



Association of Salesian Cooperators

Animating Economic Solidarity

Rome 2018

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Foreword

*“...I am afraid that if we find that we are so strapped where finances are concerned,
it is because we make too many calculations.
When man mixes himself in these matters,
God retreats.”*

(Life of Michael Rua, Don Bosco’s First Successor)

In order to speak in a correct manner regarding economic solidarity, we need to consider it from God's point of view.

Looking at economic solidarity with God's eyes also means that we need to add in a new accounting principle – that of entrusting ourselves to God!

It is necessary, therefore, to apply this principle when drafting our financial statements. When considering it with this vision, we discover that the first entry under income on the statement will always be "Divine Providence" and the first expenditure will always be "Mercy"; otherwise, we will fall into the error of "wanting to make too many calculations" and, as Don Bosco teaches us, "when man mixes himself in these matters, God retreats.”

All the above derives from the fact that the Association of Salesian Cooperators was created for the salvation of souls - to contribute to the salvation of the souls of the young who walk beside us.

The Salesian Cooperators are bearers of a charism which is much greater than just being bearers of social and human values; therefore, economic solidarity must represent one means by which we can be bearers of a charism,

with the full understanding that all of us Salesian Cooperators have chosen Christ, in the style of Don Bosco.

This document must be read from this point of view so that it may help the Treasurers and all the Salesian Cooperators in their delicate task of economic solidarity. The present work is the renewed and updated version of the preceding documents of economic solidarity which were drawn up by the World Treasurers of prior days. Specifically: the first “Animating Economic Solidarity” document was drawn up in 1998 under the World Treasurer Oliviero Zoli and then revised under the care of World Treasurer Giorgio Signori in 2012. Their precious labors contributed to the growth of the Association. The fruits that we harvest today are also owed to those who preceded us in this mission, allowing us to continue to walk in the furrows they left behind.

Rome, October 25-28, 2018

*Cinzia Arena
ASSCC World Treasurer*

Chapter 1

Animating Economic Solidarity

1.1 Why Economic Solidarity Exists

The Association of Salesian Cooperators exists for the purpose of realizing Don Bosco's very mission for the good of the young and, above all, for the poorest and most abandoned, by contributing to the salvation of youth in a fraternal form as an Association. (Statutes, Articles 2 and 6, in *Project of Apostolic Life*).

In order to put into effect its mission, however, the Association needs the initiatives and contributions of each Salesian Cooperator, in a spirit of solidarity: "*Help each other carry one another's burdens, and in this way, you will obey the law of Christ.*" (Galatians 6:2). It is not enough to express a solidarity which is restricted to one's own Local Center because the Association embraces all the Centers; therefore, it is absolutely necessary for us to realize that we are all like little strands united together into one cord so that, like members of one family, we can support each other reciprocally.

Therefore: "*With responsibility and a sense of belonging, every Salesian Cooperator supports the economic autonomy of the Association so that it can carry out its mission.*" (Statutes, Article 22 §2, in *Project of Apostolic Life*)

The Association is one single entity only and economic solidarity is the life blood that helps and nourishes the Local, Provincial, and World Councils in the development of each one's proper task of governance and animation for the good of the mission.

Why do we speak of economic solidarity?

What is solidarity? It is taking care of the other; it is a form of participation, and, in short, it is **presence!**

Why do we use the term "economic"? Because in the spirit of solidarity, we are all called to participate, according to the "*charity dictated by each one's heart*," in supporting the Association.

This global vision of the Association inevitably means that every higher level of governance should make known to the next lower level of governance, at the proper time and through the sharing of a detailed budget, what are its monetary needs for the expenses incurred in carrying out its mission.

To sustain his innumerable works, economically-speaking, Don Bosco relied on three channels:

- the generous gift of self
- asking others for help
- trust in Divine Providence

THE GENEROUS GIFT OF SELF

One can speak of economic solidarity only to a heart that believes in what it does: "*To commit oneself to be a Salesian Cooperator means to respond to the apostolic Salesian Vocation ... It is a free choice, defining one's existence.*" (Statutes, Article 2 §1, in *Project of Apostolic Life*) Within the Association, each one of us is a gift to the others.

It is natural, therefore, that Salesian Cooperators sustain and support each other reciprocally by sharing, like the family that they are, something of what each one is and has: "*United with one heart and one soul alone, they live their communion with those bonds characteristic of Don Bosco's spirit.*" (Statutes, Article 21, in *Project of Apostolic Life*)

It is this unity of heart and soul that nourishes the desire for sharing the economic burden of the needs of the Association.

