

Society of the Missionaries of Africa

CAPITULAR ACTS



28th GENERAL CHAPTER

Rome, 13th May - 13th June 2016

The photos come from the archives
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His Holiness Pope Francis
Vatican City

Your Holiness

From the 13th May to the 13th June 2016, forty two Fathers and Brothers of our Society of the Missionaries of Africa (White Fathers), coming from different parts of the world and especially from many countries of the African continent, gathered together in General Chapter just a couple of hundred metres from the tomb of St. Peter. We were very honoured to receive your blessing and to share some joyful moments with you during the General Audience of the 8th June 2016. From the bottom of our hearts, we express, in our own name and in the name of all the Society, our most respectful and filial greetings. We wish to inform Your Holiness of the Spirit that animated us during our Chapter.

Above all, the 28th General Chapter was a celebration of the brotherly love that links us together as sons of our founder, Cardinal Charles Lavigerie. We welcomed it as a grace filled time and an appropriate occasion to rediscover and deepen the prophetic dimension of our Society. We kept in mind the three objectives that you pointed out to us in your Letter to Consecrated People, to look at the past with gratitude, to live the present with passion and to look at the future with hope.

First of all, looking at the past allowed us to appreciate the way God has accompanied us and blessed us in the Mission he entrusted to us despite our limitations. This awareness aroused in us a sense of thanksgiving. It leads us to reaffirm our commitment to live the Charism we received from our Founder in a creative way, today and in the future, in Africa and in a changing world. Faithful to this charism, the Chapter insisted on the missionary and intercultural character of our Society. Sent to the African world, we wish to go further and respond to the Mission of the Church there where our Charism is requested for a prophetic mission of encounter and witness to the love of God.

Your recent apostolic exhortations have been a source of inspiration for our Missionary Society and for the whole Church. Following the thoughts of *Evangelii Gaudium*, our Chapter reaffirmed that the word of God, which nourishes us daily, fills us with joy. Through our teams working in witnessing communities, Christ sends us to share the joy of his Good News with our sisters and brothers who live at the geographical and existential peripheries. We remain attentive to questions of justice there where we are collaborating with the local Church.

The encyclical *Laudato si'* is a message of encouragement for many of our confreres who are engaged in protecting the earth, our common home, by concrete activities and awareness raising.

We appreciated your post synod exhortation *Amoris Laetitia*. It helps us to accompany families in our missions by being more attentive to the situation of each one.

With filial love, we ask for ourselves and for the whole Society of the Missionaries of Africa your prayers and your paternal blessing.

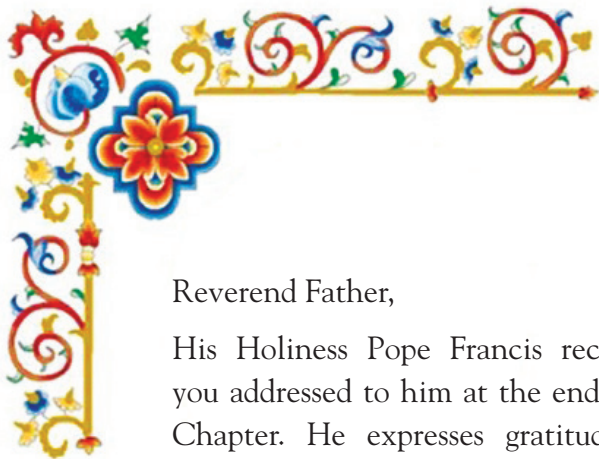
Bishop Richard Baawobr, M.Afr.

*Bishop of Wa (Ghana)
Former Superior General*

Stanley Lubungo, M.Afr.

Superior General





Reverend Father,

His Holiness Pope Francis received the letter you addressed to him at the end of your General Chapter. He expresses gratitude for the filial attachment and trust you manifested towards him.

The Holy Father invites each of you, to persevere courageously in proclaiming the Gospel and witnessing to the Risen Christ, faithful to the charism of the Missionaries of Africa. He exhorts you to continue praying for the entire Church and for his ministry as Peter's successor. Pope Francis entrusts you to the protection of the Virgin Mary and blesses you wholeheartedly.

Kindly accept, Reverend Father, the expression of my devoted and cordial regards.

Bishop Paolo Borgia



Introduction

Letter of the Superior General

Dear Confreres

Our Missionary Society has lived a moment of intense fraternal communion since the 15th May 2015, the date of the convocation of the 28th General Chapter. Beginning with our communities, then at the level of our Sectors and Provinces, we came together to prepare it. The Chapter took place in Rome from the 13th May to the 13th June 2016 in our Generalate. These Capitular Acts present the fruits of its deliberations. To put the texts of the Capitular Acts in context, I have taken certain essential aspects of the methodology that the Chapter followed. I will then explain the structure we have given them and point out what seems to me to be one of the fundamental attitudes that the 28th General Chapter can inspire in us.

The Method

Many of the confreres who participated at the Chapter felt that it was, above all, **a time for celebrating the fraternity** that characterises us as sons of our founder, Cardinal Charles Lavigerie. However, the Chapter was above all lived as an extraordinary time of discernment.



As a Society, we searched for the path to follow in response to the Holy Spirit who is calling us to the service of the Mission in the world of today and for the next six years. For our Society, this discernment is carried out in a spirit of fidelity to our charism as Missionaries of Africa. The words of Pope Francis addressed to us at the Papal Audience confirm us in this.

To live out this time of discernment, the 28th General Chapter followed the method of **Appreciative Discernment** used already during the Pre-

Capitular Assemblies. As its name indicates, this “orientation for spiritual discernment has its roots in the secular science of Organisational Dynamics and the theory of Appreciative Exploration.” It introduces us to an approach that invites us to take a positive look at our Missionary Society and to identify and name what is the best in us. In other words, our qualities, strong points, the graces received from God to build up our future. As was done during the Pre-Capitular Assemblies, we followed this approach in four stages, (1) discovery, (2) dream, (3) decision and (4) execution.

Discernment is a process that begins by listening. **The first phase was the discovery** of what God reveals to us about ourselves through the different positive experiences of our missionary life. In reply to the question, “What do we look like when we give the best of ourselves” we began by sharing our good experiences based on the three pillars on which our existence as a Society depends, that is to say, Spirituality, Community Life and Mission. Our discoveries are set out in the first part of these Acts.

In faith and with a spirit of discernment, we recognised the positive way in which God has blessed us in our history. Thanks to this first phase, we recognised and identified what was the best of what is in us and the gifts and graces that God has always given our society. These are the elements that we need and which God has put at our disposal, thus affirming the positive continuation of our Society. Thus, the first phase was a time of welcoming and thanksgiving.

During the **second phase**, we were invited to **dream**. This phase of **becoming** turned us towards the future. Having discovered in the first phase what is the best in us and having recognised the graces God has given us, we turned to the future wondering where we would like to go and what we could be in the years to come. This phase therefore describes a reality that does not exist yet, but projects us towards the future. It is a future that will open up for us at the end of the Post-Capitular Assemblies, a future that still has to be constructed with the gifts and graces that God will give us. It is a matter of contemplating on what is possible for our Society with the grace of God.

According to the method, this phase is the outcome of imagining “what would become a reality for us if we welcome all the gifts that God gives us and if we use them to the full.” Therefore, we should take into account that, far from enclosing ourselves in a feeling of auto-satisfaction, the gifts and graces received from God demand the bearing of fruit. Jesus reminds us of this in the parable of the talents (Mt, 25, 14-30). We are therefore invited to go further by developing these talents. In the Capitular Acts, the section entitled “Dream” describes the identity we wish to create while remaining faithful to the gifts and graces received from God and what we want to make of this dream in the forthcoming six years.

In order to realise this dream, we need to commit ourselves. Thus, the Chapter passed to **the third phase**. This consisted of examining what is required in order that the dream becomes a reality. It is **decision time**. This led the Chapter to formulate concrete propositions, which constitute the second and biggest section of these Capitular Acts.

A process of discernment is never complete unless it continues in a courageous response of commitment. The Pre-Capitular Assemblies began the process and the Chapter lived it intensely. The process ought to continue during the Post-Capitular Assemblies and beyond



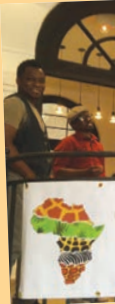
into the coming six years. This will be, in itself, the **fourth phase**, that of **implementation**, the preparation of which was the last work of the Chapter.

The Contents of the Capitular Acts

Following in the same spirit, the Chapter produced seven key texts. The first text, very short, is called 'The positive subject.' This is the core, which served to guide the whole discernment process. It expresses in a positive way the best of what is in us. We are, we Missionaries of Africa, people filled with joy of the Gospel and filled with the Holy Spirit. We remain an intercultural Missionary Society imbued with a sense of family. We are sent to the African world. However, we also feel the call of the Mission outside of Africa, there where our mission is solicited for a prophetic mission of encounter and witness to the love of God.

In this way, the Chapter describes, right from the start, the essence of our identity. It summarises in this definition what gives the basis of our spirituality, indicates the community orientation of our life, and underlines the prophetic character of our missionary commitment.

The Capitular Acts then go on to give us six texts, two on each pillar of our missionary identity: spirituality as its foundation, community life and mission. The first text of each pillar expresses the discoveries



whereas the second, following on from what was already said concerning the method, depicts the dream that we hope to realise. After these seven key texts, the Capitular Acts take up all the decisions taken by the Chapter as well as the propositions regarding all the other areas of our life such as formation, finances, etc.

The Chapter did not limit itself to taking decisions. It also gave the orientations on each decision by specifying the actions, which should accompany them. It proposes them to the whole Society by giving the reason and suggesting where, when and who should be involved in the action to be taken. This grid conceived in the form of a strategic plan, is placed in an appendix at the end of these Capitular Acts. It should help each confrere journey with the whole Society in the next six years.

