



**POOR SERVANTS OF DIVINE PROVIDENCE
- General Management -**

Management plan 2018-2020



*Which one among you that
wants to build a tower,
does not first sit down and
control the costs
in order to see if he has
enough means to do it?*

(Luke 14:28)

«For an Opera of disciples-brothers-missionaries»

POVERI SERVI DELLA DIVINA PROVVIDENZA
AMMINISTRAZIONE GENERALE

ORGANIGRAMMA AMMINISTRATIVO

MISSION

Promuovere un modello di gestione profetica, collegiale e innovativa, animata della spiritualità calabritiana, attraverso la formazione tecnica e spirituale delle persone, l'istituzione dei consigli di gestione e l'uso sistematico della pianificazione

SETTORE SISTEMA
CALABRIANO DI SANITÀ
SETTORE EDUCATIVO
COMMISSIONE CONSULTIVA
ECONOMICA GENERALE
SEGRETERIA GENERALE
ARCHIVIO STORICO
POSTULAZIONE
UFFICIO DI GESTIONE
AMMINISTRATIVA

VALORI

*Collegialità, accoglienza
della diversità, abbandono
alla Provvidenza, gratuità,
competenza, rinnovamento,
solidarietà e fraternità*

VISIONE

*Essere un'Opera di discepoli
- fratelli - missionari che
promuove la comunione, la
partecipazione e lo spirito di
famiglia nei rapporti tra le
persone e nel servizio ai poveri*

SETTORE PASTORALE
SETTORE BENEFATTORI
SETTORE FORMAZIONE
SETTORE PROGETTI
CON LE MISSIONI
SETTORE DI COMUNICAZIONE /
CENTRO DI CULTURA
E SPIRITUALITÀ CALABRIANA

DELEGAZIONE S. G. CALABRIA • DELEGAZIONE N.S. APARECIDA • DELEGAZIONE M. INMACULADA
DELEGAZIONE MAMÀ MUXIMA • DELEGAZIONE ISH KRIPA • DELEGAZIONE MARY MOTHER OF THE POOR • MISSIONE St. JOSEPH

Un'Opera di Discepoli, Fratelli e Missionari

Presentation

“Wake up the world even through a prophetic management”.
(Pope Francesco)

Dearest Brothers,

as part of the General Administration of the Congregation, we have found and shared a path in the management that leads us to express our charism in a way that more and more wants to be evangelical and prophetic.

Following all the work carried out in the previous three years and after a verification made during the meeting with the Delegates and Treasurers, we present herewith the following "Management Plan 2018-2020" document.

The General Council proposes a management structure to provide the key elements in managing the assets and to promote an increasingly homogeneous organization, within the Opera, fostering the ability to continue to meet the indebtedness of the Congregation through the cooperation of all.

This process is premised on a job that involves all of us to have very present some aspects of the management, following the criteria that help us to live better the collegiality, responsibility, caring for the weaker, accuracy to better invest the resources that the Providence gives us and a particular attention to the people who work with us.

3

Each Delegation / Mission will have specific goals to be achieved, as required by this planning. This, will push us to make a continuous assessment of our work always accompanied by full trust in Divine Providence, more and more aware and responsible.

Only such management can be prophetic and witness the charism of St. John Calabria in the present times, especially considering that in the society we live, the first prophecy is living the abandonment to the Divine Providence, thus does not exclude "having our head on the neck".

Wishing everyone a good job, a good effective mission and of great apostolic zeal in serving the poor and abandoned, we greet you fraternally.

F. Miguel Tofful
(*Superior General*)

and the General Council Brothers

Introduction

As part of the economy and of the organizations management, the perspective of "looking ahead" is without any doubt one of the fundamental strengths points which allow the Organization itself, to continue to live and grow over time. Planning is the basis of this process of development and continuity of the life of an organization; without planning, conversely, an organization will run the risk of finding itself following objectives of only short-term, such as, the achievement of dividends and the increase in the value of the same. Moreover, the short-term management alone, is not sufficient to ensure the activity in order to continue to live over time. With planning, the organization sets its objectives and guidelines, by focusing its efforts towards their achievement. The importance of this process has been well emphasized even more in the last Chapter of the Poor Servants of Divine Providence, where in the final document they stated that the management methodology must contemplate programming and verification.

This Management Plan for 2018-2020, such as the one of the previous three years, is also intended as a tool to answer another clear indication of the Chapter, which in Resolution no. 15 states : "The document presented by the Economic Commission for Chapter is taken by the General Council as a tool to draw up a handbook useful to deal with the debt issue." The reason for this choose, is obvious: the debt, in fact, is always a threat for the organization.