ASKING OTHERS FOR HELP

Don Bosco teaches us not only to give with generosity but, above all, not to be afraid to beg because we are asking not for ourselves but to do good to the young through formative and apostolic competence and the use of efficacious means.

We ought not be afraid to beg by overcoming that human respect that dampens our spirits to the point of rendering us, in the most grave cases, indifferent to the state of health of the Association.

We cannot forget that all that is given is charity. We should never, therefore, allow our sense of gratitude to fall short in regards to the one who offers and gives generously. We rediscover the beauty of the "thank you" by recalling that in the widow's mite hides Divine Providence and that Don Bosco always said that he could have done little or nothing without his benefactors.

TRUST IN DIVINE PROVIDENCE

"I have faith, but if I had had more faith, how many more things I could have accomplished!" (*Memoirs of the Oratory*)

Don Bosco used to say: "Let us place ourselves in God's hands with total trust and let us pray and all will go well." In every one of our actions we perceive the presence of God, Who guides our steps and sustains us. This is the realization that pushes us on to dare, to dream, and to risk. If Don Bosco had halted when he encountered difficulties, especially those of an economic nature, he never would have done anything. But he was determined to carry forward his dream, his mission, because he trusted in Mary Help of Christians. When his earthly life was at its end, he was to say: "It is She who has done everything!"

Don Bosco allowed himself to be led by the hand and we, too, want to abandon ourselves into the arms of God Who "sends great help to those who have great need."

Speaking about economic solidarity also means living and putting into action the *Project of Apostolic Life* which each one of us has promised, offering

our most sincere, trusting, and zealous "YES" to the Lord, renewing Mary's *Fiat*.

One can consider supporting the Association only if stability and autonomy exist at all organizational levels so as to meet the expenses of each one. The goal is for all the Local Centers to be in a position to meet their own needs as well as those of their Provincial Council and of the World Council.

1.2 How to Animate Economic Solidarity

Economic Solidarity is able to exist and does exist only thanks to the Salesian Cooperators who, animated by a sense of belonging to the Association and of co-responsibility, contribute economically to the running and fulfillment of the mission at the local, provincial, and world levels. (Regulations, Article 8, in *Project of Apostolic Life*)

In the *Project of Apostolic Life*, **Economic Solidarity** is spoken of in the *Statutes* in Article 22 §2 and in the *Regulations* in the following articles:

- Article 8
- Article 21 §1
- Article 22 §2
- Article 25 §5
- Article 26 §2

The common denominator among all these articles is **economic solidarity, founded upon: generosity, co-responsibility, and a sense of belonging!** If these elements are missing, the entire plan is devoid of meaning.

The management of economic solidarity avails itself, therefore, of some sharing instruments and operating elements which are kept uniform for greater clarity and efficacy.

These elements may be defined thus:

- the sharing of economic solidarity; and
- the Association's budget and cash flow statements – the sharing instruments.

➤ **SHARING ECONOMIC SOLIDARITY**

The starting point for this entire "economic solidarity" operation is that of making known the economic needs of the Association to the Salesian Cooperators.

It is evident that all the Salesian Cooperators must support the funding of the expenditures for the functioning of the entire Association at the various levels; therefore, it is necessary that there be clarity of understanding about what the actual needs are. To this end, *“The Association, through the World Council, elaborates an annual plan of economic solidarity based on animation needs for the development of the entire Association.”* (Regulations, Article 8 §3, in *Project of Apostolic Life*)

The World Council, therefore, through its Treasurer, draws up a budget of the expenses that the Council presumes necessary to sustain it for the current year, based on the activities it has planned for that year at the world level.

The contributions and the resources necessary to request of each Province are calculated on the basis of two items: the Gross Domestic Product, or GDP, of the territorial region to which each province belongs and the number of Salesian Cooperators in said province, as communicated by the province itself via the annual census.

Keeping in mind the budget drawn up by the World Treasurer, each individual Provincial Council will add the amount requested of them by the world level to the sum total of expenditures on its own budget and make it known to the Local Centers.

The Local Council, in its turn, adds the amount indicated by the Provincial Council to the foreseen expenditures on its own budget. They then present the total to the Salesian Cooperators of their Center so that, with a sense of co-responsibility and of belonging, they adopt a modality which will best help them cover the necessary contribution amount so as to satisfy the monetary needs of the Association.