These Capitular Acts are structured in the following thematic order:

1. Spirituality
2. Community life
3. Mission
4. Formation
5. At the service of the confreres
6. Government, structures and personnel
7. Finances
8. Towards the 150th Anniversary of our Foundation



Reawaken in Ourselves the Grace Received

The 28th General Chapter had this particularity of inviting each confrere to develop and enter into a positive dynamic. Through the process of Appreciative Discernment, we are invited to appreciate what is positive and what is best within us, to name it, to thank God for it and to commit ourselves conscientiously to making these graces bear fruit. Our Society, as well as each of us, has received gifts for living and responding to the missionary vocation. However, these gifts are very often suffocated “by the anxieties and riches and pleasures of life” (Lk 8,14).

Perhaps some confreres will feel that the 28th General Chapter did not convey anything new. Others will claim that the method did not allow us to have a more realistic look at our Society and make an adequate diagnosis of the problems that our Society is facing. Each Chapter in the history of our Society had its strong and weak points. This one is not any different. It has made us aware of the dynamism that is within us.

By inviting us to enter into the dynamic of Appreciative Discernment, the Chapter reiterates the exhortation of St. Paul to reawaken the gift of God that we have received when hands were laid upon us, at the moment of our Baptism and at our consecration (2 Tm 1,6).

The big temptation is to look always at things, which are not going well. We are like the servants of the parable reported in St. Matthew (13, 24-30) who spend a lot of energy uprooting the weeds mixed in with the good grain. The Chapter invites us, through the Appreciative Discernment method to invest in the good grain rooted in all of us and in our Society.

It is an invitation to change attitudes. We are not denying the existence of the weeds. On the other hand, we believe that God has sown in us good grain and what he wishes is for our good. By proposing Appreciative Discernment, the Chapter calls us to believe that the positive or the good is stronger than the negative or what is evil. The time has come for us to make an effort to promote the good that we have received from

God. For each one of us and for our Society, Appreciative Discernment is an encouragement to liberate in us the irrepressible and vital forces of the good grain instead of devoting our energy on something that contributes nothing to helping us become missionaries faithful to our identity and our charism.

With my Council, I promulgate and entrust to you these Capitular Acts. These texts are the roadmap established by the Chapter for the entire Society. The General Council has received the mandate to ensure that all of us apply them in the coming six years.

May God renew in us the faith, hope and charity sown in our hearts by the Holy Spirit.

Rome - 27th September 2016

Stanley Lubungo
Superior General



Definition – Choosing the Positive Affirmation

The positive affirmation, like a guiding thread, provided us with the orientation of our deliberations. It expresses what we wish to be as a Missionary Society. We hope that it will help us now in our everyday spiritual, community and missionary lives.

“Filled with the joy of the Gospel
and guided by the Spirit, we are
an intercultural missionary Society
with a family spirit.
Sent out to the African world
and wherever our charism is needed,
for a prophetic mission
of encounter
and of witness
to the love of God.”



1. Spirituality

The chapter invites us to base our spirituality on the Word and openness to the Spirit so as to live more fully the joy of the Gospel with all its challenges. This spurs us on to cultivate a more transforming relationship with Jesus, an encounter which constantly pushes us to live a more Gospel inspired life as we reach out in love. This relationship is to be nourished by our personal and community life of prayer and an ever-increasing awareness of our need for the support and encouragement of our brothers in community.

Discovery

*"Most merciful redeemer, friend and brother,
may we know you more clearly, love you more dearly and
follow you more nearly day by day"*

St Richard of Chichester (1197-1253)

*This is what the Lord asks of you; Only this, to act justly,
to love tenderly, and to walk humbly with your God.*

Micah 6:8

Our spiritual life is enriched by our faithfulness to the Word of God, which nourishes and strengthens our relationship with Christ. It is sustained through personal and community prayer, which is a witness to others. It is supported by spiritual accompaniment, regular spiritual exercises inspired by Ignatian spirituality and the special sessions that the Society provides. It is also lived through our participation in the life of the Church. The experience of our frailty and the simplicity of the people, especially in their popular devotions, help us to discover God's grace. This grace leads us to reconciliation, and from our sufferings and struggles flow serenity, strength and hope.





Dream

Our being rooted in Christ, our fidelity to his Gospel and the awareness of our vulnerability have truly transformed our spirituality into a more radical, prophetic and joyful

following of Christ which pushes us to the margins. This has renewed our spiritual life by the way we pray and reflect together within the context in which we live. It also empowers us to be attuned to the reality of the world which unfolds before our eyes and dare bring about transformation in view of the realisation of God's Kingdom.



For our charism to have an impact on our Mission today, the chapter invites us to actualize and contextualize it.

1.1. Our Charism

- a) In order to ensure that our spirituality remains rooted in Jesus Christ, we recommend that a small study group be put in place by the General Council to study the matter and produce a booklet explaining the present day charism based on the core-values of spirituality, community and mission.
- b) We ask every Province to shed more light on and to own their charism-tree.
- c) We ask the Provinces to propose ways and means for communities and confreres to link the various elements of our charism within their specific events and situations.
- d) We insist that candidates study the biography and writings of our Founder in order that they make our Charism their own.

1.2. Spiritual life

- a) We invite confreres to include in their community **projects; retreats, recollections and daily prayers in line with Ignatian Spirituality proposed** by our Constitutions and Laws (CL 27).
- b) We ask all candidates and confreres to commit themselves to good and regular spiritual accompaniment.
- c) In the formation cycle, let there be a progressive development from community spirituality to a personal prayer-life that can be seen.

1.3. Eco-Spirituality

With the help of Church documents on *eco-spirituality* such as '*Laudato si*' and available resources materials of the Society, we recommend that recollections and sessions be organized at Provincial and Sector levels. We also invite all confreres to maximize the use of modern technology in accessing material on this topic.



2. Community Life

The 2016 Chapter reasserts our identity as belonging to a missionary family and that our community life is intercultural.

Therefore, the Chapter invites us to fully commit ourselves to building communities which are truly intercultural, made up of at least three confreres united in fraternal charity (CL 40) and that carry together the community and apostolic project in the manner of Jesus Christ who leads us closer to those to whom we are sent. This is in order to make of our communities, "living apostolic communities which witness by their very existence" (CL 36)

Discovery

"Above all, never let your love for each other grow insincere, since love covers over many a sin. Welcome each other into your houses without grumbling. Each one of you has received a special grace, so, like good stewards responsible for all these different graces of God, put yourselves at the service of others." (1 P 4: 8-10)

"When Cardinal Lavigerie founded our Society to proclaim the Gospel to the peoples of the African world, he wanted community life to be one of its essential characteristics."
(CL 35)

What draws us to community life is the family spirit, which enables us to feel we are brothers. This is even truer when the rule of



three is respected. Our intercultural communities, conscious of our need for mutual respect, produce both in themselves and in those around them a contagious joy. Our concern for each other allows us to better elaborate a community project and plan

other activities in a spirit of co-responsibility. This spirit of service and simplicity in our daily relations leads to each one of us benefiting from the solidarity of all. It also allows our welcoming attitude and our generosity to give witness to the love that others expect of us.



Dream

By our Missionary Oath, we freely choose to become Missionaries of Africa to be sent forth by Christ. We live in intercultural communities of at least three confreres. Of one heart, we make ourselves all things to all and we witness to the Kingdom. We acknowledge our weaknesses, but strengthened by our *esprit de corps* we are not only united but one. So it is that we form a family which is open, welcoming, radiant, joyful, supportive and attentive to the needs of others, especially those of our confreres in difficulty. Our relationships are simple. Good communication among ourselves allows us to live together in mutual respect, in fraternal sharing and with a concern for the common good. Our communities are apostolic; they are formed and unified around a community project.





2.1. Interculturality

Intercultural and fraternal community life is a witness for our world today. Therefore, the chapter decided to foster this important aspect in our Society by

- a) Promoting interculturality in the various structures of governance and in all communities. When appointing confreres to their home Province, 'home service stagnation' should be avoided.
- b) Daring to appoint confreres even to places where they may have to learn an unfamiliar language.
- c) Nourishing our spirit of interculturality through good community-sharing and making use of available sessions.

3. Mission

The ideals of community life and teamwork that drew many of us to become Missionaries of Africa. These ideals have since the beginning proved to be strength, support and source of richness for our apostolate. The Lord himself sent his disciples out in groups (Lk. 10:1). The Chapter praised God for this grace and commits us to bringing it to fruition over the next six years, at the service of a truly prophetic mission characterised by care for those who are discarded by society.

In a modern and changing world, the Chapter invites us to be creative in our missionary approach and commitments, bearing in mind the need to adapt to new realities. We are invited to make use of today's tools and modern means of communication used by our contemporaries. In doing so, we should always remember that we are apostles.

Discovery

"The spirit of the Lord has been given to me, for he has anointed me. He has sent me to bring the good news to the poor, to proclaim liberty to captives and to the blind new sight, to set the downtrodden free, to proclaim the Lord's year of favour." (Lk. 4:18-19).

Through witnessing communities, working as a team, faithful to our charism and attentive to justice, we respond to the Church's call by our presence and our collaboration in serving the local Church. We are sent to encounter those who thirst for God, to be close to the needy, the young and in a special way to Muslims. Drawing on the inherited experiences of our predecessors and looking to the future, we dare take new initiatives and together prepare ourselves for the Mission with all its challenges.





Dream

We are apostles and nothing but apostles. Faithful to the Gospel and to the charism of our Society, we are sent by Christ to a complex and changing world. We have a common vision and in communion with the local Church and others, with simplicity and enthusiasm, we commit ourselves to those living on the peripheries in search of a more just world. In addition, we reach out to our Christian brothers and sisters of other denominations and we continue to promote dialogue with Muslims and believers of other religions so as to witness to the love of God. We announce the Reign of God in a creative way through the proclamation of his word and the celebration of the sacraments.



Decisions

The Chapter opted for keeping a single co-ordinator for JPIC and ED at Society level. Each province is to decide, taking into consideration its own circumstances, if it is to have separate JPIC and ED co-ordinators. Since in practice the co-ordinator's work is about motivating confreres and getting things done on the ground, if there are to be separate co-ordinators they must collaborate with one another.

