

## Preface

Dearest Cooperators,  
Friends in charge,  
Animators of the Association,

I have the pleasant task of presenting to you the document TO ANIMATE ECONOMIC SOLIDARITY which involves the whole association of Cooperators and each individual member.

I do not have much to add to the wise reflections which are presented and which have been studied intelligently by the World Council.

The problem faced is real. Just as the perspective which is indicated in this document. Several times the Association mentions in a clear manner how to go about the journey towards autonomy and development, and the joint commitment and the spreading of the spiritual and organizational reality of the Cooperators.

Having taken it up as a well-articulated document of the World Council means that it is considered important by the Association and as a necessary condition for a richer realization of life in the local units.

In this general introduction I intend to call to mind two aspects, which can serve as the background against which you can place the practical suggestions offered by the World Council.

### First aspect

I invite all of you to have a look at the analytical index of the RAL under the words SOLID, SOLIDARITY. The references are to article 18, article 21 and article 39.

Besides, they indicated other words which are complementary to the reality of solidarity. Namely, COMMUNION, COLLABORATION, PARTICIPATION, UNION.

We must not forget that solidarity is a complex reality. It has multiple references. The reference to economy is not the only one nor the fundamental one. Nay more, it is possible to insist on the economic aspects, only if the other values are present. From this point of view, in fact, economic solidarity becomes one of the criteria for evaluating the other aspects, which make up solidarity, in a more global sense.

What does this reminder imply?

1. First of all there is the solidarity of the Lord Jesus with us: this has importance for the whole of humanity, the salvation and liberation from every of slavery, including that which is defined by the word "individualism" "closure" "excessive preoccupation with self" "to withdraw into one's personal interests."

2. There is also a solidarity called ecclesial,, which shows the attitude of those who, having received everything freely, are ready to freely give to their brothers. Even in this context, giving does not have only a single dimension ... economy. It is instead, the exchange of the gifts of grace.

3. There is, in the third place, a solidarity that has as its consignee the world.

The reality world, must be read in the light of Vacation II, which in Gaudium et Spes speaks of 'world' meaning the human world, and in the second place, the created world.

Solidarity is translated with many terms, like optimism and sharing. Art. 29 of the RAL is very rich from this point of view. It deals with a solidarity with the world which must be:

- as on equal, in the sense that it shares the journey with all men.
- but asymmetrical, in the knowledge of carrying a gift that "comes from on high."

Thus art. 29 states in the first paragraph:

"The Cooperator has a feeling of "deep solidarity with the world" in which he lives and in which he is called to be light and leaven. He believed in man's interior resources; he shares the positive values of his culture; he accepts its novelties with a critical Christian sense, integrating into his own life "everything that is good", especially if it is to the liking of the young."

From here is born the feeling of sharing, which means

- to be part of,
- to be with others in a whole,
- to be within the life of the group.

The same article of the RAL continues:

"In the face of evil he does not lose his confidence and trust, nor does he complain or let himself be carried away by negative criticism. Rather he tries to forestall and fight against it with courage and constancy, striving to multiply what is good, especially for the advantage of those who are weaker."

4. Finally, there is a solidarity of the economic type, to which the document of the Council makes explicit reference. It is not a secondary or superfluous element. It can show how the other aspects which have been recalled are lived. It becomes a measure. Not absolute, but indicative.

Second aspect

Don Bosco entrusted, to the organization of group life an important value, because it was a practical way of expressing the acceptance of a gift which was offered to it.

The gift is the vocation and mission of the Cooperator, lived in an Association at the world level.

Solidarity is to accept the bonds which are attached to the gift. It means to be available in everything - talents, values and possibilities - so that others can utilize my gift.

Art. 21 of the RAL is clear in the things it says and still clearer in the things implied.

"The sense of membership and shared responsibility extend in a concrete manner also to the economic aspect. The Cooperator supports the Association by free contributions; each Centre also sends offerings through the provincial council, to the Rector Major for the more urgent needs of the vast Salesian enterprise."

The moment has come to accomplish the qualitative leap of belonging, in communion, in solidarity.

Nothing more remains to be said but to encourage all in the line of motivations and perspectives, even technical, which the Council entrusts to the provincial councils, to local Centres and individual Cooperators.

I am convinced that we have not yet discovered all the potentialities hidden in the Association.

To take this further step is, perhaps, to add another tassel to enrich the dream of Don Bosco when he thought about the Salesian Cooperators.

May your work be fruitful!

'Thanks' once again to the Council for what it has been able to achieve.

Room: 10 November 1998  
Feast of All Saints.

**Antonio Martinelli SDB**  
General Counsellor for the Salesian  
Family and Social Communication

# FIRST PART

## WHY ECONOMIC SOLIDARITY

"The sense of membership and shared responsibility extend in a concrete manner also to the economic aspect. The Cooperator supports the Association by free contributions" (RAL 21)

### 1. SHARING OF GOODS AND SOLIDARITY

1.1. We can speak of economic solidarity only to a heart that loves and which loves what it believes in.

Each one of us is proud to belong to an Association that is scattered all over the globe, wanted by an exceptional Saint, inspired by the Spirit and accompanied by Mary, step by step, in all that he did.

"To commit oneself as a Cooperator is .... at one and the same time a gift and a free choice" (RAL 2,2). Because we love our Association, we take to heart its well-being.

The root of economic solidarity starts from the premise that every Cooperator has taken to heart the vitality of his own Association.

1.2. In the Association each one is a gift for the others; hence it is natural that the Cooperators mutually support each other, sharing in a family style something that each one is and has: "United in a single mind and heart they live in fraternal communion with the bonds characteristic of the spirit of Don Bosco" (RAL 19,1).

This means that everyone gives, even though not in the same way: each one offers a service different from the other, according to his capacity, and gives in a way that is different according to his possibilities.

It is the union of heart and soul that nourishes the desire to put in common each one's goods. This

means putting oneself on the road of evangelical spirituality before considering organization.

God is love, and love says St. James and St. John is revealed in works (James 2, 18; 1 Jn 4, 20). To live evangelical communion in the association is also to share one's goods following the example of the first Christians.

1.3. The Cooperator " ....in a sense of gospel poverty administers goods with criteria of simplicity and generous sharing, rejecting every kind of ostentation, and thinking of them in the Christian light of the common good" (RAL 12).

The contribution of the Cooperator will never be motivated by any desire to show off, but will be suggested by generosity in front of the needs. Nobody is asked to deprive himself of whatever is necessary, but each one is invited to freely do without superfluous things. Goods are given to each one in view of the good of all, he is only the administrator.

1.4. "The Cooperator supports the Association with free contributions" (RAL 21). This expression does not mean that the Cooperator may or may not contribute, but it is duty to contribute according to his means.

Don Bosco in his Regulations, did not force the Cooperators to give a fixed amount, but he asked for a free and personal offering at every monthly or annual meeting. As a matter of fact

he stated that "when anyone was not able to be present for the Conference, he could send his offering by the fastest and safest means" (RDB VI, 4).