Just as in a family, therefore, each one does his/her part, according to his/her personal possibilities. The intent is to invest each member of the Association with a conscious and informed sense of responsibility that ought to make arise in each one's heart the desire to give his or her own personal contribution.

➤ **THE ASSOCIATION'S BUDGET AND CASH FLOW STATEMENTS: SHARING INSTRUMENTS**

From the viewpoint of a responsible and informed participation in the needs of the Association at the world level, note that even arid instruments, such as financial statements, take on great relevance and significance. Indeed, they permit all the levels of the Association to understand and to monitor what are the necessary contributions and possibilities for each Center as regards their share. It is very important, therefore, that every governing body at each level prepare its own budget and its own cash flow statement annually.

The budget makes evident the income and expenditures which are foreseen as taking place in the current year by keeping in mind the initiatives planned by the Association.

The cash flow statement shows the income and expenditures which have occurred during the preceding year based on the activities already carried out by the Association.

1.3 Preparing the Budgets

By March of the year in progress, the World Council, through its Treasurer, will send to all the Provincial Councils a budget for that current year and a statement of cash flow for the close of the prior year as soon as it is ready. It is important to share, above all, the budget with the Provincial Councilors in that this instrument highlights both the goals and the activities that the World Council intends to carry out for the year they are in. Consequently, it shows the contribution items which are requested from those same provinces so as to be able to cover these foreseen expenses.

Once they have received the World Council's budget, the Provincial Councils are called upon to draw up both their own statement of cash flow and their own budget, *inserting a line item in said budget stating the amount that they, as Provincial Council, request of their Local Councils.*

The Local Councils should follow suit. In preparing their own statement of cash flow and budget, *they are also to insert among the line items in their budget the amount required of every individual Cooperator of the Local Center.*

These financial statements must be shared with the governing bodies of both the immediately inferior and the immediately superior level so that every Salesian Cooperator may be informed, from the standpoint of co-responsibility, concerning the management of the finances of each one's Center.

Thus, the World Council shares its financial statements with the Provincial Councils. The Provincial Councils, in their turn, share their own statements both with the World Council and with the Local Councils before the end of the current year. Finally, every Local Council shares its statements with its Provincial Council and also with all its own Salesian Cooperators before the end of the year in course.

1.4 Sending in Contributions: Modalities and Time Frames

By December 31st of each year, all the Provincial Councils will send to the World Council the contribution indicated on the budget they received from the World Treasurer. Contributions not received in any given year will be added to the request in the following year.

Each year, all the Local Councils submit their annual contribution to their Provincial Council according to the time frames and modalities agreed upon with the Provincial Treasurer, provided it be before December 31st. The contributions to solidarity on the part of the Provincial Council are to be made via bank transfer, using the information below:

***BENEFICIARY* : ASSOCIAZIONE DEI SALESIANI COOPERATORI**

***BANK* : BANCA POPOLARE DI MILANO**

***AGENCY* : FILIALE DELL'ESQUILINO**

***BIC / SWIFT* : BPMIITM1A13**

***IBAN* : IT66 L 05034 03262 000 000 002599**

***REASON* : (Provincial Council abbreviation) Contribution-(year) to the World Council of the Association of Salesian Cooperators.**

Nota Bene: after having made the transfer, please send an e-mail to the World Secretary at segreteria@asscc-mondiale.org, with the receipt for the transfer attached, so as to advise that the transfer has been made.

Contributions for items requested from Rome on the part of a Provincial Council - such as Cooperator insignia pins, the *Project of Apostolic Life*, or others – are to be made via bank transfer, using the information below:

***BENEFICIARY* : ASSOCIAZIONE DEI SALESIANI COOPERATORI**

***BANK* : BANCA POPOLARE DI MILANO**

***AGENCY* : FILIALE DELL'ESQUILINO**

***BIC / SWIFT* : BPMIITM1A13**

***IBAN* : IT66 L 05034 03262 000 000 002599**

***REASON* : Contribution for expenses from the Salesian Cooperators Provincial Council of _____ to the Cooperator World Secretary for number _____.**

Nota Bene: after having made the transfer, please send an e-mail to the World Secretary at segreteria@asscc-mondiale.org, with the receipt for the transfer attached, so as to advise that the transfer has been made.