3.1. Justice & Peace and Integrity of Creation

Aware that our commitments towards the Integrity of Creation, as well as those concerning Encounter and Dialogue are lagging behind, the Chapter exhorts us to seize the moment of grace brought about by the encyclical letter 'Laudato si', to deepen those aspects in our ministry:

- a) By making known the social teaching of the Church, especially the latest texts of the Magisterium like *Africae Munus*, *Evangelii Gaudium*, *Laudato si'*, *Amoris Laetitia* etc., by integrating these documents into our daily lives, passing





them on to houses of formation and sharing them with lay people. Over and above conferences and sessions, we must equally strive to collaborate in concrete activities.

- b) By making of our communities good examples of environmental protection by sorting rubbish and recycling. That we make the surroundings of our houses pleasant through the planting of trees and flowers and observing 'zero tolerance' as regards plastic bags. Let this be so wherever we are. Let us be a 'Green Church'.
- c) By bringing this to the attention of political authorities and local government.
- d) By regularly discerning in community and in collaboration with others 'the signs of the times' in matters concerning JPIC.
- e) By ensuring that each community has a confrere designated to follow up JPIC issues.
- f) By making sure that our JPIC programme is taken seriously in our houses of Formation, particularly in the light of Pope Francis' recent documents.
- g) By promoting awareness of, and fighting against, the illegal and immoral exploitation of minerals and its consequences such as the destruction of the soil, water reserves, nature, all sorts of respiratory diseases, social ills and vices, such as the exploitation of children, young people and women.
- h) By conscientising local people on questions of injustice and bad governance, so that together they might take a peaceful stand against them.



- i) By encouraging our communities to call upon the services of centres and of confreres specialised in JPIC-ED and that such centres should be encouraged to offer their services to our communities.
- j) By the Society providing tools for analysing social and political situations. This presupposes that confreres have been taught how to use such tools through ongoing formation and they can be adapted to fit the situations in the countries where we are working.
- k) For a “prophetic presence” the Chapter proposes that a community be founded in Addis Abeba, seat of the African Union. It would be linked to AFJN (Washington) and AEFJN (Brussels, Paris...), in order to promote peace and fight against human trafficking, taking into consideration political and socio-economic realities.
- l) By drawing the attention of the world to the scandal of land-grabbing and unfettered deforestation by foreign powers and to fight against this scourge by means of the AFJN.
- m) By collaborating at the ecumenical level on issues regarding JPIC with other Churches and new religious movements.

3.2. Encounter and Dialogue

The Chapter insists that Encounter and Dialogue together form the foundation for our missionary life. Following the Cardinal, we are convinced that Encounter is an attitude which pushes us into creating bonds of friendship with the other in his culture and religion. Therefore, the Chapter has decided:

- a) That this desire to encounter other persons on a human level, regardless of their religion, be developed amongst both candidates in formation and confreres. Let us be “an outgoing Church” (*“Evangelii Gaudium”*).
- b) That those in charge of Initial Formation should have the taste for encounter and sufficient competence to be able to pass it on to our candidates.

A conference given by Michel Lelong
in a mosque



- c) That an objective understanding of encounter with Islam, African Traditional Religion, Oriental Churches and of other Christian denominations be given in each of our houses of formation. That Catholic teaching on this subject, from Vatican II to the most recent declarations of Pope Francis, be integrated in Initial Formation.
- d) That we continue in our efforts to keep up the institutes of formation for Interreligious Dialogue: PISAI in Rome, IFIC in Bamako, the section in Tangaza College (Nairobi) for dialogue with Muslims, FENZA in Zambia as well as the centres whose aim is to make known African cultures and their ways of worship... etc.
- e) That we make our centres of formation for Encounter and Dialogue a priority to such an extent that we would rather be willing to give up other insertions. For this task the Society must continue to appoint young confreres to the task of encounter and dialogue.



- f) That the time normally given to young confreres and to confreres learning the language when they arrive in a new place, may also be a time to learn about the culture and religion of the area.
- g) That we may be ready to share our experience of Encounter with the local Church and eventually to share this pastoral approach with all those seeking Christ.
- h) That we publish easily accessible pamphlets concerning Islam today, and forms of extremism stemming from a background of political Islam.
- i) That wherever we come across Oriental Churches or Christians of other denominations, we seek to know them better and to collaborate with them.

3.3. Media and Social Networks

Cardinal Lavigerie demanded of us that we learn the languages and traditions of the people to whom we are sent. Today a new continent has appeared whose language is digital. The Chapter asks us to remain faithful to this insistence of the Cardinal by learning this new language for our Mission of Evangelisation whilst at the same time making any discernment in accordance with our charism. Because of this, the Chapter proposes the following actions:

- a) Organise formation sessions for confreres in every Province and at every level, calling upon lay specialists where necessary.
- b) Use the media with discernment, according to our charism and with a view to evangelisation.
- c) Build a bridge between those who know and those who don't know,



between those who like this sort of thing and those who don't. This could be done in collaboration with the local Church.

- d) Set up a group to reflect upon social networking, so as to give some sort of orientation for the spirit, a perspective and ethical approach needed to safeguard and co-ordinate whatever is done in this field at the level of the Society.
- e) Explore certain possibilities:
 - to create an digital application specific to the Missionaries of Africa.
 - to organise the 2022 Chapter using these means.
 - to continue to digitalise all that we have as regards archives, documents etc., on the Cloud (world storage network).
- f) To appoint confreres to specialised studies in social media.
- g) To help our communities to become more open to these kinds of media whilst still valuing the more classic media of radio and the written press.

3.4. The Parish

The Chapter has underlined again the importance of our presence in the parish. It is the visible sign of our insertion in, and collaboration with, the local Church, allowing us to live out and promote our missionary vocation. In order to promote this commitment, the Chapter proposes the following:

- a) That communities in parishes should consist of at least three confreres and that they should have a community apostolic project.
- b) That whenever a parish is taken over or a new one created, care should be taken that this is done with discernment and long term planning with all the parties concerned. The General Council should prepare a grid for discernment to help reflection on the choices to be made.





- c) That confreres work in the parish in a spirit of collaboration, that they communicate amongst themselves so that each one knows what the others are doing and so be able to support one another.
- d) That parish structures be organised to facilitate on-going formation of the laity, thus giving them the opportunity to become more involved in parish work.
- e) That confreres engaged in parish work take part in sessions for pastoral formation organised by the local Church. This would help to avoid divisions between missionaries and local clergy.
- f) That Brother confreres be appointed to parishes.
- g) That confreres working in parishes make use of confreres working in the specialised centres (JPIC-ED...) and also that these centres get involved in the formation of the laity.
- h) That our parishioners become more missionary through an apostolate adapted to their circumstances. When working in the parishes entrusted to us, we should always keep in mind the particular charism that distinguishes us as Missionaries of Africa.
- i) That each parish served by the Missionaries of Africa have active groups for JPIC, dialogue and ecumenism.
- j) That we think of better ways of integrating persons with disabilities

into our parishes: better physical access, signing for the deaf, help for the partially sighted or for the blind, etc.

- k) That our parishes be places of safety for children and vulnerable adults.
- l) That our administrative and financial management be transparent.
- m) That we sensitise our parishioners concerning their taking responsibility for the upkeep of their own parish and the parish workers.
- n) That any contracts made with the dioceses be clear and set down in writing.



3.5. A Changing Africa

Taking into consideration that Africa is changing, the Chapter has prioritised the following characteristics of our charism:

- a) Wherever we are, we should support the people in their search for democracy and good governance.
- b) The Society should take account of the following criteria when deciding on an insertion:
 - Primary Evangelisation
 - Formation of the Laity
 - Search for Justice, Peace and Reconciliation.
 - Dialogue with Muslims and those of other religions.





c) Every confrere should be able to read the signs of the times, use them for discernment and act in consequence. That in his place of pastoral work he should be particularly alert to young people without work or hope for the future.

d) We should promote a living dialogue, committed to an active collaboration with different organisations on the spot such as Caritas, Doctors Without Borders and others.



3.6. Mission Outside Africa

The Chapter confirms our willingness to live a missionary commitment outside Africa.

- a) The Chapter asks the General Council to consolidate our commitments where we are already present by appointing young confreres for their first appointment as well as stagiaires.
- b) The Chapter asks confreres to maintain their collaboration with lay people, with friends and with former confreres whether this collaboration is voluntary or paid.
- c) The Chapter asks the General Council to explore other possible foundations, in a realistic way, taking into consideration questions of visas and the viability of communities. It recommends that priority be given to invitations from local Churches interested in the Mission towards the African World. Any such initiative should be co-ordinated at the level of the Society.



3.7. Migrants

Just as our 125th anniversary of the Anti-Slavery Campaign energised us, so now the issue of migrants and displaced people demands a response from us. It prods us into taking our responsibilities seriously:

- a) By analysing the causes of this phenomenon that has led to the migration and the displacement of populations, and by initiating programmes for conscientisation and prevention through links between our already existing centres like the Africa Centres and our places of ministry.
- b) By acknowledging the numerous confreres who are already reaching out to migrants, and by encouraging them to persevere in this apostolate. Our leaders should encourage confreres to take part in local initiatives helping migrants.
- c) By asking our communities to reflect upon the Pope's appeal to open our doors to the refugees.
- d) By mobilising the whole Society, in co-operation with MSOLA and other organisations, around the question of human trafficking, and seeking solutions together.
- e) By requesting the Justice and Peace Commissions of our own Provinces to join forces around one particular aspect concerning migrants. We should concentrate on this in our media, our magazines and in the themes we





choose for our recollections in order to open ourselves up to attitudes of welcome and tolerance.

f) By recognising the generosity already shown by people in our places of apostolate who welcome migrants, and then sharing this experience of a living solidarity with our confreres.

g) By helping our communities make prophetic gestures, helping them to meet, welcome and accompany migrants and helping them to become integrated into the places where they are.

h) By asking our communities to

offer to work alongside families whose members have emigrated (*Amoris Laetitia*, 46) or joined the Jihad.



