, implementation, monitoring and verification of pathways of continental collaboration.	Planning, implementation, monitoring and verification of pathways of collaboration in the CF.
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*Guideline 4 (CA '22, 20) – We embark with conviction on the synodal path traced by Pope Francis through our involvement in local synodal paths.*

Planning, implementation, monitoring and verification of participation in local synodal paths.	We reinforce the journey of continental communion, attentive to the journey of the universal Church.	Animation: production and distribution of subsidies and reference material on the spirit of the 'outgoing' Church and on the style of participation, communion and mission.
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Through the commitments associated with these guidelines, we will grow in fraternity, like a Cenacle of Apostles. The 'conviviality of the branch' also means finding a convergence between the particularities and diversities that characterise us within the Institute and the Church.

For this priority, too, the basic level of work is local. We evangelise as a community: our community life in itself is a witness to the Gospel, especially in a divided world, polarised between socio-cultural diversities,

excluding others and characterised by a 'throwaway culture' and indifference. However, the continental level takes on strategic importance, as it is fundamental to cultivate paths of communion also between circumscriptions and with the universal Church.

The GA, on the other hand, has a role in general animation, internationalisation of the circumscriptions and in promoting collaboration with the Comboni Family.

In summary, at the end of the sexennium, we expect a stronger and more lived communion in diversity at the level of community, circumscription, institute, and CF, and with the pathways of the Church.



## Priority 3 – REVISION OF FORMATION

Fertiliser at the roots and pruning  
the branches to make them yield more fruit

### DREAM

We dream of being Comboni Missionaries who feel deeply immersed in the love of God, fully identified in our specific vocation and passionate witnesses of the mission.

Local level	Continental level	GA level
<i>Guideline 1 (CA '22, 23) – The Comboni Missionaries follow the path of missionary-disciples who have experience of God which they develop and cultivate in order to be his witnesses in the mission.</i>		
Planning, implementation, monitoring and verification of the personal and community paths.	Monitoring initial and ongoing formation, and reflection upon the paths being followed.	Animation by means of supplements and reflections led by the GSF.
<i>Guideline 2 (CA '22, 24) – The Comboni Missionaries cultivate their own identity and enjoy fullness of life in their vocation.</i>		
Planning, implementation, monitoring and verification of personal and community pathways.	Collection and reflection upon Comboni missionary experiences and the documentation of the expressions of the Comboni charism, with particular attention to the continental priorities.	Animation: ►production and dissemination of aids for documenting the life and ministry of missionaries, and for reflecting upon and deepening the charism. ►Collecting the work done at the continental level.

*Guideline 3 (CA '22, 25) – The Comboni Missionaries cultivate their growth as witnesses of the Lord for the mission.*

Planning, implementation, monitoring and verification of OGF.	Organising continental assemblies of those responsible for OGF within the first three years.	Promoting the professional qualification of the Brothers, providing motivation for OGF, JPIC in IF and OGF, and conversion to Integral Ecology.
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*Guideline 4 (CA '22, 26) – Our candidates in formation are directed towards total self-giving to build up the Kingdom of God.*

Planning, implementation, monitoring and verification in formation communities.	Valuing the formative model of integration by means of sector assemblies.	<ul style="list-style-type: none"> <li>▶Systematically reinforcing the ministerial dimension of IF.</li> <li>▶Verification of IF.</li> <li>▶Evaluation of the missionary service.</li> <li>▶Ensuring adequate formative structures after the novitiate.</li> </ul>
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Formation has a crucial role in the realisation of this dream. This priority is connected with the first two dealt with above, but, here, identity, missionary ministry and initial formation are brought into focus.

From one point of view, it is a question of growth in Comboni missionary identity from a systematic point of view, which means reviewing both the initial and ongoing formation processes.

The Chapter was aware that formative structures and programmes require revision in the light of the challenges of life today.

From a second viewpoint, it is a matter of activating pathways of personal and community growth immediately. In fact, it is necessary to bear in mind that it is the style of life and mission that educates the new generations in the Comboni mission.

The Institute is becoming increasingly articulated from a generational and cultural point of view, and we see this as a richness. On the other hand, it is important to maintain dialogue for mutual understanding and for an openness to diversity in the shared tension towards an ever fuller expression of the Comboni missionary identity in the light of the signs of the times, of the journey of the Church and of the Institute.