1.5 How Contribution Amounts are Determined

The contribution amount requested of each individual Cooperator is calculated by taking into account the particular economic circumstances, the *per capita* income, and the cost-of-living based on economic indices documented from the most up-to-date statistics (the annual GDP, PPP, and PPI) for the territory in which the Centers are found. **The sum total of the contributions that each Provincial Council needs to send to the World Council will be calculated, therefore, on the unit amount multiplied by the number of Salesian Cooperators indicated on the annual census sent in by the province.**¹

For the purpose of arriving at a correct and viable sum as regards the amount to be sent from each Center, it is likewise important that each Local Center and each Province keep the Association data updated constantly. Therefore, every year, every Provincial Council must send to the SEM, via e-mail at segreteria@asscc-mondiale.org, the updated number of its Salesian Cooperators for it is this number that will be utilized when calculating the contribution for the following year.

¹ This index compares the theoretical, or nominal, value of the **Gross Domestic Product (GDP)** [in Italian, the *prodotto interno lordo* (PIL)] with the “actual” market value **GDP** as based on the **PPP**, or purchasing power [PPA in Italian] for each nation of the world. The **PPP**, or **Purchasing Power Parity**, states that the exchange rate between two countries is equal to the ration of the currencies’ respective purchasing power. The **Producer Price Index (PPI)**, measures the average change over time in the selling prices received by domestic producers for their output (raw materials, intermediate goods, finished products).

1.6 Formats for Budgets and Statements of Cash Flow

The format for the budget to be used at every level of the Association is the same. What will change will be only the heading, relative to the level drawing it up and the level receiving it.

HEADINGS FOR THE BUDGET FORMS

FROM THE LOCAL COUNCIL

To the Cooperators of its own Center:

<p style="text-align: center;"><i>BUDGET of the Local Council</i></p> <hr/> <p style="text-align: center;"><i>(Indicate the name of the Local Center)</i></p> <p style="text-align: center;"><i>Sent to the Salesian Cooperators of the Local Center</i></p>
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To its Provincial Council:

<p style="text-align: center;"><i>BUDGET of the Local Council</i></p> <hr/> <p style="text-align: center;"><i>(Indicate the name of the Local Center)</i></p> <p><i>Number of Salesian Cooperators:</i> _____</p> <p style="text-align: center;"><i>(Indicate the number of Cooperators in the Local Center)</i></p> <p><i>Sent to the Provincial Council:</i> _____</p> <p style="text-align: center;"><i>(Indicate the name of the Province concerned)</i></p>

FROM THE PROVINCIAL COUNCIL

To its Local Councils:

BUDGET of the Provincial Council

(Indicate the name of the Province)

Sent to the Local Councils

To the World Council:

BUDGET of the Provincial Council

(Indicate the name of the Province)

Number of Salesian Cooperators: _____

(Indicate the number of Cooperators in the Province)

Sent to the World Council

FROM THE WORLD COUNCIL

BUDGET of the World Council

Sent to the Provincial Councils

HEADINGS FOR THE STATEMENT OF CASH FLOW FORMS

FROM THE LOCAL COUNCIL

To the Cooperators of its own Center:

STATEMENT OF CASH FLOW of the Local Council

(Indicate the name of the Local Center)

Sent to the Salesian Cooperators of the Local Center

To its Provincial Council:

STATEMENT OF CASH FLOW of the Local Council

(Indicate the name of the Local Center)

Sent to the Provincial Council

(Indicate the name of the Province concerned)

FROM THE PROVINCIAL COUNCIL

To its Local Councils:

STATEMENT OF CASH FLOW of the Provincial Council

(Indicate the name of the Province)

Sent to the Local Councils

To the World Council:

STATEMENT OF CASH FLOW of the Provincial Council

(Indicate the name of the Province)

Sent to the World Council

FROM THE WORLD COUNCIL

STATEMENT OF CASH FLOW of the World Council Sent to the Provincial Councils

The Statement of Cash Flow takes into consideration only the income and expenditures which have occurred in the year of reference. If there are payments or credits still pending, that is not a problem: they are all included in the statement for the following year.

On the Provincial Council's Statement of Cash Flow, it is important to specify the value of the US dollar (considered as a point of reference) in respect to the national currency.

The Budgets and Statements of Cash Flow are to be crafted as shown on the following page, noting what is said on the top of page 11 concerning solidarity contributions and the budget forms.