Even today, it is a matter of putting something in common which will permit the animation of the Association, that its qualitative (Salesian spirituality) and quantitative growth (more Cooperators at the service of youth) may be achieved through the commitment of those in charge.

The offering of "free contributions", in the sense clarified earlier, presupposes naturally, a communion at all levels in the Association, so that economic solidarity may be considered a measure of the sense of belonging, an expression of "fraternal communion".

## 2. SHARING AND SOLIDARITY IN THE ASSOCIATION

2.1. To carry on its apostolic activity, to be "alive" the Association needs means; and its means are the result of the contributions made by each and every Cooperator.

It is not enough to express solidarity which ends in the horizon of one's own Centre. The Association comprises all the Centres, from the smallest and poorest to the one that is numerous and better equipped. Solidarity must reach all, in the awareness that some Centres need the help of the others: "Help each other to carry one another's burdens, and thus you will obey the law of Christ (Gal 6, 2).

2.2. The scope of the Association in having organs like the Councils, Regional Conferences, World Consultations "is to serve for greater vitality and more efficient collaboration" (RAL 47, 2).

The Association is one: the provincial, National - Regional and World levels of animation cannot be sustained without the help of the Centres. Economic solidarity is like the lymph which circulates from the Centres to the provincial Councils, to the National/Regional Conferences, to the World Council and vice versa. Naturally, this does not exclude the fact that the organisms of a superior level can have their own initiatives for raising funds.

It is important that every Cooperator should know how to affirm with conviction: "I am responsible for the Association and its good functioning."

## 3. A SOLIDARITY THAT SPREADS TO THE WHOLE WORLD

3.1. Solidarity today is the new name for development: the Cooperators are convinced of this and want to suggest it first of all in the Association.

"In a variety of circumstances and tasks, each one makes a valid contribution to the Association" (RAL 20, 3).

For example: there is solidarity when the Cooperators offer their competence in particular sectors of study, research, technology, art, administration, social or political activities....

To be more concrete: there is solidarity when Cooperators who are experts in the graphic and printing sector offer their services for the realization of group publications; when Cooperators inserted in the commercial sectors offer and sell at cost price materials useful for the Association, etc.

In some countries, there is the possibility for the citizens to obtain tax exemptions for contributions to Associations which do not aim at making profit; this is an invitation and one more reason for those Responsible at all levels, to study the modalities to make the Association known in the civil sphere.

3.2. Sharing goods is anyway of putting into practice the Social Doctrine of the Church (cfr. Centesimus annus and Sollicitudo rei socialis), which reminds everyone of the universal destination of the goods of the earth. The first redistribution of goods, for us Cooperators must be done especially in our Association. The problems of the diversity between the North and South of this world, is reflected in the economic solidarity within the Association.

Hence it is not right to ask for an equal contribution from all, but we must pay attention to the average income and tenor of life in the various social situations in which the Cooperators are living.

#### 4. FOR AN ASSOCIATION THAT IS COMPLETELY MISSIONARY

4.1. The Association exists for the mission in favour of youth, and among these, those who are poorest: economic solidarity exists for them.

When a Cooperator gives to the Association, he helps also the apostolic activities of those Cooperators in the Third World who meet with great difficulties in evangelization and human development.

Communion and solidarity become concrete in the Association by helping those brothers and sisters, Cooperators who are in the front line, as so many missionary priests, in the frontiers of evangelization. This is the meaning of sustaining the missionary reality of the Association.

We know that the Cooperators are very generous and active in helping the missions: hence they can also be so for the same reason as regards the Association.

4.2. But the love of the Association arrives, whenever possible, even to the gift of one's resources. The Association is part of the Church: "the goods possessed by the Association as such are ecclesiastical goods" (RAL 49, 1). In this line of reasoning it is worthwhile to clarify that every bequest in favour of the Association is a benefit for the Church, because the Cooperators are for the Church and its mission.

This idea must be spread: saving the rights of legitimate succession, every Cooperator should know that he/she can leave as heredity a share of his/her goods to the Association for its growth: "... store up for yourselves riches which cannot be destroyed, a treasure safe in heaven" (LK 12, 33). This is the spirit that flows from the Gospel.

#### 5. MAKE THE NEEDS OF THE ASSOCIATION KNOWN

5.1. At times we are inconstant in economical solidarity because we do not see or we do not reflect sufficiently on what the Association does for all the Cooperators with initiatives of formation, spirituality and apostolic support.

It is important, then, that those Responsible show what is being done, and at what cost, in the Centres and in the Councils at various levels; not only what needs to be done but also what at times is not done, unfortunately, because financial support is lacking!

Those who are Responsible, and in particular the Administrator, must ask for economic help, but by motivating: presenting the needs, the apostolic aims, the realizations accomplished... as we do in a family.

5.2. Besides, to make known with opportune means, the budgets to the Cooperators means not only to make them more responsible, but also to increase the family spirit, and thus the

one who gives, gives more willingly because he/she understands the needs and the use made of the money offered!

## 6. ECONOMIC SOLIDARITY: THE WAY AND CONDITION FOR AUTONOMY

6.1. In our organization and in our activities we cannot depend "babishly" on other groups of the Salesian Family. Every Cooperator ought to be proud to see the autonomy of his own association growing.

If we want to see it function autonomously, and be able to offer animation, be able to organize formative and apostolic initiatives, we must know that this implies expenses which must be defrayed by the generous contribution of each one.

6.2. Certainly in the Salesian family mutual help is always possible, nay more, the Cooperators are called upon the share economic solidarity with the Rector Major "for the more urgent needs of the vast Salesian enterprise" (RAL 21).

We must remember that in the "vast Salesian enterprise" are included the Cooperators and their initiatives. In this sense it will be the concern of every Provincial Council (and only of the Provincial Council - RAL 21 - as it will say better in the Second Part) to gather the contributions of all the Centres for this scope and send them, with a clear "reason for" and the source of origin, to the Generalate at Rome-Pisana.

6.3. The autonomy of the Association can exist if all the organizational levels are in a position to meet their expenses. The objective to be attained is that all the Local Centres be in a position to meet their own needs and those of the Provincial Council which animates them; that all the Provincial Councils meet their own needs and those of the World Council that animates them, and in some countries the Provincial Councils meet the demands of animation of their National or Regional Conferences.

This global vision of the Association, on the other hand, implies that every superior level should make known in time its needs for animation of the lower level, by means of an explicit and publicized budget.

The autonomy of the Association, in short, passes also through economic self-sufficiency: if this solidarity exists, so many initiatives and works can see the light of day and be developed, for the good of so many young people and for the glory of God.

## 7. DON BOSCO, PROMOTER OF ECONOMIC SOLIDARITY

7.1. The common Salesian roots take us back to Don Bosco who, to sustain economically his innumerable works, entrusted himself to three channels: the generous gift of self, the request for help from many persons, and trust in Divine Providence.

Don Bosco makes us understand that first of all Providence is surely present for those who become Providence for others!