3.8. Existential Peripheries

The existential periphery is a criterion in choosing our apostolic insertions and our community project.

- a) We ask confreres to look for those places on the peripheries where they could live and work together with organisations concerned with persons like street children, child witches, women who have been raped, etc. That these commitments be considered with a view to the protection and dignity of these persons.
- b) That our liturgical and para-liturgical celebrations help us to achieve a heartfelt conversion leading us to a more caritative and social action.

4. Formation



4.1. Initial Formation

It is the responsibility of the Society to form missionary disciples according to the heart of Jesus so that they may have a preferential love for the poor. The Chapter invites us to improve on this essential task by the choice of formators and the smooth transition of candidates from one phase of formation to the next.

4.1.1. Aspirants

- a) We must make sure that the Vocation Directors know the candidates and their family situations sufficiently well before presenting them.
- b) Formators must make sure that, before the First Phase, aspirants get a solid foundation for their human and Christian formation.
- c) The agreed selection criteria should be applied seriously.
- d) Each Province must foresee an adequate time of preparation for the First Phase.



4.1.2. Candidates

- a) In order to be able to discern their missionary vocation, candidates must be made aware of the values and demands of the Mission.
- b) Candidates must be made aware that their academic formation is a preparation for their missionary life, and is not an end in itself. It is above all their personal responsibility.
- c) They should be given a solid foundation in all the traditional courses, as well as practical courses in administration, book-keeping, mechanics, computer science, etc.
- d) When it comes to choosing places of apostolate, we should look first to Missionary of Africa priorities including apostolates with those on the periphery of society.
- e) Our formation should be less clerical and more missionary.
- f) Since all confreres share the responsibility for formation, it is normal that those in the formation houses should listen to those who meet our candidates during their holidays.
- g) The presentation of stagiaires by the community and the Province should be clear and honest.
- h) Stagiaires should be appointed to communities composed of at least three confreres.



4.1.3. Formators

- a) In order to make a better discernment, the leadership team responsible for vocational promotion should work together in the same Province.
- b) The confreres in a community receiving a stagi-



aire should be aware that they are actively participating in his formation and so, before the stagiaire arrives, must read the guidelines on what is expected of them.

- c) Formators need to have been well prepared, and choosing them necessitates a serious discernment. Whoever accepts the responsibility for formation must take this to heart and make of it his first priority. He must pay attention to the Vade-mecum.
- d) We ask that evaluations made by the formators themselves should be accompanied by an evaluation made by the candidates and that both be sent to the Secretary of Formation.
- e) Following on from the canonical visit of the Provincial to the First Phase, a report should be sent to the General Council via the Secretary for Formation.
- f) After a certain time, it would be good for formators to take a break and to get back in touch with pastoral work before continuing in formation.
- g) It is good practice that formators be helped by having times for sharing, meetings and different sessions together.
- h) Every formator should have his own spiritual companion to help with his spiritual and human growth.
- i) At the level of the Society, regular meetings of spiritual directors should be organised.

4.1.4. Houses of Formation

- a) Every house of formation should encourage the desire for spiritual growth amongst the candidates. This is especially important in the Fourth Phase when the intellectual formation risks taking priority over the spiritual. This should be foreseen when preparing the community project at the beginning of the year.





- b) We must rethink the intellectual formation so that it is more missionary. The affective life of the candidates be better taken into account.
- c) Every candidate should go over his spiritual journal with his spiritual companion at the end of the year.
- d) The quality of community life should be deepened for everyone, both for candidates and formators.
- e) The Secretary for Formation is to set up a new grid for presenting candidates. The accent should be put on honesty, generosity, attention to others and transparency.
- f) For a more balanced affectivity amongst the candidates, there should be both a female and a lay presence amongst the teaching staff.
- g) In our houses of formation, there should be a concern that candidates learn to use their allowances according to a spirit of simple life-style, solidarity, generosity and transparency.
- h) Brothers should receive a professional formation so as to be well prepared for the Mission.

4.2. Specialised Studies

An intellectual formation of quality is needed for Mission in a complex world.

- a) We need to take a regular look at the personnel list so as to foresee the needs of the Mission and to choose confreres who are suitable

for specialised studies, without forgetting why we were founded. The Chapter reminds us that appointments to specialised studies are made according to the criteria of the *Vademecum* (Cf. *Vademecum*, Formation Ch. 17).



- b) Places of study need to be chosen from a wider range of centres.
- c) We should open up specialised studies for areas other than Formation alone.
- d) There should be discernment by the General Council in collaboration with the Provincials before a confrere is sent for further studies.
- e) Although exceptions are possible, normally a confrere foreseen for further studies, should first finish a term of at least three years of pastoral work.
- f) When studies are completed, the original reason for sending the confrere for further studies should be respected.
- g) Confreres who are sent for therapy should accept that they have been sent for therapy and not further studies.

4.3. Ongoing Formation

Our Society is anxious that our members receive spiritual accompaniment and the possibility of personal, spiritual renewal (Cf. Vademecum on formation, Chapter 17). For this reason, the Chapter invites us to:

- a) Appreciate, value and take advantage of the different programmes for on-going formation that the Society offers. We are also invited to take advantage of the various possibilities for ongoing formation organised in the Provinces.
- b) Encourage participation in sessions at sector or community level, and use the opportunities offered by other congregations or the local Church.

- c) Invite every confrere to complement his initial formation with on-going formation.
- d) Whenever a confrere returns to his own country for good or when he goes to work in a different country, he should receive an appropriate introduction to this new insertion before taking up any service.

4.4. The Chapter gives the following Mandate to the On-Going Formation Team:

- a) With the help of the Provincials, to make an inventory of resource personnel, together with places for on-going formation, so as to make a register which would be put at the disposal of all.
- b) To put together a strategic programme for on-going formation covering a period of six years. This should take into account the needs and the various levels of interest shown by confreres, to be evaluated every three years. The Provinces can take their own initiatives concerning ongoing formation.
- c) Examine the question of renewing the list of members of the on-going formation team, using different venues, and varying the content of the programmes.



5. At the Service of the Confreres and of the Mission



The Chapter would like us to have structures which facilitate a leadership at the service of the confreres, a greater openness from all, a willingness to serve, a fraternal simplicity and a concern for the care of the elderly or infirm which would make of our communities, “living, apostolic communities which witness by their very existence” (CL 36). It is concerned equally about accompaniment for our young confreres.

5.1. Accompaniment of young confreres

- a) Each Province should foresee a time of preparation for the pastoral insertion of new confreres when they arrive.
- b) Each Provincial or Delegate should foresee a time of preparation for the community receiving the young confrere.
- c) The communities designated to receive young confreres must be viable and consist of at least three confreres (including the young confrere), and must be able to introduce him to pastoral work.
- d) Right from the appointment, there should be close communication between the receiving community and the young confrere.
- e) Young confreres should be encouraged to read, to improve their minds and to share about their spiritual life.
- f) It should be obligatory that young confreres take part in sessions designed for first and second terms of mission.



These sessions should be revised, adapted and based on sharing and listening.

- g) There should be more stability in the appointment of young confreres. The first appointment is important, since it can build up or destroy. He should be given the chance to prove his talents by his participation in the community project.
- h) Each member of the community should try to be an example to the others by a personal and community-oriented spiritual life in view of mutual enrichment.



5.2. Care of Confreres

a) The Chapter asks for a proper discernment and dialogue with confreres about the timing of their return to the Province for service or for good.

b) In the spirit of giving priority to the needs of the Mission, Provincials and confreres need to comply with the existing policy of appointment between the giving and receiving Provinces, in timely consultation with the confrere concerned.

- c) The Chapter encourages all Provinces to make concrete plans towards establishing places for elderly confreres in collaboration with owners of existing facilities in the area (dioceses, religious congregations).
- d) The fruits of the reflections already done in Provinces such as SAP and EAP should be made available to others. This will help all Provinces to come up with concrete proposals.
- e) The Chapter acknowledges the positive experience of collaboration with lay professionals in our communities such as Billère, Heythuysen, Bry-sur-Marne, Sherbrooke. We need to continue to improve on this and see it as the way forward for the whole Society.

- f) All the same there is still a need to train confreres in professional care-giving and to make use of qualifications already obtained. We recommend ensuring that Superiors of communities acquire appropriate skills in the area concerned.

5.3. Sustaining the Missionary Dynamism of Our Sick and Elderly Confreres *(while providing them with appropriate care (medical, psychological and spiritual))*

- a) Efforts need to be made to make retirement as active as possible
- b) We could use the session 'A Resource for Mission' for the animation of these communities.
- c) We are grateful to our elderly confreres for their constant prayer for the Mission in Africa.
- d) We invite elderly confreres to keep alive their memories of Africa through 'souvenirs of Mission' in their retirement environment. They can be encouraged to continue to serve through activities such as visiting lonely elderly people nearby.
- e) We ask Provincial Delegates to arrange, where possible, visits by young confreres to the elderly in Europe and America. Those on home leave on in active retirement are recommended to do the same.
- f) We ask the Superiors of our homes of elderly confreres to arrange celebrations of special 'Africa Days' such as African Union Day, Independence Days, etc.
- g) Furthermore, we recommend that they link each home for elderly confreres to one of our formation houses via Internet and other means so as to animate their daily lives through sharing of events.



- h. The General Council needs to ensure that there is a care provider to look after the medical, psychological and spiritual needs of confreres sent for care in establishments. These confreres should be sent to communities that are suitably equipped in terms of personnel and resources.
- i. We need to identify and establish suitable facilities for that purpose in the long term.



5.4. Integrity in Ministry

The Chapter invites us to seek a healthy balance in the exercise of our ministry and to make our communities safe places for children and vulnerable adults. Hence, the importance of Integrity in Ministry.