PLACE HERE THE APPROPRIATE HEADING, AS SHOWN ON THE PRIOR PAGES

	INCOME	EXPENDITURE
A. SOLIDARITY FOR THE ASSOCIATION	_____	_____
B. TO THE RECTOR MAJOR	_____	_____
C. FORMATION ACTIVITIES	_____	_____
D. APOSTOLIC ACTIVITIES	_____	_____
E. ANIMATION OF THE ASSOCIATION	_____	_____
F. CHARITY AND MISSIONS	_____	_____
G. PRINTING AND AIDS	_____	_____
H. SECRETARIAL	_____	_____
I. MISCELLANEOUS	_____	_____
<i>TOTAL INCOME/EXPENDITURES</i>	_____	_____
<i>SURPLUS/DEFICIT</i>	_____	_____
<u><i>Current Cash Flow Status</i></u>	_____	_____
<i>SURPLUS/DEFICIT</i>	_____	_____
<i>RESIDUAL FROM THE PRECEDING YEAR</i>	_____	_____
CASH FLOW STATUS AS OF	_____	_____

1.7 Line Items on the Financial Statements

It is opportune that the line items remain standard, meaning the same thing to everyone, and entrusting what is not specified to the common sense of the Treasurer and of his or her Council.

- **SOLIDARITY FOR THE ASSOCIATION.** This is **the most important item**: see Statutes Article 22 §2 and Regulations Article 8 §1 of the *Project of Apostolic Life*. This is what permits us to cover almost the full amount of the other expenditures listed on this form (minus the solidarity to the Rector Major). **Under this heading, all the income received from the individual Salesian Cooperators, from the Local Councils, from the Provincial Council, and from fundraising initiatives all flow together. Contributions of economic solidarity to the superior levels are listed as expenditures.**
- **TO THE RECTOR MAJOR.** This item also depends on Regulations Article 8 §2 of the *Project of Apostolic Life*. Here, income and expenditures are exactly the same amount in that **whatever is offered to the Rector Major is sent in its entirety (take good note) to the Provincial Council and, from there, to the World Council with the reason clearly stated: "The Salesian Cooperator Provincial Council of _____ for the Rector Major."**
- **FORMATION ACTIVITIES.** Under "income" in this item are listed the contributions that the Salesian Cooperators themselves make to cover the expenses for formation courses, conferences, retreat days, spiritual exercises, etc. Under "expenditures", instead, are listed all the payments made for courses, and to speakers, houses of spirituality, and retreat centers, etc.
- **APOSTOLIC ACTIVITIES.** For the most part, this heading deals with expenditures for carrying out activities for the young, for families, for animation initiatives in one's area, and for catechetical classes, etc. It is clear that if donations are received to finance these activities, they are listed as income.

- **ANIMATION OF THE ASSOCIATION.** This item, indicated in Statutes Article 35 of the *Project of Apostolic Life*, concerns the organization of the Association. Therefore, it takes in all the expenses sustained by the leadership for: travel, meetings, study days, etc. The Councilors themselves will define, with discretion and with attention to persons and situations, what are to be the amount and the modalities concerning these reimbursements.
- **MISSIONS.** Here we are dealing with income and expenditures that will always equal each other. These concern the concrete aid received and given for cases of human need (poverty of all kinds, near or far; disasters caused by natural causes or wars; initiatives of solidarity proposed by civil society, the Church, or other institutions); as well as for the support of the Salesian Missions.
- **PRINTING AND AIDS.** Under this item are listed all the aid given to support the *Salesian Bulletin* and the production of eventual local or province newsletters, exhibitions, book sales, etc. Moreover, this item concerns the publication or the acquisition of formation materials for the Center's library.
- **SECRETARIAL.** Here are listed all expenses that pertain to secretarial needs: record-keeping, stationery, mailings, telephone, electricity, rent, staff, office machines, furniture and decor, etc.
- **MISCELLANEOUS.** Listed under this heading are those items that seem not to fit under any preceding category.

Chapter 2

Civil Recognition

2.1 Assignment of a Tax Identification Number (TIN)

Attentive to the signs of the times, and so that the Association's service for the good of the young may receive public recognition – especially as a non-profit organization - and obtain subsidies that enable it to dedicate itself more effectively to its mission, Provinces and Local Centers are permitted to ask for their own TIN – tax ID number.

Regulations Article 5 of the *Project of Apostolic Life* states, in fact: “*The Association can take the steps necessary to be recognized as a civic nonprofit organization in those places in which they consider it opportune*”. The Statutes of the *Project of Apostolic Life* – in Article 12 – also makes reference to this point, where it is written that: “*Salesian Cooperators can carry out their apostolic commitment in works run autonomously by the Association and in initiatives which respond to the most pressing needs of their locality.*”

PROVINCE

Any province that intends to proceed with obtaining its own TIN can send, via its Provincial Council, the request to the World Executive Secretary (SEM).

Said request must be accompanied by the minutes in which the deliberations were made. The modality of participation and of voting are to be stated in the Province Handbook.