He teaches us not only to give with generosity, as the widow of the Gospel who put in two copper coins into the treasury of the temple ("I assure you that this widow, poor as she is, has given an offering that is greater than that of all the others!" Mk 12, 43), but also not to be afraid of asking, because we ask not for ourselves but to do good to those youth whom we are able to approach with formative and apostolic competence and with efficacious means. Don Bosco was never ashamed of asking, for the good of others.

How many beautiful testimonies we could give regarding Cooperators who have experienced the intervention of Providence for the benefit of youth.

7.2. Besides, attentive to the signs of the times, we are reminded of the invitation to study every possibility so that the associative service on behalf of the young may have public recognition and some grants, which will enable the Association to dedicate itself better to its mission.

## 8. THE ADMINISTRATOR: THE FIRST ANIMATOR OF ECONOMIC SOLIDARITY

8.1. "The Association of Salesian Cooperators, as an ecclesiastical public juridical person, is able to acquire, possess, administer and alienate temporal goods, in accordance with Canon Law" (RAL 49, 1). This means that the economic aspect is not secondary and irrelevant for the Association; hence it must be taken seriously, knowing that it is the Church itself which confers on it this administrative competence.

8.2. For the same reason, the RAL provides for every Council a well-defined figure, the Administrator: "Councils at all levels will elect one of their own members to fulfil the functions of administrator" (RAL 49, 3). He/She is one of the three indispensable figures in every Council, together with that of the Coordinator (RAL 44, 2) and of the Delegate (RAL 46, 1). This says a lot on the essentiality of his role of animation in economic solidarity, a role which is played by him carefully, always directed to the attainment of the aims of the Association.

8.3. The Administrator knows that he has to administer the money and the goods of the Association in view of its apostolic animation. Hence he/she:

- \* is attentive to a clear and punctual accounting;
- \* informs periodically his/her own Council about the economic situation and the expenses foreseen;
- \* at the end of the year draws up an economic statement of accounts and presents it for the approval of the Council and communicates it to the administrator to present a financial report to the Council at the next higher level" (RAL 49, 3).
- \* prepares an annual budget to inform his own Council and those at the next lower level about what he/she foresees are the needs for animating the Association;
- \* as animator of economic solidarity, he/she makes an effort to motivate, to ask at the opportune time, to suggest even in creative and attractive ways initiatives for self-financing, to be able to cover the expenses foreseen, for the functioning of the Association at all levels.

8.4. The Administrator, and with him the whole Council, considers the animation of economic solidarity as task that pertains to spirituality: it is a question of living and making the spirit of poverty to be lived; the duty of solidarity is the sincere gift of self which culminates in charity.

Hence economic solidarity is developing an awareness right from the initial formation of the cooperator, so that he/she considers it a normal duty of corresponsibility and of belonging.

"With a deep sense of membership the Cooperator will be able to adapt from time to time his apostolate and kinds of service to the Association" (RAL 39): the contribution of economic solidarity is to be considered a real and true "service", one of those "fundamental duties" recalled in the same article of the RAL.

On the other hand, we should always keep in mind, that in the management of economic solidarity the principles that should prevail are not those of finance and of imposition, but flexibility (keeping in mind the concrete possibilities of the Cooperators) and graduality (arriving progressively at responding to all the needs of the Association).

Finally, economic solidarity pertains also to the organization and good functioning of the Association. In fact, to succeed in animating all the associative realities, it need a good technical organization.



## **CONCLUSION**

Let every Cooperator freely give his contribution to the Association, generously and joyfully, because the only riches are those which he/she shares with the others and "God loves the cheerful giver" (2 Cor 9,2).

If this sensitivity of belonging to an association grows, the Salesian Cooperators will notice a growth in their numbers and the multiplication of initiatives in favour of youth, their families, of society and of the whole of humanity.

May the Spirit guide us to make our association, even through economic solidarity, a family in which everyone feels important, and generously does his/her part for the good of all.

And a family thus united, cannot but be fruitful in doing good!

## SECOND PART

### HOW TO ANIMATE ECONOMIC SOLIDARITY

"Councils at all levels will elect one of their own members to fulfil the functions of administrator. It belongs to the administrator to present a financial report to the Council at the next higher level" (RAL 49, 3).

The management of economic solidarity makes use of some instruments and operative elements which, on the basis of the Code of Canon Law, must be as far as possible made uniform greater clarity, agility and efficacy.

These elements can be thus defined:

1. the circulation of economic solidarity;
2. associative estimates: instruments of sharing.

#### 1. THE CIRCULATION OF ECONOMIC SOLIDARITY

##### Premise

The modalities of collecting funds for the needs of the Association can be various. The World Council, making its own various indications coming from diverse concrete experiences, intended to outline a practice to be taken up at all the associative levels.

If all the Councils, through their Administrators, take up the task of animating unanimously this fundamental aspect of associative life, we will see slowly the Association flourish with an economic availability which allows it to be itself, with its own clear identity, autonomous in the Salesian family and in respect to other ecclesial and civil groups, and at the same time, capable of suggesting in the social and ecclesial field initiatives and means suited to respond to the challenges of the third millennium, in accordance with its own vocation and mission.

Keeping in mind all the motivations reported in the First Part - motives that are at the basis of our animation - we must consider the Association as a unitary reality, having as fulcrum the life of each Cooperator who works in the Centre.

All the animation, at all levels, are in function of a full and generous answer of every Cooperator to the vocation he has received as a gift.

#### 1.1. THE FACTORS OF SOLIDARITY

Being sure that article 21 of the RAL does not affirm that each Cooperator is free to contribute or not to contribute, but that each one is bound to participate with free contributions, we think it is convenient to consider his contribution, keeping in mind three factors:

1. the needs of the association;
2. the economic situation: personal and family;
3. generosity, corresponsibility and sense of belonging.

Generosity, corresponsibility and sense of belonging are elements placed at the basis of the motivations presented in the First Part: if they are lacking, this whole plan becomes meaningless.

The personal and family economical possibilities form part of this evaluation of each individual Cooperator who must keep them in mind, not taking decisions which might compromise the needs of his own life and of his dear ones.

The factor which the Association must make clear to all Cooperators is the budgetting of economic resources needed to make the animation of the association function with sober, realistic and efficacious criteria.

It is this third aspect which we shall now examine to face the system of economic solidarity proposed to the whole Association.

## 1.2. CLARITY AND AWARENESS

All the levels of the Association need economic means to function:

- \* the Local Council, fundamental nucleus of the group reality, which makes communion effective and collaboration efficacious, by favouring the participation of the Cooperators in the life and activities of the Centre (cfr. RAL 44, 1);
- \* the Provincial Council, which promotes and coordinates the formative and apostolic initiatives of the Centres of Cooperators in a Province (cfr. RAL 44, 1);
- \* the National and/or Regional Conference, as an organ of coordination and a stimulus for a more efficient vitality and collaboration (cfr. RAL 48, 2);
- \* the World Council, which the Rector Major makes use of for the animation of the whole Association and for the coordination of formative and apostolic initiatives (cfr. RAL 23, 2).