At the end of the sexennium, we expect an update of the formation process, both initial and ongoing, and growth in the Comboni identification of the members of the Institute in the context of the challenges of mission and pluralism that characterise our times.

## Priority 4 – MINISTERIALITY AT THE SERVICE OF REQUALIFICATION

The specific and interconnected services of the branches aim at giving more vigour to the whole vine

### DREAM

We dream of a missionary style more inserted into the reality of the peoples we accompany towards the Kingdom, capable of responding to the cry of the Earth and of the impoverished. A missionary style that is also characterised by simpler lifestyles and structures within intercultural communities where we witness fraternity, communion, social friendship and service to local Churches through specific pastoral care, ministerial collaboration and shared pathways.

Local level	Continental level	GA level
<i>Guideline 1 (CA '22, 29) – We allow ourselves to be called upon by the magisterium of Pope Francis (EG, LS, FT, QAM) to respond to the cry of Mother Earth and of the men and women of our time, in communion with the Church and faithful to our missionary vocation <i>ad gentes</i> and <i>ad pauperes</i>.</i>		
Planning, implementation, monitoring and verification of local responses to the cry of the Earth and of the poor.	The continents and circumscriptions identify situations of injustice and organise courses of study and action based on the pastoral cycle (insertion, social analysis, theological reflection based on the Magisterium and the Word, and pastoral response).	Animation: production and distribution of supplements and reference material.

*Guideline 2 (CA '22, 30) – In response to the challenges of the epochal change we are experiencing, in the light of the Word of God, we take Integral Ecology as a fundamental axis of our mission that connects the pastoral, liturgical, formative, social, economic, political and environmental dimensions.*

Planning, implementation, monitoring and verification of the adoption at local level of Integral Ecology as the fundamental axis of the mission (e.g., by participating in the <i>Laudato Si'</i> Action Platform).	Animation of the circumscriptions and their reciprocal support to take part in the <i>Laudato Si'</i> Action Platform.	<p>►Elaboration and distribution of a guide to participating in the <i>Laudato Si'</i> Action Platform.</p> <p>►Accompaniment of the communities and circumscriptions that join the <i>Laudato Si'</i> Action Platform.</p>
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*Guideline 3 (CA '22, 31) – We assume the specific pastorals according to continental priorities (cf. CA '15, 45.3) as a reference point for the reorganisation of commitments (reduction, focus, collaboration) in the Circumscriptions and on the Continents.*

<p>Planning, implementation, monitoring and verification:</p> <ul style="list-style-type: none"> <li>• specific pastorals;</li> <li>• requalification of commitments;</li> <li>• interreligious dialogue and dialogue with local cultures.</li> </ul>	<p>►Initiating participatory pathways for the development of specific pastorals in relation to continental priorities (with a focus on priority human groups).</p> <p>►Specialisations and support for the specific pastorals.</p> <p>►Collaboration and sharing of personnel.</p>	<p>►Facilitation and support for the continents for the development of specific pastorals.</p> <p>►Strengthening preparedness programming for specific services.</p>
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*Guideline 4 (CA '22, 32) – We value missionary animation, personal contact, and social and digital communication, as privileged means for reaching people, in our effort to make use of new forms of proclaiming the Word of God.*

Planning, implementation, monitoring and verification.	Preparing the missionary animators for new modalities of MA.	Organising a MA assembly at Institute level to relaunch the sector.
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*Guideline 5 (CA '22, 33) – We promote ministerial collaboration as a style of mission, starting with the Comboni Family, the local Churches, the ecclesial movements and civil society, according to the Comboni charism. The laity are our companions everywhere in the work of evangelisation and transformation of society. Like Comboni who dreamed of a 'Catholic' work, we try to bring together all the ecclesial and social forces for the Regeneration of Africa with Africa.*

Planning, implementation, monitoring and verification of pathways of ministerial collaboration at the local level.	Planning and promotion of continental collaboration starting from continental priorities and involving the continental councils and services.	Facilitating joining up local and global realities by means of JPIC networks and organisations.
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*Guideline 6 (CA '22, 34) – We develop flexible structures of governance that allow speedy decision-making at all levels (local community, Circumscription, General Administration) and a dynamic relationship with local realities, and above all those that offer leadership and vision for the Institute.*

Researching more flexible decisional and executive procedures.	Sharing of experiences and good practices of governance.	<p>►The GC dialogues with the Continents and the Circumscriptions, and guides some processes of unification of two provinces.</p> <p>►Reinforcement of the internationality of the Circumscriptions.</p>
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The six guidelines of this priority ask us to align our missionary commitments with the magisterium of Pope Francis, in the awareness that – together with the development of specific pastoral care according to continental priorities and ministerial collaboration – this will give a significant boost to the requalification of our missionary service along ministerial lines.