The SEM will verify the documentation presented and, in a particular way, will check to see that the correct legal title attributed to the provinces requesting their own TIN be present. **For this reason, it is necessary to pay attention to the following:** any province requesting the assignment of its own TIN must use

the following title for its designation before the State: **Association of Salesian Cooperators + the place where it is established.**

For example, if the Provincial Council of Campania Basilicata (a region of southwestern Italy) intends to ask for its own TIN, it must use the following for its title: "Association of Salesian Cooperators Campania Basilicata."

The assignment of a TIN implies respect for the civil and fiscal laws in force in the place where the requesting Provincial Council has its headquarters. Nevertheless, as to what concerns its relationship with the World Council, the Statutory obligation to economic solidarity remains in force, just as it is indicated in Regulations Article 8 and in Statutes Article 22 §2 of the *Project of Apostolic Life*.

LOCAL CENTER

Any Local Center that intends to proceed with obtaining its own TIN can send, via its own Local Council, the request to the World Executive Secretary (SEM).

Said request must be accompanied by the minutes of the Local Council meeting in which the deliberations were made, after having shared said decision with the Salesian Cooperators of that same Center.

The modality of participation and of voting are to be stated in the Local Handbook.

The SEM will verify the documentation presented and, in a particular way, will check to see that the correct legal title attributed to the provinces requesting their own TIN be present. **For this reason, it is necessary to pay attention to the following:** any province requesting the assignment of its own TIN must use the following title for its designation before the State: **Association of Salesian Cooperators + the place where the Center is established.**

For example, if the Local Council of Piedimonte Matese (a municipality in the Province of Campania Basilicata) intends to ask for its own TIN, it must

use the following for its title: "Association of Salesian Cooperators Local Center of Piedimonte Matese."

The assignment of a TIN implies respect for the civil and fiscal laws in force in the place where the requesting Local Council has its headquarters. Nevertheless, as to what concerns its relationship with the World Council, the Statutory obligation to economic solidarity remains in force, just as it is indicated in Regulations Article 8 and in Statutes Article 22 §2 of the *Project of Apostolic Life*.

Nota Bene

Below is a chart showing examples of correct titles to be used when requesting the TIN from the Tax/Fiscal Agency.

ASSOCIATION TITLE	Levels of territorial extension
ASSOCIATION OF SALESIAN COOPERATORS	1° level: World
ASSOCIATION OF SALESIAN COOPERATORS <i>ITALY-MALTA-MIDDLE EAST</i>	2° level: SSCC Region
ASSOCIATION OF SALESIAN COOPERATORS <i>CAMPANIA BASILICATA</i>	3° level: SSCC Province
ASSOCIATION OF SALESIAN COOPERATORS <i>LOCAL CENTER OF PIEDIMONTE MATESE</i>	4° level: Local

Chapter 3

Guidelines for Presenting Plans for a Proposed Project

3.1 Introduction

*Salesian Cooperators know they are ‘in intimate solidarity’ with the society in which they live and for which they are called to be light, salt, and leaven. They believe in the interior resources of the person. They share the values of their own culture and they commit themselves to work so that it may be guided by Christian humanism. They promote new realities with a critical Christian sense. They integrate into their life ‘all that which is good’ adopting a listening stance, especially as regards the young, in discerning the signs of the times. Faced with socio-cultural challenges and difficulties, they adopt a critical and constructive attitude. They work with commitment to spread a Christian culture and ethic of welcome and solidarity in society. (Statutes, Article 16, in *Project of Apostolic Life*)*

Motivated by this article of the *Project of Apostolic Life*, the World Executive Secretary (SEM) holds that the Association of Salesian Cooperators can give itself full concreteness by immersing itself in society through the realization of planned initiatives promoted by the Association itself. In fact, through some concrete projects, the Salesian Cooperators can approach the young to help them become “*good Christians, upright citizens, and future inhabitants of Paradise*”.

Carrying out projects means, precisely, that when “*faced with socio-cultural challenges and difficulties, they adopt a critical and constructive*

attitude” – especially where those challenges and difficulties which the young encounter in every part of the world are concerned. Discerning the signs of the times means, therefore, seeing and recognizing the needs of our young people through listening to their cries for help and then transforming those cries into opportunities for human and spiritual growth.

For this reason, the SEM has deemed it opportune to draft a short and helpful guide for those Local Centers and Provinces which intend to present to the World Council some projects to be financed and realized.