The starting point of "operation economic solidarity" will be that of making known to the Cooperators the economic needs of the Association in order to function well. The whole economic solidarity rotates around these needs.

To understand how the global set-up functions, it is necessary to start from the top, but only for motives of convenience, not of importance; in fact, the higher level must make known its own needs to the lower level:

- \* the World Council to the Provincial Councils;
- \* the National/Regional councils, wherever they exist, to the Provincial Councils;
- \* the Provincial Council to the local Councils (including the needs of the World Council - and where it exists - of the National/Regional Conferences);
- \* the local Council to the Cooperators (including the needs of the Provincial Council).

At this juncture, every local Council will be invested with the responsibility of sustaining the Association with a sum which will be proportionate to the number and financial possibilities of the Cooperators.

How is this possible?

It is convenient to preface this with a citation from the code of Canon Law - Canon 1284 - 3 presents a recommendation which the Association makes its own at all levels, because it is very useful: "It is earnestly recommended that administrators draw up each year a budget of income and expenditure".

The World Council then, through its Administrator, draws up a budget of the expected annual expenses and divides the total among the Provincial Councils, keeping in mind for each of them, not only the number of Cooperators but also the per-capita income of the concerned State or region, documented by the most updated economical statistics.

The same thing must be done even by the National/Regional Conference in dividing the amount of its budget among its Provincial Councils.

Having received these indications, the individual Provincial Councils will total up their share of contribution to the needs of the higher levels to their own budget. The total will be subdivided among the Centres on the basis of the number of Cooperators in each Centre and on the basis of other criteria which reflect specific local differences.

The Local Council in its turn, will total up the amount indicated by the Provincial Council to the expenses foreseen by its own budget. The total will be presented to the Cooperators of the Centre because with responsibility and a sense of belonging, they have to share the burden together.

### 1.3. THE CENTRE, PROTAGONIST OF SOLIDARITY

It is important, in every case to affirm that the Local Council should not subdivide the total amount of the budget among the Cooperators, so that each one pays a fixed amount, and equal for all; eventually we shall do so to make them aware, but we must leave the

### 1.4. THE SYSTEM OF CIRCULATION

At this juncture, a first element appears very clear: every organism of animation, at various levels, must plan every year its budget. This must become an essential task for every Administrator: to discuss with his/her Council and define the budget.

Only if it makes a budget of expenses, the Association can give itself a clear orientation about sharing economical solidarity. Hence this task must be carried out responsibly and the budget presented punctually to the Councils of a lower level and to the Cooperators at these times:

- \* In October/November the World Council and the National/Regional Councils,
- \* communicate their detailed budget and the relative amounts to the Provincial Councils;
- \* In November/December the Provincial Councils communicate their detailed budget and the relative amounts to the Local Councils;
- \* In December/January the Local Councils communicate their detailed budget to the Cooperators of their Centres, who will become aware of the needs and the costs of animation of the Association, not only at the local level, and hence, of the part of economic solidarity which falls to them in the perspective of corresponsibility.

At this juncture - by means of the budgets - the complex needs of animation of the Association are known to all, and the contribution of every Cooperator is requested and freely given, according to the cut-off dates fixed locally.

### 1.5. THE TIMES TO REMIT THE CONTRIBUTIONS OF SOLIDARITY

When should the contributions to the higher level reach? The indication sent to all the Councils foresees two phases in a year.

o First Phase:

- the Local Council, within the second trimester of the year (April-June) will study the situation and will send a first instalment of contributions to the Provincial Council.

- the Provincial Council, within the third trimester (July-September will do the same with respect to the World Council greatest freedom to them ("The Cooperator maintains the Association with free contributions" RAL 21).

It is fundamental that every Cooperator, knowing the needs for the smooth functioning of the Association, should feel free in giving his/her contribution, evaluating his/her economic possibilities and consciously pledging his generosity and his sense of belonging and corresponsibility.

From the time the Cooperators of a Centre come to know of the amount of economic solidarity to be reached by all together, each one will try to give all that he/she can, with rhythms of contribution fixed by the Local Council. At the end of the year, the amount can be reached, and if surpassed, may the Lord be praised for the good that can be done.

Nay more, it is desirable that every Council, at all levels, should provide itself even with subscriptions, or loans or otherwise, to establish a solidarity fund, always available for very urgent situations, to be of help with fraternal solidarity.

And if we do not reach the foreseen budgetted amount?

At this juncture it will be the duty of the Administrator and the whole Council to search for other forms of self-financing which will enable them to reach the target amount. Salesian creativity and inventiveness in gathering funds has no limits: the one who has more imagination, let him/her use it.

Naturally, it is better if, in the carrying out of an initiative of self-financing, that we suggest something positive from the spiritual, cultural... Point of view. Thus, while we contribute to the growth of the persons, we help the Association even economically.

Attention: in the practice of some local Councils, the Administrator keeps a list of Cooperators and notes the contributions each one gives. This procedure may be useful to feel the pulse of the situation: to stimulate those who delay, to be aware of personal difficulties, to help those who have problems ... We must however safeguard the privacy and be discreet in making public personal situations.

It is precisely here that the Administrator must show himself/herself a real animator: capable of requesting earnestly but also of understanding, of asking but also helping those, who instead of giving, in that moment need to receive urgent economic help, in agreement with the Council: this is solidarity to be lived especially in the Association and eventually even to the National/Regional Conference.

o Second Phase:

- the Local Council within the fourth trimester (October-December)

- and the Provincial Council within the first trimester (January-March) of the new year, will make a kind of settlement, sending to the higher level the remaining sum necessary to complete that which was indicated in the budget.

The role of the Administrator, in these two phases, is indispensable. He will put at least twice a year on the Agenda of the meeting of the Local or Provincial Council, a point regarding economic solidarity:

o in the first phase to

- decide how much to send to the higher level and, in case of necessity,
- to programme some initiatives of animation or self-financing to meet the needs;

o in the second phase to

- send to the higher level both the account and the settlement of the requested budget.

In one of these two meetings or in another opportune occasion, the Administrator, after having closed the annual budget,