5.4.1. Fostering Health and Equilibrium of Confreres

- a) Every confrere should receive appropriate information about legal obligations concerning children and vulnerable adults.
- b) Each Province should ensure that the skills needed for fostering health and balance in ministry are available.
- c) During home-leave, professional healthcare should be made available to the confreres.
- d) Through respectful and confidential communication, leaders should create a climate of trust with confreres, helping them to be more open so that appropriate care can be arranged when needed.
- e) All confreres should take part in the sessions provided by the Society on this topic at appropriate times in their lives.
- f) The General Council should study the possibility of inserting ‘a commitment to ethical behaviour’ in our missionary oath.



5.4.2. Fostering 'safe spaces' for all, especially for children and vulnerable adults in our mission:

- a) By introducing throughout the Society the programme of the Centre for Child Protection of the Gregorian University. Safeguarding Delegates, leaders and those working directly with the young should be the first to benefit from this. Those who follow the programme should subsequently be able to share its fruits with their fellow missionaries and others.
- b) By communities reflecting, as part of their community project, on how to make our places of work and our communities safe for children and vulnerable adults.
- c) By ensuring that safeguarding criteria be included in the selection of candidates.
- d) By encouraging leaders to develop the skills needed for helping confreres to lead balanced lives.
- e) By enabling Safeguarding Delegates to help leaders in the Society create 'safe spaces' for children and vulnerable adult in our mission.

5.4.3. Ensuring that Justice and Charity are part of Integrity in Ministry

- a) If a confrere needs special attention, his community should be notified so that he can be helped.
- b) In cases of paternity, all concerned need to be treated humanely and in accordance with the law of the Church.
- c) At each level of governance in the Society, care should be taken to act promptly and in accordance with the law.
- d) Transparency in financial matters is an obligation.

6. Government, Structures and Personnel



6.1. Impact of Structures on Mission

From our experience of the functioning of the Mega-Provinces, the Chapter sees the need to define better the specific duties of the various confreres:

- a) By ensuring that the principle of subsidiarity is respected at all levels of leadership in the Society. Leadership being a service, there is need for a humble attitude and mutual respect.
- b) By envisaging a good introduction to each role of leadership. The roles and delegation should be clearly defined in writing in order to ensure that the system works smoothly and that all levels communicate well with each other.
- c) By finding a terminology appropriate to civil and ecclesial leadership roles. Statutes in Provinces should reflect this terminology. However, there should be a unified structural organisation throughout the Society.

6.2. Our Mission in Asia

- a) The Chapter proposes the establishment of a Section for the Society's commitments in Asia. This will enable the charism of the Society to be consolidated in the region in view of its Mission in Africa.
- b) It also proposes that the new Section of Asia discern with the General Council the possibility of a new Mission in Vietnam.



7. Finances



The financial sustainability of our Society is a matter that should concern all of us. How do we finance our activities today while ensuring that we leave enough resources for future generations? This calls for prudent management, transparency and accountability. It also calls for greater generosity and solidarity among us.

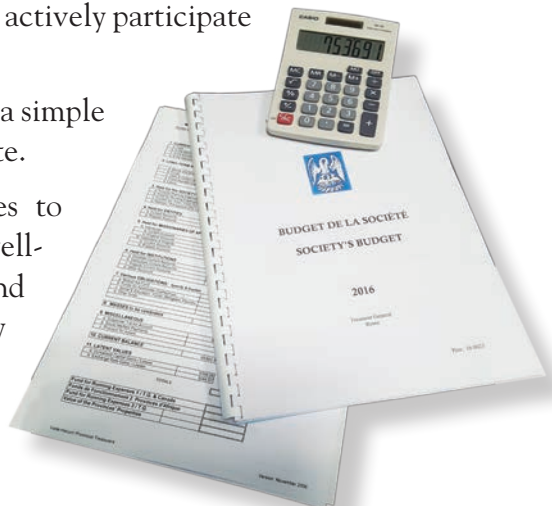
"Ask not what the Society can do for you; ask what you can do for the Society".

(cf. Mt. 25:14-30)

7.1. Budget

Simple life-style: to ensure prudence and good stewardship in the Society's budgets the Chapter exhorts us:

- To own and monitor the budget.
- To move beyond the 'entitlement mentality'.
- To ensure that all confreres actively participate in the budgeting process.
- To act responsibly through a simple life-style and avoiding waste.
- To encourage all confreres to contribute to the material well-being of the community and to show greater generosity towards the Society.



7.2. Financial Viability

7.2.1. Income-Generating Projects

- a) We encourage the efforts being made by the General Council to set up a working-group of confreres with professional lay-people to elaborate guidelines for project management. These guidelines will ensure a more professional approach to the way in which we set up and manage our projects.
- b) We acknowledge the important role benefactors have played in the life of our Society and we commit ourselves to sustain the existing network of benefactors and to enlarge it.
- c) In keeping with our identity as a missionary family, the Chapter encourages service-based income-generating projects in line with our charism such as retreat and conference centres, students' hostels, etc.
- d) By exploring the possibility of renting part of the Generalate to religious groups.



7.2.2. The Chapter Encourages Transparency, Creativity and Accountability in Financial Matters at all Levels in the Following Ways:

- a) By encouraging these qualities at the level of formation and by providing our candidates with practical training in basic book-keeping.
- b) By remembering that the local bursar is accountable first and foremost to his community through monthly reports.
- c) By giving Provincial Treasurers a mandate to audit our parishes and projects.
- d) By ensuring that all remunerations from ministry be handed over to the bursar in a spirit of transparency and honesty.

7.3. Property

7.3.1. The Chapter urges the Society to be prudent, to have foresight and flexibility concerning property:

- a) By ensuring regular maintenance of our properties.
- b) By ensuring that professional and legal standards are observed when undertaking construction work, and that buildings be comfortable, but not luxurious.
- c) By training confreres in the area of civil engineering over the next six years.
- d) By setting up a team of confreres to assess our property needs in the short, medium and long term.



7.3.2. The Generalate a Symbol of the Lavigerie Family

- a) By exploring possibilities of further collaboration with the MSOLA.
- b) We welcome the existing initiative of lodging migrants and of continuing to offer hospitality to Priests and Bishops from Africa, as well as to African groups for meetings.

7.4. Solidarity with Africa

7.4.1. Mission Support Office

The Chapter is in favour of a Mission Support Office under the Treasurer General's office. This will initially require the appointment of a competent confrere to head the office. The purpose of this office is threefold:

- a) Training of confreres in project-management, including how to write good project proposals and how to submit reports to donors.
- b) Sourcing funding for projects presented by communities and maintaining good relationships with a network of funding agencies.
- c) Devising ways and means of raising income from benefactors, not only in Europe and the Americas but also in Africa and Asia.

7.4.2. Solidarity Fund

- a) We recognise the validity of what the last Chapter proposed (Capitular Acts 2010, pp. 66-67), and we wish to see greater transparency, monitoring and accountability in the administration of this fund throughout the whole process. We propose the following structure: a committee of at least three confreres composed of the Provincial Delegate, the Treasurer Delegate and a third person to examine the project and forward it to the Provincial Superior for approval. He then sends it to the Treasurer General and his Financial Council who makes recommendations to the General Council.
- b) Once funds have been allocated, there has to be proper monitoring carried out by the Provincial Treasurer and his Delegates.
- c) A final report must be submitted by the beneficiary to the Provincial Treasurer.

8. Towards the 150th Anniversary



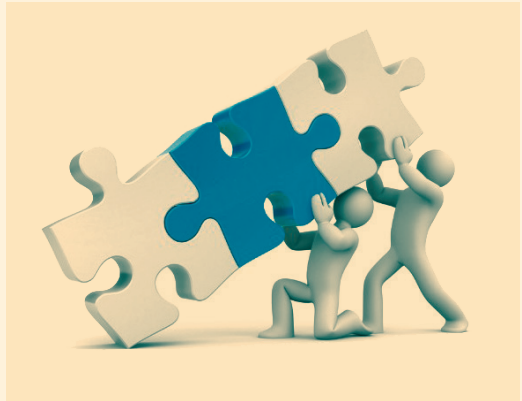
The Chapter wants to make the celebration of the 150th anniversary of our foundation an occasion to deepen our common charism as sons and daughters of Lavigerie.

- a) To consolidate the Lavigerie family spirit we encourage the General Council to continue the close collaboration with Missionary Sisters of Our Lady of Africa (MSOLA) in all aspects of the programme already launched towards the celebration of the 150th anniversary.
- b) We approve the four-phase timeframe as presented in the Superior General's Report.
 - first year: from the 30th April 2016 to the 8th December 2016
 - second year: from the 9th December 2016 to the 8th December 2017
 - third year: from the 9th December 2017 to the 8th December 2018
 - Jubilee year: from the 9th December 2018 to the 8th December 2019
- c) For maximum participation, communication needs to be ensured by the General Council at all levels, including MSOLA.
- d) We invite all communities of MSOLA / M. Afr. where possible to continue coming together to prepare and reflect on the activities proposed by the two General Councils.



'Do it Phase'

Strategic Plan



1. Spirituality

Key Area of action	Action	Why?	How?
1.1. Our Charism	Actualisation and contextualization of our charism.	To deepen our understanding of the core-values of our charism and to set mission priorities.	<ol style="list-style-type: none"> 1. Set up a small study group to write and publish a booklet. 2. Shed more light on and own Charism-tree. 3. Study life and writings of the Founder.
1.2. Spiritual Life	<ol style="list-style-type: none"> 1. Reinforce prayer life in community projects. 2. To ensure spiritual accompaniment. 	<ol style="list-style-type: none"> 1. To be men of prayer. 2. To support our personal spiritual life. 	<ol style="list-style-type: none"> 1. By putting into practice CL 30 and our Ignatian Spirituality CL 27. 2. Choosing a spiritual guide. 3. Regular meetings with guide.
1.3. Eco-Spirituality	Promoting eco-spirituality.	To preserve our common home.	Using Church documents, Missionary of Africa material and eco-material available on all forms of media.