In this regard, an important path to which the Chapter has committed itself is participation in the *Laudato Si'* Action Platform, which we are called to join as communities, circumscriptions, and as an Institute.

It should be emphasised that, in the vision of integral ecology, in which everything is perceived as connected, there is no separation between the different aspects of reality and pastoral care. There will be several interconnected ministries, both spiritual-liturgical and social; there will be options and practices concerning lifestyle, communion with the local and universal Church, as well as significant forms of fraternal life and spirituality.

Requalification also passes through a relaunch of missionary animation, which, in turn, requires reflection and deepening in view of its contextualisation in this new era in which we are living and in the specific contexts in which we work.

The Chapter also reiterated the need to renew the structures of government, of which the unification of circumscriptions is a far-from-secondary aspect. This must be seen in the context of redevelopment starting from continental priorities. In fact, as the circumscriptions

begin to collaborate in these ministries, develop specific participatory pastoral care, and share good practices, skills and personnel, awareness will grow of the need for a type of government based on non-territorial logic, but on shared pastoral care.

In all of this, the different levels (local, continental and GA) intertwine.

The level of the GA will mainly have a role of animation and facilitation, also contributing to the development of local skills, to give life, for example, to specific pastoral care.

At the continental level, there will be a need for a support and coordination service for the districts.

At the local level, in its articulations, instead, dedication and determination are required to concretise the pathway that will lead us to the realisation of the dream.

At the end of the sexennium, we expect to see consolidated paths of requalification of our missionary service, through specific pastoral care according to continental priorities, renewed missionary animation, and the reorganisation of governance in various circumscriptions of the Institute.



# Priority 5 – COMMUNION OF GOODS, SHARING AND SUSTAINABILITY

The circular flow of resources  
that feed the branches and give new life

## DREAM

We dream of an Institute that is sustainable from an economic, social and ecological point of view, thanks to Providence and an effective sustainability plan.

Local level	Continental level	GA level
<i>Guideline 1 (CA '22, 37) – We grow in the ability to treat our goods in an evangelical and professional way.</i>		
Planning, implementation, monitoring and verification of pathways for evangelical and professional management of goods.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Organising an intensive formation course every three years, and ongoing accompaniment. Specialisation and tutoring courses.
<i>Guideline 2 (CA '22, 38) – Aware of the dwindling of resources, we follow the new economic guidelines in line with our fundamental values, and improve the conditions of long-term sustainability.</i>		
Planning, implementation, monitoring and verification of pathways of long-term sustainability.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Conducting a study of replicable experiences and economic models of missionary presence and ministry, to be made available to communities for requalification and sustainability.

*Guideline 3 (CA '22, 39) – We manage assets with transparency, according to the values of the Gospel and the regulations established by the society in which we live.*

Planning, implementation, monitoring and verification of transparent processes for the management of goods.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Animation: production and distribution of handouts and reference material on social budgeting.
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*Guideline 4 (CA '22, 40) – We implement TCF with conviction and managerial competence.*

Planning, implementation, monitoring and verification of competent and convinced FCT management pathways.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Animation of solidarity within the Institute and with the needy.
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*Guideline 5 (CA '22, 41) – We promote the development of an ecologically conscious economy, embracing circular economy criteria.*

Planning, implementation, monitoring and verification for a sober lifestyle that is simple and guided by ecological criteria.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Planning, implementation, monitoring and verification of investments.
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*Guideline 6 (CA '22, 42) – We make common cause with the people we live with, valuing their initiative and their ability to donate and participate in the missionary journey, avoiding paternalism and protagonism.*