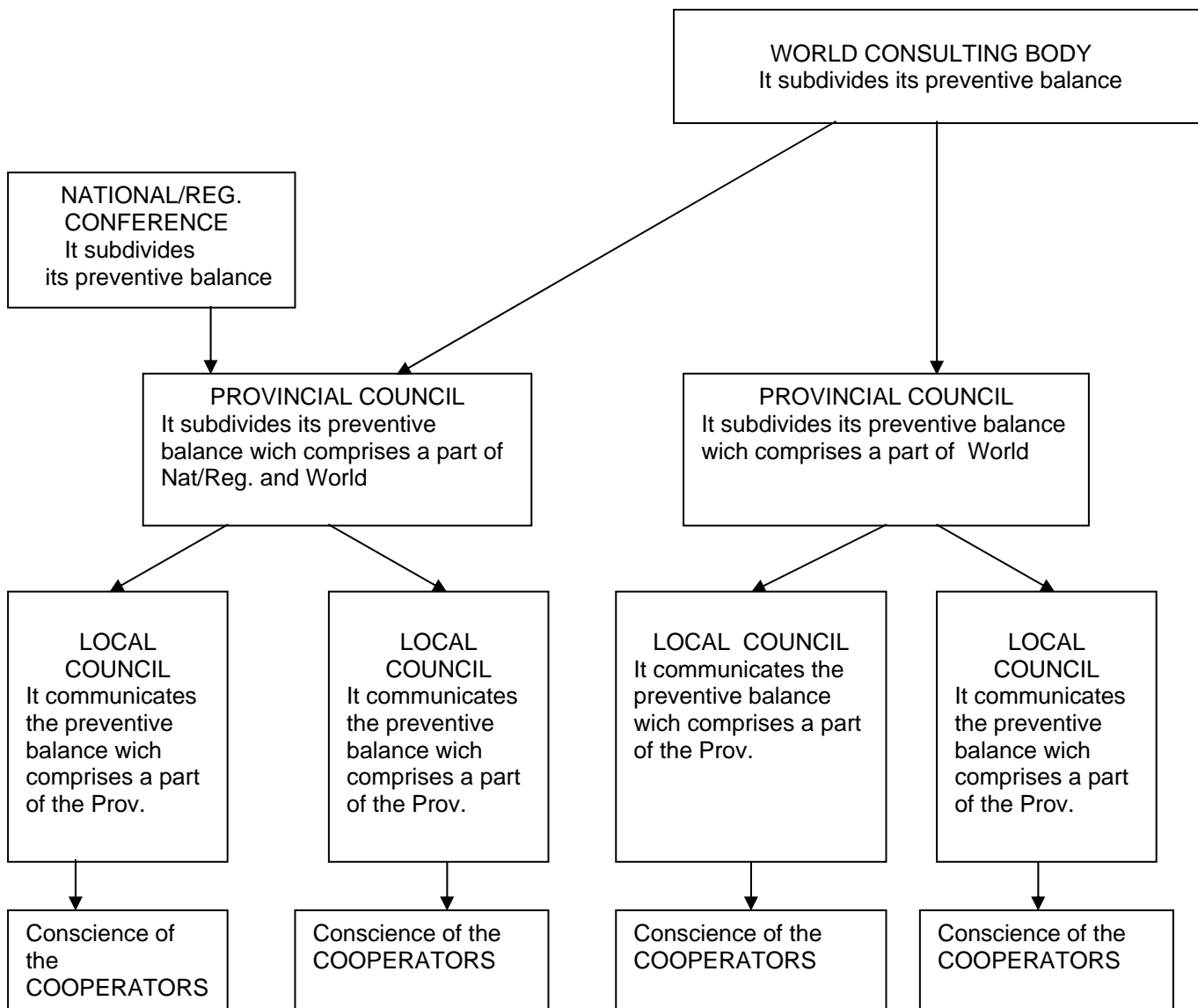
- will offer for the reflection and approval of the Council his/her financial statement, to send it to the higher level;
- will give an account to the Cooperators, or to the lower levels, how the contributions have been utilized;
- will offer for the approval of the Council his/her budget, to send it to the lower level or to make it known to the Cooperators.

# Animating the economic solidarity

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The following scheme helps to understand how it is working the SENDING OF PREVENTIVE BALANCES .

## WORKING MODEL OF GOING

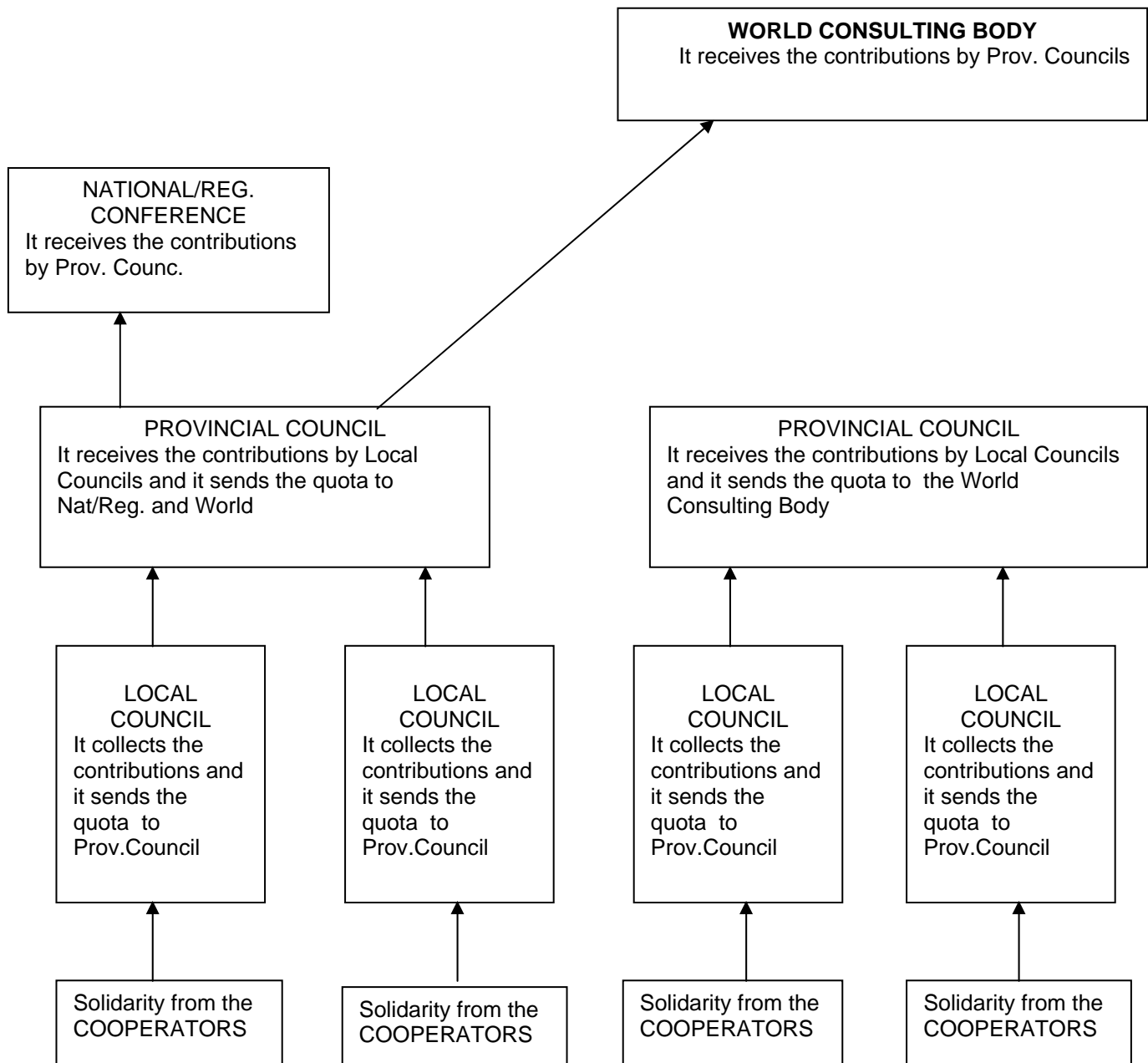


## How to animate the economic solidarity

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The same scheme, which starts from the low, helps to understand how it is working the **SENDING OF CONTRIBUTIONS** in the Association.