Where?	When?	Who?	Evaluation
Generalate Provinces Communities Formation houses	By end 2018 and ongoing	General Council Study group Provincials Formators Confreres	Plenary Council 2019
Communities Formation houses	Ongoing During Initial Formation	Confreres Candidates	Monthly Every stage of formation Ongoing
Generalate Provinces Sectors	Ongoing	JPIC- coordinator Provincials Confreres	Ongoing

2. Community Life

Key Area of action	Action	Why?	How?
2.1. Inter-culturality	Living in fraternal communities.	<p>To enhance our Charism.</p> <p>To nourish interculturality in communities.</p>	<p>1. By making our structures and communities inter-cultural.</p> <p>2. Being witnessing communities.</p> <p>3. By confreres having a spirit of availability for appointments.</p> <p>4. Through good community sharing.</p> <p>5. Making use of available sessions.</p>

Where?	When?	Who?	Evaluation
All levels of the Society	At all times	General Council Provincials	Plenary Council
Wherever our Charism is needed	When need arises	Provincial Delegates All confreres	Plenary Council
Communities and Sectors	Ongoing and when a new confrere arrives	All communities	Communities, Sectors

3. Mission

Key Area	Action	Why?	How?
3.1. JPIC	To know and to make known the Social Teaching of the Church (2016-2022).	To stimulate commitment.	By reading, internalisation, integration and transmission.
	Promote Ecology.	To safeguard the environment.	Plant trees, Sort refuse, Ban plastic bags, etc.
	Motivate the community in its commitment.	To follow up JPIC issues.	By choosing a confrere executive and by reading the signs of the times.
	Raise awareness of local authorities.	In view of a political decision.	By lobbying and appeals.
	Updating the JPIC Initial Formation programme.	To inform candidates.	Through sessions, courses, conferences and the recent documents of Pope Francis.
	Combat the illegal and immoral mining of minerals.	For greater justice and to protect the planet.	Raising awareness among populations and in condemning mining abuses.

Where?	When?	Who?	Evaluation
In all areas	2016-2017	Provincials and their delegates Formation Houses Confreres	Plenary Council
In all areas	2016-2019	Coordinators JPIC – RD Provincials and their delegates Communities	Plenary Council
Community	Regularly	House Council	Plenary Council
In all areas	Permanently	JPIC Coordinator and confreres	Plenary Council
Formation Houses	2016-2019	Formation Staff Secretary for Formation	Plenary Council
Wherever the problem exists	2016-2019	Coordinators JPIC and confreres	Plenary Council Meetings of JPIC - ED coordinators

Key Area	Action	Why?	How?
3.1. JPIC (continued)	Combat corrupt governance.	For a joint peaceful response.	Raising awareness among populations.
	Cooperation between Communities and specialised centres.	For greater effectiveness.	Through mutual support.
	Determine social analysis frameworks.	To better understand the socio-political realities of a country.	By placing the social analysis frameworks at the service of confreres and by using them in Ongoing Formation.
	Establish a community at Addis-Ababa.	1. Due to its proximity to the headquarters of the African Union. 2. To foster peace and combat human trafficking.	By exploring our resources in qualified personnel and finances.
	Combat land-grabbing and deforestation.	For greater justice and to protect the planet.	By raising awareness among the population and governments by means of AEFJN.
	Ecumenical Cooperation.	For a joint JPIC action ' <i>...that they may be one</i> ' (John 17: 21).	By making known this document: ' <i>Together towards life</i> ' 2014 from the Ecumenical Council of Churches and sharing common activities.
	Select one or two JPIC and/ or ED Coordinators by Province.	Input for confreres and activity follow-up.	According to each Province in context.

Where?	When?	Who?	Evaluation
In all areas	2016-2019	JPIC Coordinators Working with AFJN / AEFJN + other authorities	Plenary Council
Communities and specialised centres	2016-2019	Communities and specialised centres	Annually by Provinces Plenary Council
Communities	2016-2019	Commissions and Provinces	Plenary Council
Addis-Ababa	Before the Plenary Council	General Council Provinces, EPO Section	Plenary Council
Where the problem exists	2016-2019	Coordinators JPIC-ED AFJN/AEFJN Other authorities	Regularly JPIC-ED in the Provinces Plenary Council
Where these Churches are found	2016-2019	General Council JPIC-ED Coordinator	Annually Plenary Council Provincial Councils Local Councils
Provinces	2016-2019	Provincials	Plenary Council

Key Area	Action	Why?	How?
3.2. Encounter and Dialogue	Foster the desire for Encounter.	To meet with every individual at grass-roots level.	By a dialogue of life and social action.
	Communicate objective knowledge on religions.	To know them better and to meet with them.	Through Church teaching on this matter (<i>Nostra Aetate, Redemptoris Missio Evangelii Gaudium... etc.</i>).
	Keep and promote our education for dialogue institutions.	To foster a spirit of dialogue in the world	By appointing confreres for studies and teaching. Make these resource confreres known outside our circles.
	Learning languages, cultures and religions.	To understand the people we meet	By providing confreres with enough time to learn the language, culture and religion.
	Work alongside the local Church.	To assist these Churches in the practice of Encounter and Dialogue	By passing on our experience, our enthusiasm and by offering courses or training sessions.
	Convey accessible information relevant to topical issues in Islam.	For a better understanding of Islam.	By the publication of easily accessible bulletins.
Ecumenism	Know and collaborate with Eastern Churches and other Christian denominations.	Maintain the union between Latin and Eastern Churches in view of a dialogue of life and service.	Through mutual understanding and in engaging in Encounter and Dialogue.

Where?	When?	Who?	Evaluation
Where we are operating	Permanent	Every confrere and every candidate Provincials Formation Staff	Regularly Provincial Council and ED Commissions
Formation Houses and Specialised Centres Where we are operating	Permanent	Formation Staff Resource persons	Plenary Council Provincial Council
Where these institutes are	Permanent	General Council Provincials	Plenary Council
Welcoming Communities Language Centres Places to immerse oneself	On Arrival of confrere	Provincials	Plenary Council
Local Churches Where we are invited	Continually	General Council Provincials Bishops	Plenary Council
Where we are at work	Permanent	Provincials and Specialised Institutes such as ARCRE	Plenary Council
Where we are at work	Permanent	Communities	Plenary Council

Key Area	Action	Why?	How?
3.3. Media - Social Networking	Train confreres in view of evangelisation.	Effective use of Media and Social Networking.	Practical sessions with the help of specialist laypersons.
	Instil a spirit and ethical purpose to using social networking.	For an ethical usage of Media and Social Networking.	1. Create a think tank and working group. 2. Coordinate all that is being done in this area in the Society.
	Explore digital possibilities.	To be up to date in communications.	1. By creating a M.Afr. app. 2. By putting in digital form our M.Afr. databases and our documents. 3. Organise the 2022 Chapter using only electronic means.
	Train confreres to specialized in Media and Social Networking.	For an improved use of the media in the evangelisation of today's world.	By appointing specialist confreres in this area for studies.
	Enable our communities to be open to Media and Social Networking.	To draw greater benefit from these modern means for our apostolate.	1. By fostering access to these means. 2. While continuing to appreciate the value of other media.

Where?	When?	Who?	Evaluation
Provinces at all levels with the local Church	Regularly	Resource Persons Provincials	Provincial Council
Society	2016-2017	General Council	Plenary Council
Society	2017-2022	General Council Webmaster Provincials	Plenary Council
Where there are possibilities	2017-2022	General Council Provincials Secretary for Formation	Plenary Council
In our Communities	2016-2022	Provincials	Plenary Council

Key Area	Action	Why?	How?
3.4. Parish	Guarantee communities of three confreres.	To live out our charism and our missionary priorities.	By appropriate appointments.
	Determine the maintaining or handing on of a parish and the possible creation of a new one.	For an improved evangelisation in line with our charism.	Setup an analysis table.
	Appropriate appointments and cooperation among confreres.	For pastoral effectiveness.	Through good communication and regular councils with referral to councils.
	Involvement of laypeople in the parish.	For pastoral effectiveness.	Through proper ongoing formation.
	Cooperation with the Local Church.	For pastoral cohesion.	By taking part in formative inputs organised by the Local Church.
	More appointments of Brothers in parishes.	To bear witness to their vocation.	By their service and to benefit from their specialisations.
	Cooperation with parish communities and centres.	For greater effectiveness.	Through mutual support for the training of laypeople.

Where?	When?	Who?	Evaluation
In our communities	Permanent	General Council Provincials Bishops	Provincial & Sector Councils
Parish Communities	When circumstances demand it	General Council Communities Provincials Bishops	Plenary Council
Parish Communities	Permanent	Provincials Sectors Communities	Provincial & community Councils
Parish Communities	Permanent	Communities and Local Church	Regular
Diocese	Regularly	Confreres	Regular
Parishes	Permanent	Provincials Bishops	Plenary Council
Parish Communities and Specialist Centres	2016-2019	Parish Communities and specialist Centres	Plenary Council

Key Area	Action	Why?	How?
3.4. Parish <i>(continued)</i>	Make our parishioners into missionaries.	To live out a missionary spirit there.	By teaching and formative education.
	Create JPIC-ED commissions.	For a more just and fraternal existence with others.	Through the creation of these JPIC and ED structures.
	Create secure and accessible spaces for the most vulnerable.	For personal respect and dignity.	Through integrity in ministry and the setting up of premises with the instruments of communication.
	Proper management of the temporal goods of the parish.	For greater parish accountability and self-governance.	1. By collective agreement in due form and good parish management. 2. Awareness raising among laypeople. 3. Parish auditing

Where?	When?	Who?	Evaluation
Parish communities	Permanent	Confreres Parish communities	Annually
Everywhere	Permanent	Parish communities	Regularly
In our apostolic locations	Permanent	Parish Council and Safeguarding Officer	Regularly
Parishes	Permanent	Local Church Confreres Treasurers	Regularly

3.5. A Changing Africa

Key Area	Action	Why?	How?
Accompany the quest for democracy and good governance	1. Make known to the people their rights and duties. 2. Inform them on the functioning of democracy. 3. Condemn all forms of corruption.	To foster peace, harmony, justice and development.	1. By informing oneself, find out about and cooperate with the diocesan Justice and Peace Commission, particularly at election time. 2. Compose and distribute the material required for these actions.
Foster reconciliation	1. To be an intermediary. 2. Build bridges. 3. Train for mediation.	To live together and reconstitute unity.	1. Enhance the status of difference. 2. Train oneself for conflict management and resolution, seeking the causes and developing a strategy for reconstruction. 3. Interact with other groups
Promote dialogue with Muslims	1. Convey a realistic image of Islam and of Muslims. 2. Assist in overcoming prejudices and create bonds of friendship with Muslims.	1. For peaceful co-existence in our common home. 2. To know and to appreciate one another.	1. Undertake joint activities 2. Visit one another for festivals and significant events in life 3. Inform oneself on Islam today by means of resource persons and specialist centres, such as IFIC, the School of Difference, ARCRES.
Particular attention to be paid to unemployed youth	Energise them to come together to create fundraising activities.	To increase the value of their talents.	By youth movements, cooperatives, training sessions, Employment Advice.
Reading the signs of the times Cooperation with the various organisations involved in social issues	1. Analyse the milieu. 2. Inform oneself on current events.	To identify issues and act in consequence.	1. Enter the Internet Network. 2. Take instruction in social analysis. 3. Consult AFJN, AEFJN, the 'Centre for Social Concern' (CfSC) 4. Take part in the World Social Forum and in the forming of other organisations such as Caritas, Doctors Without Borders and others.