Planning, implementation, monitoring and verification of pathways of popular participation in the mission.	Developing collaboration between circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Animating the Institute to value concrete actions of communion with suffering populations.
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*Guideline 7 (CA '22, 43) – We promote sustainable circumscriptions through paths of reorganisation and renewal.*

Planning, implementation, monitoring and verification of the sustainability of the Circumscriptions by means of reorganisation and renewal.	Developing collaboration between Circumscription Bursars in the areas of auditing, consultancy, formation and fundraising.	Animating the Circumscriptions and assuming pathways of reorganisation and renewal to achieve sustainability.
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The Chapter felt a strong desire to grow in greater professionalism and transparency in the management of its patrimony and its evangelical dimension, keeping the fulfilment of the mission of the Institute as its sole objective.

We are aware of the diminishing resources available to us. This invites us to rethink our funding model and structures, looking for ways to improve the sustainability of our works, making them more rooted in the context in which they are carried out, in collaboration with other institutions and involving people from the area, promoting and enhancing their initiatives.

The Total Common Fund (TCF) is already a reality in all the circumscriptions of the Institute. In this six-year period, we wish to continue to improve its implementation, evaluating the different management procedures and identifying those that best express the spirit of the Fund.

Solidarity among provinces or circumscriptions has always been a characteristic element of our organization and management. It is necessary to implement

new mechanisms for sharing assets that respond to the current situation of the Institute.

We want to promote the development of an ecologically conscious economy, embracing the criteria of circular economy: economic prosperity, environmental friendliness and social development.

The DG will continue to offer training courses, monitoring of various economic realities, and advice; by virtue of its central location, it will ensure equity in the distribution of goods.

At the continental level, there is a call for greater collaboration among bursars for internal auditing of accounts, training, technical accompaniment and the study of possible strategies aimed at seeking funding for activities.

At the local level, the establishment of operational economics secretariats will accompany the formation of district bursars and the path of sustainability, with special attention to the involvement of the People of God.

At the end of the six-year period, we expect, through a subsidiary process, to have achieved the reorganisation of administrative management - at all levels - leading to a more sustainable Institute.

# CALENDARS

The calendar setting cannot be finalised at this time, as various activities and gatherings will depend on planning according to these guidelines.

We propose, here below, an outline that can be completed as soon as the various levels of implementation become organised and plan their work.

<b>2023</b>		
March	Meeting of Provincials (27 <sup>th</sup> February – 19 <sup>th</sup> March)	Rome
June	General Assembly of those responsible for Ongoing Formation	Rome
July	<ul style="list-style-type: none"> <li>► Continental Assembly of Formation in Anglophone and Francophone Africa</li> <li>► Continental Assembly of Bursars in America and Asia</li> </ul>	
<b>2024</b>		
January	Continental Assembly of Formation in America/Asia	
February	Continental Assembly of Bursars in Europe	
April	General Assembly of Missionary Animation	
July	<ul style="list-style-type: none"> <li>► General Assembly of Formation (Formators in scholasticates, Brothers' Centres and Novice Masters)</li> <li>► Continental Assembly of Bursars in APDESAM and ASCAF</li> </ul>	
December	General Assembly of Comboni Lay Missionaries	

<b>2025</b>		
<b>September</b>	<b>Intercapital Assembly</b>	
<b>2026</b>		
<b>February</b>	<b>Meeting of Provincials</b>	
<b>July</b>	<b>Continental Formation Assembly for Formators and Promoters in Anglophone and Francophone Africa</b>	
<b>2027</b>		
<b>January</b>	<b>Continental Formation Assembly for Formators and Promoters in America/Asia</b>	
<b>October</b>	<b>General Assembly of Bursars</b>	
<b>2028</b>		
	<b>General Chapter (date to be decided during the Inter-capital Assembly)</b>	

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“O Jesus, manifest in favour of these souls the infinite  
 love and goodness of Your Most Sacred Heart...  
 so that the light of truth may finally shine  
 upon these fiery lands,  
 and on the whole face of the universe,  
 so that all people redeemed  
 by the Blood of Jesus Christ be saved”.

*From the Act of Consecration of the Apostolic Vicariate  
 of Central Africa to the Sacred Heart of Jesus,  
 on 14<sup>th</sup> September 1873, at El-Obeid (Sudan)*





Comboni  
Missionaries