### WORKING MODEL OF RETURN





## HOW TO SEND THE CONTRIBUTIONS

### 1.6.

At the provincial level, usually we take advantages of meetings between the office bearers or other provincial meetings.

At the national level, very often there are postal orders or cheques which permit the safe despatch of money.

At the world level, to send money to the WORLD COUNCIL, you can use various ways, among which are the following:

#### 1.6.A. For the Provincial Councils of ITALY:

The Postal Order of the Casa Generalizia - Pisana is valid.  
No 46002, addressed to:  
Direzione Generale Opere Don Bosco - Roma.

It is important to write always the reason at the back, expressing clearly the motive of the despatch:

TO THE SALESIAN COOPERATORS:  
for economic solidarity, or  
for the works of the Rector Major, or  
for the Cooperators in the Missions, or  
for Salesian missionaries, etc.

Besides in the front, the sender, or The Cooperators of ..... and the complete address of the Provincial Council which sends, or if it is an individual, the personal address of the Cooperator.

These precise indications will permit the Administrator of the World Council to make a final statement of all the contributions that come to the Pisana from the Cooperators.

#### 1.6.B. For the Provincial Councils OUTSIDE ITALY:

After reaching an agreement with the SDB Economer General, it has been decided that the Cooperators also can make use of the channels for transferring money used by the Salesian houses.

To do this, there must be a previous understanding with the SDB Provincial Economer, so that he may graciously offer his service to open a chapter in the province budget in the name of the Cooperators.

If anyone has to send money in the name of the Cooperators to the Pisana, let him/her give the same to the SDB Economer of his/her own province, who will credit it for the Association at the SDB Economer's office at the Pisana.

If, after the agreements reached, one has to receive money from the Central Executive Secretariat of the World Council, which is at the Pisana, the Secretariat itself will deposit the amount in the SDB Economer's account, and he will do the needful to credit the same in the "chapter" - Cooperators" of that particular Province, after which the Cooperators can make use of the same.

We should remember that in all these transactions there should be clarity in stating exactly the reason for the transfer of money keeping in mind the exchange: it would be better if all the transactions are done in USA dollars.

Besides, we hope that in the agreement the Provincial Delegate will be the guarantor of these transactions.

#### 1.6.C. For all Provincial Councils

The Bank Account of the Casa Generalizia Pisana which is valid is: No 25332005 registered as:  
Direzione Generale Opere Don Bosco - Roma.

At: Istituto Opere di Religione  
Città del Vaticano - Roma

Even here it is indispensable to write always the reason, indicating clearly the motive for the transfer: If this is missing the Association will with great difficulty be able to use the money sent to it.

## 2. THE BUDGETS: INSTRUMENTS OF SHARING

### PREMISE

The budget, as we saw, is an instrument that is necessary to make the Cooperators responsible regarding the real economic needs of animation in the Association.

The statement of accounts (or "financial report" - RAL 49, 3), at all times, is an indispensable instrument to give an account in a transparent way of the use made of the money of the Cooperators.

It is convenient to recall here the clear affirmation of the Code of Canon Law which says in Can. 1284 | 2 n. 7 and 8, that the administrators must "keep accurate records of income and expenditure; draw up an account of their administration at the end of each year". It follows that there is the implicit duty of writing out the financial report.

Some practical indications will be given concerning the various operations starting from the simplest daily accounting to the drawing up of the annual financial report.

### 2.1. MODALITIES OF REGISTRATION

It is opportune to suggest an indication of a technical order regarding the drafting of the budget or the financial report. As everyone knows, who is in charge of the smallest accounting, a budget cannot be improvised: it is the fruit of a series of timely and punctual registrations of all financial operations. Even in these operations, the Administrator will show a sense of responsibility and precision.

There can be many modalities of registration; here we suggest a simple one which need not be considered exclusive.

It consists in entering systematically all the income and expenses in an accounting book, in a computer "file" later successively entered. We call this the "waste Book Register".

In this register, in the pages on the left we enter all the income, and in those on the right the expenses. In each page the first column is for the date, the second expresses the motive, the third for the amount received or given. But you are requested to reserve a small column, before the date, for reasons which will be explained below.

Besides the bottom line of every page should be left free to be dedicated to a first total of all income and expenses on that page. Analogously, the first line of every page should be reserved to report the total of the last line of the respective preceding page.

At the end of the year the Administrator should assign to the motive of every line one of the nine heads of the budget which will be presented later on. That is: while going through every line of the waste Register he must countersign, in the first little column, one of the nine letters corresponding to the nine heads of the financial report presented in the next chapter.

For example, before the line registered in this way: "column date 18.05.2001 / column motive: postal expenses / column expenses: 25 \$, the Administrator will write the letter "H" because the sums charged regard the Secretariat, in the heads of financial accounting are, shall we say, preceded by the letter "H".

Here in one scheme we have an example of how two pages appear in the "Waste Book Register", according to the suggested mode of registration.

#### WASTE BOOK REGISTER

pag.4		INCOME		EXPENSES				pag.5
TOTAL OF PRECEEDING PAGE		724 \$		TOTAL OF PRECEEDING PAGE				581\$
HEAD	DATE	PURPOSE	AMOUNT	HEAD	DATE	PURPOSE	AMOUNT	
C	16/03/01	Retreat	3450 \$	C	16/03/01	Retreat	3200 \$	
H	18/05/01	Postage	25 \$	F	03/06/01	Street children	120 \$	
G	15/10/01	Sale of subsidies	810 \$	G	24/09/01	10 Subsidy forms	740 \$	
TOTAL PRESENT PAGE		5009 \$		TOTAL PRESENT PAGE				4641 \$

After this assigning of the letter-head, line by line, the Administrator will total the corresponding numbers from all the lines countersigned by the letter "A" and will transcribe this in the financial report corresponding to the letter "A", then the amount of the lines countersigned by "B"... and so on till the lines countersigned with the letter "I".

The final check consists in verifying that the total of the income and the expenses, in the financial report, coincide with the total of the last page, of the year under consideration, of the Waste Book Register.

#### 2.2. SOME COMMON PRECAUTIONS

The closure of accounts is always done on 31st December every year and should include all the movements of Income-Expenses really taken place. If there are payments or credits still to be done, there are no problems: they will end up in the accounting of the next year.

On the financial statement of the Provincial Council it is important to specify the value of the American dollar (takes as a point of reference) with respect to the national currency, as on

the 31st December of that year. In this way it simplifies the task of the Administrator of the World Council to standardize all the reports coming in from the various parts of the world.

The presentation of the financial reports to the Council at the higher level for its approval is an act due to the force of Canon 309 of the CCL, and clearly formulated in article 49 - 3 of the RAL. It can be done by personally handing over the same, or by registered letter acknowledgment due, or by courier, or by telefax or by other means considered safe.