Where?	When?	Who?	Evaluation
Sectors	Permanent Before elections	JPIC- ED Committee Communities, Parishes, Centres Local Church	Permanent After elections
Conflict Zones M.Afr. & Basic Christian Communities families, schools, centres	As soon as possible Initial & Ongoing Formation	Resource persons JPIC- RD Coordinators	After each action Plenary Council
In all areas Communities Places of activity	Permanent	Our specialist centres (PISAI, IFIC, ARCRE, etc.)	Annually Provincial Council
In our places of activity	Permanent	Communities Youth Workers Resource Persons	Annually
In our places of activity and presence	Permanent	Confreres Provinces Organisations involved in social issues	Plenary Council

3.6. Mission Outside Africa

Key Area	Action	Why?	How?
Consolidate our presence outside Africa	Appoint confreres on first appointment, stagiaires, Associates.	Mission is wherever our charism is sought	1. By dialogue and consultation to identify the needs. 2. Establish criteria for placements.
New placements outside Africa	Listen to the calling of the Spirit and establish criteria for placements in line with our charism.	To bring the Missionary of Africa inspiration wherever our charism is sought.	1. In dialogue and consultation with the General Council, local Churches and Provincials. 2. Taking part in Missionary and Vocation Promotion.
Friends, ex-candidates and ex-confreres	Set up a network of friends and cooperation for mission.	To share our charism and sustain our mission.	1. By fostering annual meetings. 2. Maintain contact through social media. 3. Propose actions to take together. 4. Try out the experience of twinning

Where?	When?	Who?	Evaluation
Local Churches African world Muslim world Existential outer limits	On going	General Council Provincial Council	Annually
Wherever our charism is sought	As soon as possible	General Council Provincial Council	Annually
Provinces Sectors	Permanent	Provincial Council Missionary Promotion Teams	Annually

3.7. Migrants

Key Area	Action	Why?	How?
Actions on behalf of migrants and the displaced	1. Mobilise confreres. 2. Befriend migrants and the displaced.	1. To promote openness, hospitality and tolerance (Mt 25). 2. Respond to the Pope's appeal in (<i>Amoris Laetitia</i> n° 46)	1. By launching programmes for awareness-raising and prevention through our existing centres and places of activity and presence. 2. By encouraging confreres involved in the reception and integration of migrants. 3. By exchanging news and publications. 4. Conferences, social media and networking.
	Befriend the families of migrants.	Idem.	Welcome, listen to and support socially and educationally.
Human Trafficking	Identify trafficking situations and send the information to International Human Rights Organisations (AFJN, AEFJN).	To follow up the anti-slavery campaign and liberate the human person.	1. By cooperating with the MSOLA and Justice & Peace Commissions 2. By gathering material and by verifying the sources of information (photos, recordings, etc.)

Where?	When?	Who?	Evaluation
Communities Sectors	Permanent	Resource Persons JPIC Coordinators National and International Organisations	Provincial Councils
Communities Sectors Refugee and displaced peoples' camps	Permanent	Communities Local Church Social Services	Provincial and Sector Councils
Provinces Sectors	Permanent	General Council M.Afr., MSOLA International Organisations (AFJN, AEFJN) Justice & Peace Commissions Local Police Local Church	General Councils Provincial Councils

3.8. Existential Peripheries

Key Area	Action	Why?	How?
Existential Outer Limits	1. Identify the existential outer limits. 2. Discern and select placements for community involvement.	Foster the dignity, safeguarding and integral development of the individual, in fidelity to the Gospel and to our charism.	1. By performing a social analysis. 2. By working with organisations on the side of people such as street children, children accused of witchcraft, the homeless, etc.
Liturgy and life	1. Create the link between lived experience and the Word of God. 2. Celebrate the appeals of the Word of God for justice, peace and reconciliation.	So that the Word of God may inspire, motivate and engage.	1. By <i>Lectio Divina</i> : Reading / meditation / contemplation / prayer / mission. 2. By taking inspiration for life from homilies and bible sharing. 3. By preparing prophecy-based liturgies and by taking the time to pray.

Where?	When?	Who?	Evaluation
Communities Sectors	Permanent	Confreres Social service organisations	House Councils Sector Councils Provincial Councils General Council
In our areas of activities and where we practice Encounter and Dialogue	Permanent	Communities Sectors Provinces	At personal and community level Monthly Retreat Days

4. Formation

4.1. Initial Formation

Key Area	Action	Why?	How?
Missionary and Vocation Promotion	Application of selection criteria in all areas.	For an improved selection of candidates.	Ensure that the Vocation Promoters and the Provincial Team are well versed in these criteria.
	Appoint Vocation Promoters.	To seek vocations and present young people for training.	Ensure proper discernment in the selection of confreres for this task and prepare them for it.
	Use social media.	To make ourselves known and reach out to youth.	By improving the new means of communication that we already have.
Candidates in formation	Improve the period of the Apostolic Training.	In view of an improved accompaniment for our candidates.	1. Ensure that our stagiaires are appointed to communities of at least three confreres. 2. Clear and truthful presentations of the candidates.
Upgrade the abilities of Formations Staff members	Set up programmes of sessions and meetings	1. In view of their own human and spiritual growth. 2. For an improved service in Initial Formation and better follow-up of Formation Staff members.	1. Insert training sessions at meetings of Formators organised by the Society. 2. By taking advantage of the canonical visits of the Secretary for Formation and of the General Council.

Where?	When?	Who?	Evaluation
Provinces Section Sectors	2016 – 2022	General Council Secretary for Formation Provincial Team Vocation Promoters First Phase Formation Staff	Meetings of Provincials with the General Council General Council 2019 Plenary Council
Provinces Section Sectors	2016 – 2017	Provincials Provincial Delegates	Provincial Councils Sector Councils
Provinces Section Sectors	From now on and permanently	Vocation Promoters Webmaster All confreres	Meetings of Vocation Promoters
In places of Apostolic Training	From now on	Provincials Provincial Delegates Communities The one in charge of stagiaires	At the end of each academic year
At Formators' Meetings and Formation Houses	2017	General Council Secretary for Initial Formation Provincials	Evaluation at the end of each Meeting of Formation Staff members Plenary Council 2022 Chapter

4.1. Initial Formation *(continued)*

Key Area	Action	Why?	How?
Missionary Formation	Rethink Formation.	In order to have a missionary training better adapted to the charism and priorities of the Missionaries of Africa.	1. Upgrade the quality of community life 2. Rereading of the spiritual diary. 3. Select apostolates better adapted to Missionary life. 4. Rewrite the table of presentations emphasising honesty, generosity, attentiveness to others and frankness. 5. Ensure that there are women and laypeople among the teaching staff.
	Rethink the vocation of Brother.	In order to clarify the specific nature of their vocation and make it more attractive for a better service in mission.	1. Launch a consultation at the level of the whole Society. 2. Organise a special forum of all Brothers to gather their opinions.

Where?	When?	Who?	Evaluation
In all our Formation Houses and consortiums Secretariat for Formation	2017 - 2018	Formation Staff Consortiums Secretary for Formation	Plenary Council
At the level of the whole Society	2017	General Council	Plenary Council

4.2. Specialised Studies

Key Area	Action	Why?	How?
Specialised Studies	Evaluate the personnel needs of the Mission and the aptitudes of the confreres.	To respond to the real needs of the Society and the Mission.	1. By a regular survey of personnel. 2. By diversifying places and subjects of study.
	Application of the Formation Vade-mecum, chapter 17: Specialised Formation.	For a quality intellectual formation for Mission.	1. By taking account of the diversity of our origins. 2. By communicating the Vade-mecum to all confreres concerned.

4.3. Ongoing Formation

Key Area	Action	Why?	How?
Ongoing formation	Application of Formation Vade-mecum, chapter 17.	Spiritual and individual renewal of confreres.	By communicating the Vade-mecum to all confreres.
	Participation in existing programmes.	For a better integration in Mission	By encouraging confreres to take part in formation sessions and to update themselves continually.
Mandate of the Ongoing Formation Team	1. Survey of places and resource persons. 2. Working out of a strategic six-year plan.	To better respond to the needs of the mission and confreres.	1. Survey of places and resource persons. 2. Draw up a plan. 3. Present the content of programmes and make them available to all

Where?	When?	Who?	Evaluation
Secretariat for Formation Provinces	Permanent	General Council Secretary for Formation Provincials Confreres	Plenary Council
Secretariat for Formation Provinces	Permanent	General Council Secretary for Formation Provincials Confreres	Plenary Council

Where?	When?	Who?	Evaluation
Wherever we are	From now on	General Council Provincials Sectors Confreres	Plenary Council Provincial Councils Animation Teams
Wherever we are	From now on	General Council Provincials Sectors Confreres	Plenary Council Provincial Councils Animation Teams
General Council Provinces Sectors	2017	General Council, Presenter Team Provincials Provincial Delegates	Provincial Meetings General Council Plenary Council

5. At the Service of Confreres and the Mission

Key Area	Action	Why?	How?
5.1. Young confreres	Spiritual and Individual Accompaniment.	For an improved apostolic placement and the individual development of confreres.	1. By encouraging spiritual reading and sharing. 2. By insisting on spiritual accompaniment.
	Pastoral accompaniment.		1. By taking part in 1 st and 2 nd Terms of Mission Sessions, personal updating and keeping oneself informed. 2. By preparation for pastoral placement upon arrival of the young confrere. 3. By appointment in communities of at least three confreres. 4. Viability of host communities. 5. Gather information on what is already being done in Provinces, Sectors and Sections. 6. Ensure the time required for learning the local language and culture.