3.2 How to Construct a Plan

A plan represents a road map to be followed so as to reach a desired outcome which is able to respond to a need in the wider community of one’s local area. For this reason, the construction of a plan begins with **an analysis of the needs in one's area** so as to come to know and understand the demands there and to be able to respond to them in an adequate way. **Those who are to be the beneficiaries of the project** are identified contemporaneously. For the Salesian Cooperators, the beneficiaries are, preferably: children, adolescents, and young adults – above all, the poorest and most abandoned of them – with the intention of helping them become *"good Christians, upright citizens, and future inhabitants of Paradise"*.

Following this, both the **goals and objectives of the project** – so as to specify what response to the needs of the area is intended to be made – and the **activities** which represent the concrete modalities chosen in order to reach these goals and objectives are defined. Finally, the costs are indicated in a detailed manner and, then, the **budget** necessary for the concrete realization of the project and the timeframe for its realization (a maximum of one year), highlighting the **schedule**, or **deadlines**, for the activities to be completed.

Finally, an analysis on the **impact that the project itself will have on society** is carried out; i.e., a judgment concerning: the benefit of the project, the results that one hopes to achieve, and the needs that will be satisfied.

3.3 Who Presents the Project and to Whom

The proposed project must be presented, utilizing only and exclusively the model attached to the present guide, under pain of the plan's being declared null and void.

The planned initiative is presented to the World Council by the Provincial Council, on the urging of one or more Local Centers belonging to that province.

The Provincial Council may receive from the Local Centers more than one plan for a proposed project; in this case it will choose only one of them, preferring the one that is deemed the most urgent and necessary for the good of the young.

The Provincial Council presents the proposal to the World Councilor of the Region to which it belongs. And he or she, in the case of receiving more than one proposal, will choose the one considered to be most urgent and necessary for the good of the young, and will present it, by email, to the World Council by September 1 of each year. Each World Councilor cannot bring before the World Council more than one planned project per year; therefore, each year the World Council will choose from a maximum of 12 proposals received for projects to be financed.

The World Council's choice will be made by using a scoring sheet with an assessment grid. Each World Councilor will then state the total points given to each proposal through an open vote. The proposal that will receive the greatest number of points will be the one financed.

The planned initiatives may be presented to the World Council by September 1st of each year. The end of February is the deadline for the World Council to express itself - whether on the occasion of the annual meeting of the Council or during a Congress. In this way, by the end of March, the list of rankings by points awarded of the proposals presented and assessed will be publicized to all the provinces.

In April of that same year, a disbursement equal to 40% of the entire sum will be deposited into the bank account of the Provincial Council that proposed the financed project. From January 1st of the following year, the project will be under way so as to conclude, at the very latest, by December 31st of the same year.

Before obtaining the second disbursement, the Provincial Council which proposed the financed project must present to the World Council a report which shows how the first monies had been spent. Said report must be accompanied by the payment receipts, must be signed by the Provincial Coordinator and the Provincial Treasurer, and must be countersigned by the World Councilor for their Region. The World Council will then give a mandate to the SEM to disburse the second payment equal to 40% of the total cost of the funding.

The Provincial Council which proposed the financed project must then present to the World Council a report which shows how the second disbursement had been spent. Said report must be accompanied by the payment receipts, must be signed by the Provincial Coordinator and the Provincial Treasurer, and must be countersigned by the World Councilor for their Region. The World Council will then give a mandate to the SEM to disburse the remaining balance equal to 20% of the total cost of the funding.

If the Provincial Council which proposed the financed project does not send in the reports concerning how the monies received were spent, it will forfeit the funding and will not be able to present any further proposals for projects. If the Provincial Council proposing the financed project does not intend to see it through to completion, the sum destined for the winning project will be awarded to the one that came in second according to the ranking.

The World Councilor of the Region concerned will coordinate the project and will make it known to all the Salesian Cooperators of the world through the publication of photos, videos, testimonies, and news articles, whether on the Internet website of the Association of Salesian Cooperators or on the Facebook page of the World Council, or by utilizing other channels of information which it deems more ideal for greater visibility of the work done. Moreover, the

World Councilor will be the guarantor of both the successful completion of the project and of the amount spent by countersigning the reports. For the first year, 2019, by way of experiment, the World Council will finance projects costing no greater than 5000 euros; **every year thereafter, the World Council, on the suggestion of the SEM, will establish the amount to be invested in a project, based on the solidarity contributions received from the Provincial Councils.**

3.4 Who Assesses the Project and the Criteria Used

The World Council assesses the projects when it is in session and, by the end of March of each year, will publish the list of rankings by points awarded. The determination will be made based on the number of points that every World Councilor will declare openly concerning each project proposal presented. In the case of a tie, or indecision on the part of the World Council, the vote of the World Coordinator will be the determining factor in deciding which project will be financed.