It is a fact common to all the public juridical persons of the Church that the financial report should be lawfully confidential and in all countries. So also the ACS, acting in the name of the Church, has no obligation to be controlled by the State organisms, except what the Church Law prescribes regarding contracts and payments and the other forms established by it, regarding civil controls (cfr. Canon 1290); property rights, trade union rights for workers who are dependent on them, wills, legacies, donations .....

It is worth recalling that the ACS pertains to the Church which erects it legitimately as a juridical person, and that the same Church is a primary legal system equal to any other State: autonomous, independent, and sovereign, capable therefore of dealing with and stipulating agreements with any State (cfr. Can 113 - 1), also regarding temporal goods (cfr. Can. 1254 - 1).

### 2.3. THE OFFICIAL MODEL OF THE FINANCIAL REPORT

This is how the page of the financial report should be structured (eventual local variations can be entered under "Various items").

FINANCIAL REPORT (RAL 49, 3)

SOLAR YEAR: \_\_\_\_\_

PROVINCIAL COUNCIL (code \_\_\_\_\_) No. CENTRES: \_\_\_\_\_

TOTAL NO, OF COOPERATORS: \_\_\_\_\_

The value of 1 US dollar with respect to your currency on 31.12. \_\_\_\_\_

	INCOME	EXPENSE
A. SOLIDARITY FOR THE ASSOCIATION	_____	_____
B. TO THE RECTOR MAJOR	_____	_____
C. FORMATIVE ACTIVITIES	_____	_____
D. APOSTOLIC ACTIVITIES	_____	_____
E. ANIMATION OF THE ASSOCIATION	_____	_____
F. CHARITY AND MISSIONS	_____	_____
G. PRINTING AND SUBSIDIES	_____	_____
H. SECRETARIATE	_____	_____
I. VARIOUS ITEMS	_____	_____
TOTAL OF THE CURRENT YEAR	_____	_____
BALANCE FROM THE PRECEDING YEAR	_____	_____
SITUATION OF CASH IN HAND ON 31.12	+ _____	- _____

Seen and approved by the Provincial Council on: \_\_\_\_\_

The Coordinator

The Administrator

\_\_\_\_\_

\_\_\_\_\_

FINANCIAL REPORT (RAL 49, 3)

SOLAR YEAR: \_\_\_\_\_

LOCAL COUNCIL: \_\_\_\_\_

PROVINCE CODE: \_\_\_\_\_ NATION: \_\_\_\_\_

TOTAL NUMBER OF COOPERATORS: \_\_\_\_\_

	INCOME	EXPENSE
A. SOLIDARITY FOR THE ASSOCIATION	_____	_____
B. TO THE RECTOR MAJOR	_____	_____
C. FORMATIVE ACTIVITIES	_____	_____
D. APOSTOLIC ACTIVITIES	_____	_____
E. ANIMATION OF THE ASSOCIATION	_____	_____
F. CHARITY AND MISSIONS	_____	_____
G. PRINTING AND SUBSIDIES	_____	_____
H. SECRETARIATE	_____	_____
I. VARIOUS ITEMS	_____	_____
 TOTAL OF THE CURRENT YEAR	 _____	 _____
 BALANCE FROM THE PRECEDING YEAR	 _____	 _____
 SITUATION OF CASH IN HAND ON 31.12	 + _____	 - _____

Seen and approved by the Local Council on: \_\_\_\_\_

The Coordinator

The Administrator

\_\_\_\_\_

\_\_\_\_\_

You must have noticed that the model of the financial report for the Provincial Council and the Local Council are almost the same. In them, as a matter of fact, appear those headings which, according to the RAL are most important. Now we shall present one by one, in order to understand better, by way of example, what are the elements of accounting that can be found under each heading.

2.3.1. The headings of the balance sheet

It is necessary that all the headings have a univocal meaning leaving what is not mentioned here to the common sense of the Administrator and his Council.

A. SOLIDARITY FOR THE ASSOCIATION. It is the first and most important heading. It is derived from art. 21 of the RAL and is the one that allows all the other successive headings of expense to be covered. In it flow as Income the contributions coming from the individual Cooperators (or from the Local Councils) and from the initiatives of self-financing, and in Expense the contributions of economic solidarity to the higher levels.

B. TO THE RECTOR MAJOR. Even this heading depends on art. 21 of the RAL. In it the Income and Expenses are equal inasmuch as what is offered for the Rector Major is sent completely (note well!) to the Provincial Council and, from there to the World Council with the clear purpose "The Provincial Council of the Salesian Cooperators of .....for the Rector Major".

C. FORMATIVE ACTIVITIES. This heading embraces the whole series of activities foreseen by art. 38 of the RAL. In this, as in the other headings that follow, it is probable that not always there may be specific income, inasmuch as it dips into the heading "Solidarity for the Association", At any rate, we can insert where as income the contributions which the Cooperators offer to defray the expenses of courses of formation, conferences, days of recollection, spiritual retreats, etc. As expense, instead, can be totalled all the expenses incurred for courses, animators, houses of spirituality, etc.

D. APOSTOLIC ACTIVITIES. They are indicated in articles 16 and 17 of the RAL. They deal with expenses incurred while carrying out activities for youth, for families, initiatives of animation in the territory, catechetical courses, etc. It is clear that, if they collect contributions to finance these activities, they are put under income.

E. ANIMATION OF THE ASSOCIATION. This heading is demanded by chapter VI of the RAL concerning the organization of Association. This includes all the expenses of those Responsible for journeys, meetings, Congresses, days of study, etc. It will be the Councils themselves to define with discretion, paying attention to persons and situations, the contents and the modalities of these refunds.

F. CHARITY AND MISSIONS. It deals with income and expenses equally which pertain to concrete helps for cases of human need (poverty of all kinds, near or far away, disasters caused by natural calamities or wars) for initiatives of solidarity proposed by civil society, by the Church or other institutions, and also for support to the Missions.

G. PRINTING AND SUBSIDIES. Under this heading enter the helps to sustain the Salesian Bulletin, the publishing of the world reviews "Salesian COOPERATOIRES" which the Council should receive, the realization of local or provincial newsletters, exhibitions, book sales etc.

Besides this heading refers to the publication or the acquisition of formative subsidies for the

library of the Centre and for the personal and associative formation of the Cooperators.

H. SECRETARIATE. Here enter all the technical expenses of the secretariat: stationery, journeys, telephone, light, rent for buildings, dependents, machinery for the office, furniture, etc.

I. VARIOUS ITEMS. Here we shall list all that could not be listed under the previous headings.

#### 2.4. THE FINANCIAL REPORT, FORMATIVE OCCASION

The financial report should be presented annually to the Council. A copy of it could be distributed to the members present for examination, comments and approval. If the

seriousness of the affair treated so demands, the Coordinator can oblige the members to secrecy according to the norm of Canon 127 - 3.

At the end, the distributed copies are collected back, and the original and an authentic copy will be preserved in the archives of the Council.

These are not drawn up merely for bureaucratic reasons and much less for tax purposes, but for the verification of the economic solidarity and animation of the Association.