Where?	When?	Who?	Evaluation
Provinces Sectors Sections Communities	2017	General Council Provincials Provincial Delegates	2018
Provinces Sectors Sections Communities	2017	General Council Provincials Provincial Delegates	2018

Key Area	Action	Why?	How?
5.2. Care of Confreres	Communicating appointment procedures	To ensure correct discernment.	Informing confreres concerned in writing about the procedures of appointment
	Homes for elderly confreres.	Care of confreres.	Launch feasibility study.
	Collaboration with lay professionals in care of confreres.	To provide better care for our confreres.	Continued collaboration.
	Training of confreres.	To equip confreres with the necessary healthcare skills.	Send confreres for relevant healthcare courses.
5.3. Sustaining the Missionary dynamism of our sick and elderly confreres	Animate confreres in Retirement Communities	To sustain their missionary dynamism.	1. Organise sessions by using, for example, 'A Resource for Mission'. 2. Encourage community liturgical and social celebrations.
	Provide appropriate care.	To sustain their missionary dynamism.	1. Arrange visits by confreres in the Sector/Province, and confreres on leave. 2. Link with formation houses via internet for example, and encourage sharing on the Mission and personal experiences.

Where?	When?	Who?	Evaluation
Generalate Provinces	Ongoing	General Council Provincials	Annual
Africa and Asia	Post-Capitular Assemblies	Provincials	2019
Provinces Sectors	Ongoing	Provincials Provincial Delegates	Ongoing
Provinces Sectors	As soon as possible Ongoing	Provincials Provincial Delegates	By June 2019
Sectors Communities of retirement	As soon as possible Ongoing	Selected confreres Provincials Provincial Delegates Community Superiors	Ongoing
Formation houses	As soon as possible Ongoing	Formators and Candidates Confreres in Sectors	Ongoing

Key Area	Action	Why?	How?
5.3. Sustaining the Missionary dynamisme of our sick and elderly confreres <i>(continued)</i>	Provide appropriate care. <i>(continued)</i>	To sustain their missionary dynamism. <i>(continued)</i>	3. Link with formation houses and share events of interest. 4. Ensure that the decor and environment reflect missionary experiences. 5. Encourage and help confreres to continue to serve and animate in their localities.
	Identify and appoint care-providers where needed by sick confreres.	To provide the appropriate accompaniment needed by the sick confrere.	Identify and appoint a person who will look after the needs of the sick confrere.
	Identify and establish suitable facilities for the care of sick confreres.	To provide for the needs of sick confreres.	1. Collaborating with other congregations and with care Centres. 2. Modifying existing M.Afr. buildings. 3. Building new Centres.

Where?	When?	Who?	Evaluation
Formation houses	As soon as possible Ongoing	Formators and Candidates Confreres in Sectors	Ongoing
The Province where those establishments are located	As soon as possible	General Council Provincials	Ongoing
Where needed	By 2019	General Council Treasurer General Provincials Provincial-Delegates	Mid 2019 Ongoing

Key Area	Action	Why?	How?
5.4. Integrity in Ministry	Fostering a healthy and balanced lifestyle.	To be more efficient, responsible, coherent and faithful.	Organising and participating in sessions.
		For a better equilibrium between work and rest.	1. Taking one day off work each week 2. Long rest in dialogue within community.
		Helping confreres reflect on and integrate traumas and difficulties.	Offering the possibility of professional healthcare
	Safeguarding of children and vulnerable adults	To be more responsible, coherent, faithful in ministry	1. Training Safeguarding Delegates. 2. Obtaining diploma.
			3. Training all confreres 4. Communities decide how to make work places and communities safer for children and vulnerable adults. 5. By ensuring the vetting the background of potential candidates is carried out.
	Ensuring justice and charity to all concerned.	To be fair, just and merciful.	1. By sharing information with the community 2. Respecting laws of the country and of the Church.

Where?	When?	Who?	Evaluation
Communities Provinces Sectors	Ongoing	Leaders Confreres	Provincial Councils
Locally Outside one's community	Weekly When appropriate	Communities and confreres	Communities and confreres
Home Province	During home-leave	Healthcare Professionals	Provincial Councils
Nairobi Ouagadougou Centre for Child Protection in Rome	July 2016, Jan 2017. 2017 - 2022	Coordinator for Integrity in Ministry Train three confreres	October 2017 General Council
Locally Communities Provinces	2017 Renewal of community projects Recruitment	Safeguarding Delegates Communities Parishes Vocation Directors	Provinces Yearly by Safeguarding Delegates Ongoing
Provinces Communities All levels of the Society	When necessary At all times	Provincials Communities All confreres	Provincials Ongoing Local Leaders

6. Government, Structures and Personnel

Key Area	Action	Why?	How?
6.1. Impact of Structures on Mission (Leadership)	Formation of leaders.	To ensure a balance between subsidiarity and collegiality in leadership.	Leadership Sessions.
	Clarification of roles and tasks.	Idem.	By clearly defining in writing roles and delegation.
	Clarification of civil and ecclesial terms.	Idem.	By finding appropriate terminology and harmonising Statutes.
6.2. Society's presence in Asia	Restructuring.	To consolidate the Society's Charism.	Establishing a new Section.
	New insertion in Asia.	Idem.	Feasibility study on a new insertion in Asia

Where?	When?	Who?	Evaluation
Provinces Sectors Section	January 2017	General Council Provincials	January 2018
Provinces Sectors Section	When appointing new leaders	Superior General Provincials new leaders	Ongoing
Provinces Sectors Section	January 2017	General Council Provincials Legal advisers	February 2018
Asia	January 2017	General Council Conferes appointed to and/or originating from India and the Philippines	Plenary Council
Vietnam	January 2018		Plenary Council

7. Finances

Key Area	Action	Why?	How?
7.1. Budget	Ownership and monitoring of budget.	To ensure effective and efficient use of our resources.	1. Full participation of all confreres by acting more responsibly and showing more generosity towards the Society. 2. Monthly and quarterly review of the budget.
7.2. Financial Viability	Develop income-generating projects.	To ensure sound financial sustainability.	1. Focusing on service-based projects. 2. Using the project management guidelines of the Society and sustaining and enlarging our network of benefactors.
	Ensure transparency and accountability at all levels.	1. To ensure integrity. 2. Protect our resources. 3. Ensure ethical investments.	1. Through training of candidates and confreres in theory and in practice. 2. Auditing of parishes and projects by Provincial and Delegate Treasurers. 3. External audit of the Society at every level 4. By handing over all remunerations to Bursars.

Where?	When?	Who?	Evaluation
Communities Sectors Provinces Generalate	Monthly Quarterly Ongoing	All Bursars and Treasurers All Confreres	Plenary Council
Sectors Provinces	Ongoing	Provincial Treasurers Treasurer General General Council	Annually Plenary Council
Communities Formation houses Sectors Provinces Generalate	Ongoing	Formators Treasurer General Provincials and their Delegates Provincial and Delegate Treasurers	Plenary Council

Key Area	Action	Why?	How?
7.3. Property management	Six-year Strategic Plan.	To ensure better management and efficient use of all property.	<ol style="list-style-type: none"> 1. Regular maintenance. 2. Observing professional and legal standards. 3. Training confreres in civil engineering and involving confreres who already have training in this domain. 4. Establish a team of competent confreres to manage our property needs.
	Making full use of the Generalate.	To benefit from the investment made in renovating the Generalate.	<ol style="list-style-type: none"> 1. Considering renting part of the Generalate. 2. Continuing to offer hospitality to African Priests, Bishops and groups. 3. Exploring possibilities of collaboration with MSOLA.

Where?	When?	Who?	Evaluation
Sectors and Provinces	2017-2022	General Council Provincials Treasurer General and Provincial Treasurers	Plenary Council
Generalate (Rome)	2017	General Council, General Treasurer and Generalate Community	Plenary Council

Key Area	Action	Why?	How?
7.4. Solidarity with Africa	Create a Mission Support Office.	To coordinate and enhance our fundraising activities.	<ol style="list-style-type: none"> 1. Devise ways and means of raising income from benefactors. 2. Training of confreres in project management Networking with funding agencies. 3. Involving lay professionals. 4. Appointment of a competent confrere to head the office. 5. Collaboration with the Washington Development Office and other existing promotion offices.
	Administration of the Solidarity Fund.	To express our solidarity with confreres and the local Church in Africa.	By establishing a committee of three confreres in each Sector to examine and recommend the projects proposed in line with the guidelines of the Solidarity Fund.

Where?	When?	Who?	Evaluation
Europe (to be specified)	1 st January 2017	General Council Treasurer General	Plenary Council
Provinces Sectors	2017	Sector Delegates and Treasurers Provincials Provincial Treasurers Treasurer General General Council	Plenary Council

8. Towards the 150th Anniversary

Key Area	Action	Why?	How?
150th Anniversary of Foundation	Continuing existing programme.	To deepen charism.	Follow four-phase programme.
	Common activities with MSOLA.	To foster Lavigerie family spirit.	Sharing at all levels.

Where?	When?	Who?	Evaluation
Generalate	June 2016- December 2019	General Council and MSOLA	2020
General Council and Provinces	June 2016- December 2019	Provincials Local Superiors	2020

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