Keeping in mind the different project proposals presented, the general principle to be followed is that of taking turns; i.e., each year there will be a project financed to be carried out in differing Regions, so as to intervene in a concrete manner in all parts of the world where the Association of Salesian Cooperators is present. When assessing the project plans that are presented, the World Council must proceed in two phases:

Appraisal Phase: During this phase, the World Council evaluates the formal requests of every proposal, i.e.:

1. Each proposed project is subjected to a scrutiny to verify that it has been signed by the Provincial Coordinator, Provincial Treasurer, and World Councilor of their Region, under pain of the project's being rendered null and void.
2. The proposed project must be drawn up using the form attached to this present guide, under pain of being rendered null and void.

3. The proposed project is valid only if it reaches the World Council before September 1st of each year by email: segreteria@asscc-mondiale.org; otherwise, the proposal presented is rendered null and void.

Assessment Phase: All the proposed projects which passed the appraisal phase undergo an assessment on the part of the World Council, which will make its decision by attributing points to each proposed project using the assessment grid indicated here below, thus creating a ranking according to merit.

3.5 Assessment Grid

CRITERION	DESCRIPTION	POINTS TO BE AWARDED
A	General quality of the proposed project	From 1 to a maximum of 20 points
B	Congruency between the budget and the quality of the proposal	From 1 to a maximum of 20 points
C	Priority in terms of urgency for intervention (tied to the nature of the intervention and the cultural and social context of the area under consideration)	From 1 to a maximum of 20 points
D	Positive impact of the proposed project on the young in the area where it will be carried out	From 1 to a maximum of 20 points
E	Feasibility of the proposal on the basis of the stated objectives and goals	From 1 to a maximum of 20 points

MAXIMUM NUMBER OF POINTS POSSIBLE PER PROJECT: 100

3.6 Project Proposal Form

PROJECT PROPOSAL FORM

(five pages maximum)

1. **Project Name:** _____

2. **Provincial Council of:** _____

(Indicate the name of the province, the name and surname of each of the members of the Provincial Council, each one's role, and each one's e-mail address)

3. **World Councilor:** _____

(Name and surname of the World Councilor and his or her e-mail address)

4. **The bank account and the IBAN code to be used for sending the financial contributions for the project**

5. **Summary Description of the Project**

(Describe the project, using no more than 10 lines, by elaborating on the description of the societal context of the area under consideration; the needs of the area; especially, the needs of the children/teenagers/and young adults)

6. Beneficiaries

(Describe the type of beneficiaries: number, age, condition, needs, difficulties, where they come from...)

7. Objectives and Goals of the Project to be achieved

8. Impact of the Project

(Describe the benefits, in terms of changes and improvements, foreseen for the area, above all, among the young)

9. Activities involved in the Project

(Describe the activities that will be carried out so as to reach the objectives and goals of the project – list the activities, their description, and their purpose or goal)

10. Support from the Local Council and/or the Provincial Council

(Describe here the support that the Local Council and/or the Provincial Council will give in terms of the activities to be carried out)

11. Duration of the Project

(Up to a maximum duration of one year - indicate the schedule or deadlines for each of the foreseen activities)

12. Goods and Services

(Describe the goods and services necessary for the realization of the project)

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13. The place where the project will be carried out

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14. Eventual Priorities

(Describe the degree of urgency of the intervention in relationship to the social and cultural context of the area under consideration)

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15. Budget

(Describe the costs foreseen to realize this project, specifying the kind of expenditures – insert rows as needed)

DETAILED DESCRIPTION OF THE VARIOUS LINE ITEM EXPENDITURES	Number/unit	Cost per unit	Total
PROJECT TOTAL			5,000.00 euro maximum

16. Contact information for the person making this request; i.e., the person to contact regarding this project

(Name, surname, role in the Association, landline telephone number, cell phone number, e-mail address of the person to contact regarding the realization of the project. This can be: the Provincial Coordinator; the Provincial Treasurer; or the World Councilor of the Region)

Name and Surname:
Role in the Association:
E-mail address:
Telephone Numbers (Land Line and Cell Phone)

Place and date, _____

Signature of the Provincial Coordinator

Signature of the Provincial Treasurer

Signature of the World Councilor