In fact, when we observe well, by means of the headings of the financial report offers parameters for a verification of the realization of the aims and of the mission itself of the Association.

Analyzing each heading, the Council can put some questions for verification like:

A. How have we expressed in a concrete manner our solidarity? Have we responded to the needs of the Association as it was requested?

B. How did we respond to the appeal of the Rector Major for the more urgent needs of the vast Salesian enterprise?

C. How much have we invested in resources of a formative or spiritual nature?

D. How much have we set aside for the realization of concrete, apostolic activities for youth or other target groups?

E. How much have we set aside for the animation and qualification of those Responsible?

F. How have we responded to charitable demands and for the promotion of missionary activities?

G. How much have we contributed to the Salesian press, our own publication "Cooperators", the realisation of our newsletter? How much did we spend on equipping ourselves with subsidies of a spiritual, formative and apostolic nature?

H. How much did we spend to organize well our Centre, or our Province, for premises, the secretariat, stationery expenses, for meetings, for maintaining contacts, for sending information, etc?

I. What other expenses, or returns, have we noticed in the animation of our Centre or of our Province?

Finally, it is important to recall the need of discussing the finances of the Association in a family atmosphere, in such a way that everyone feels that he/she is a living part of a relationship of mutual collaboration for the common good, always trusting in Divine Providence.

Supplement

## INDICATIONS FOR UPDATING PERSONAL DATA

We wanted to include in this document a section on updating personal data of the Association, because even the knowledge of quantitative data regarding the Cooperators is an indivisible element in the discourse on economic solidarity. In fact, one of the criteria (even if not the only one) for the apportioning of the associative economic needs consists precisely in the knowledge of the number of Cooperators in a Centre or in the Province.

Till now we depended on the mechanisms of the census (cfr. 1993 and 1998), but we are aware how expensive and difficult it is every time a world operation of this kind is undertaken.



We thought of rendering the updating of the data of the Association automatic, by asking for it at every renewal of the Council, or every three years. Adopting this system at all levels, the Association will always have updated data in the span of every three years.

For the realization of this "automatic" census we shall use the Tables adopted for the 1998 Census, which we present in the Appendix.

We insist in recommending to the local Responsible people that they take pains, at least every three years, by counting personally or with a personal and fraternal letter, those Cooperators who have distanced themselves, that they return and feel part of the Centre; in the contrary instance, let them send to the Council an explicit declaration that they do not want to belong to the Association in compliance with art. 39, 2 of the RAL.

That which should be at the heart of the Cooperators, and especially in the Responsible people, is to sustain the fidelity and the coherence of those who one day made the Promise, trusting in the help of the others. At the same time we must make them understand that the Association needs always to feel sustained by the presence and factual contribution of each of its members.

## ACTUATION OF THE PERSONAL DATA UPDATING

### 1o Level: The Local Council

A few months before the expiry of its mandate, it is the duty of every local council to complete the data of the Tables according to the rules foreseen by the Census of 98 (see Appendix). This exercise, cared for by the whole outgoing Council, is carried out personally by the Secretary or in his/her absence, by another Counsellor who takes up the responsibility of completing accurately all the Tables, which means:

- \* data relating to the Cooperators of the Centre (Table N. 5), compiled according to the norms of Table N. 6;

- \* data relating to the Local centre, according to Table N. 3

The new Local Council, after electing its own Coordinator will compile

- \* the data relating to the Local Council according to Table N. 4.

The first official act of the new Local Coordinator will be that of sending to the Provincial Council Tables 3, 4, 5 of his/her Centre, duly completed.

### 2o Level: The Provincial Council.

Before it steps down, it will be the duty of the Provincial Council and of its Secretary in particular, to prepare a folder on the Provincial Groupings in which are collected Tables 3, 4, 5, gathered from all the Centres during the preceding three years.

After the election of the Provincial Council and its Coordinator, the new Secretary, or someone in his stead, will compile the other two Tables:

- \* data relating to the Provincial Groupings (Table 1);

- \* data relating to the new Provincial Council (Table 2).

The first official act of the new Provincial Coordinator will be to send to the Central Executive Secretary of the World Council (and, wherever it exists, to the National/Regional Conference) the file containing Tables 1 and 2 of the new Provincial Council as well as Tables 3, 4, 5, of all the Centres of the Province.

### 3o Level: National or Regional Conferences

The first official act of the National Delegate (Italy, Spain, Poland, Argentina) or Regional Delegate (Brazil and India) will be that of sending to the Central Executive Secretariat of the World Council the data relating to the new group of National or Regional Delegates.

### A recommendation

With the evolution of technology, the use of informatics is widely used. We request every Local Council, and above all every Provincial Council, to collect and send all the data on diskettes, and whenever possible, through electronic mail (e-mail).

The e-mail address of the Central Executive Secretariat is: [cooperatori@sdb.org](mailto:cooperatori@sdb.org).

For the present the programmes we intend to use as writing as well as electronic pages are programmes of Microsoft, in particular WORD.6 (video-writing) and EXCEL.5 (electronic page). The advantages are enormous in the compilation of data, especially at the world level.

### Positive results of self-revision

With this method we shall have many advantages:

- \* there will be no need for expensive and elephantine census taking;
- \* the work of revision for the Central Executive Secretariat will be distributed throughout the arc of a year, without a collection of data to be stored up;
- \* we will have the personal data of the Association always up-to-date till the last three years or less;
- \* the fact of computerizing the data will allow us to make annual statistics, very close to the reality, which is evolving;
- \* every newly-elected Council will have the possibility of having in hand the revised data of their association, in such a way that they can reflect and prepare better the triennial projects of animation.

### Farewell

Dearest Brothers and Sisters of Local and Provincial Councils,

We wish to build up an Association on good organizational foundations, to carry out well the mission which Don Bosco and the Church entrusted to us.

Organization is not everything, but it is needed. It should not be merely bureaucratic but functional for the aims which we want to achieve. Let us remember that a small effort made by many people lightens the huge efforts of a few.

Hence we are banking on each one of you to build up together a mentality of participation, of sharing, of responsibility even in this area of economic solidarity, so vital for our Association.

This document must be diffused as much as possible among those Responsible at all levels, and will be utilized in specific formation meetings for Administrators and Councillors.

In this regard, we request you to see the last page of the cover of remember the publications of "basic documents" of the World Council (but not only these). They must be read, studied in depth, reflected upon in a group by all the Responsible people. Keeping in mind the triennial rotation of a good number of these, it is useful to periodically and systematically present again the contents of these texts, in the seminars for the formation of office-bearers. If for nothing else, at least each office bearer will make it his own, read it carefully, and use it for animation purposes.

These booklets can be made available, or presented, when a new office-bearer is elected. Thus the Association improves in quality.

Thanks for all that you will do with dedication and responsibility, because you love and believe in the Association.

We wish you a good work of animation, asking the Spirit to give the gift of communion and fidelity to all in the Association.

With fraternal esteem in Don Bosco,

The World Consultors

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Farewell

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