In this second triennium,, thanks to a better knowledge of the needs of each Delegation, the 2018-2020 Management Plan has been developed with special attention to the themes and issues of the various territories where we are present as Opera. This is the reason why in this three-years- management plan, the general and operational objectives has been shared out between delegations and missions.

Our wish is that with a management plan done in this form we can get a bit 'at a time, to a standardized management method throughout the Congregation. We want to reach, this way, a method of management that is useful to face the economic problems and at the same time be consistent with the charism. On the other hand, it is important to be aware that a well-made and implemented Plan, is a sure way to use well the providence that God puts in our hands, so that it could come in a form of services, improved quality and quantity, to our more needy brothers.

Since now, we ask the delegations \ Missions that, by this General Administration Management 2018-2020 plan, to draw their own three-year management plan. We hope that this tool might guide every member of the calabriana family in managing their activity as a mediation of the Providence of God, Our Father, and moreover, deepen the spirit of " Intuitu Operae ".

Bro. Gedovar Nazzari
General Treasurer PSDP

CHAPTER I

Verification of the Management Plan 2015-2017

*"Instead of worrying, thinking, grieving,
First of let's do our examination of conscience
and see if we need to remove some obstacles,
which prevents the Providence ".*

(San Giovanni Calabria, Conf. Apost. 5611 05/04/1929)

The XI General Chapter (2014) called for "Putting in place a methodology of collegial management, drawing inspiration from the Opera, where they gaze at the Boards of Directors / Management with the participation of religious and lay people. To promote an effective solidarity between the houses and an easier and participatory management"¹. In this perspective, the Final Document of the Chapter proposes some means which should help us to achieve a calabriana management: increase in all the activities the principle of a collective management; implement the programming and verification method; work in a network with reciprocity and sharing; separate the economic management of the activity from the management of the religious community; care personal relationship with benefactors; enhancing professional and skilled human resources; creating moments of renovation on the collegial and shared management.

As already mentioned in the introduction, the capitularies through the Resolution no. 15 of the final document have asked the general administration to address the debt issue of the Congregation. This aspect has been the basis of the Management Plan prepared for the last three years, i.e. 2015-2017.

Before drafting the Management Plan it has been agreed and approved the General Administration Organigram as an important tool to clarify the functions of the delegations. Among them they focused on the Delegation of San Giovanni Calabria which, in a previous period used to share its management with that of the general Administration. The organigram has facilitated the management of the program, the delegation of functions to the staff involved, the decentralization of the management. The Organization, through the organigram, has clarified the functions of the administration of the various delegations in comparison with the General Administration.

At the end of the three year period, we have carried out a verification on all the objectives of the 2015-17 Management Plan, to assess which ones had been achieved. Thus we have found that not all had been fully realized. All the goals that have not been fully implemented or even worse, have not yet been faced, will be re-evaluated for the drafting of this new management program because they could be replicated or reformulated in order to become operational in our management process.

In particular, in the 2015-2017 Management Plan we had chosen to achieve the following general objectives:

- In the Accounting Service: we wanted to "organize, inside the delegations, the general and cost accounting to use it as a tool for planning, management and control." In this sense, four of the seven Delegations \ Missions were able to organize a centralized accounting department, with an appropriate computer program and competent people. In these offices the accounting is also done by cost center. Through this organizational formula we've seen bettering the sharing and financial controls. It has been developed a standard and annual reporting card of each Delegation / Mission for the General Council with the aim of helping to make the necessary adjustments for the management. In the next three years we will need to start the accounting organization in the three delegations \ Missions that have not yet been successful and to strengthen and improve the administrative process in the delegations which are already working in this direction.

¹ Chapter XI Final Document of the Poor Servants of Divine Providence, "Witnesses throughout the earth. Disciples, Brothers, Missionaries, "pag21.

- In the Management with People we had this goal: "To train people who work in the Opera and manage relationships with employees / co-workers through the principles of management competence, fostering the collegial Opera management with staff". In this way there have been established some Management Tips / Direction in all the delegations \ Missions, but many of these are not operational; many have been nominated, but have not done regular meetings. To help the formation of the councils it has been elaborated the help 01 of calabriana management with the title: "Organizational Structure and Principles of a Calabriana Collegial" management. This help has provided to the delegations, the guidelines for naming and understanding the role that the Councils have got. In addition to this teaching-aid, specific for the establishment and management with the councils, in order to achieve a management with people, three more calabriana managing teaching helps had been written: the "teaching help 02 - Guidelines for the Development of a Calabriana Organization Management Plan "; "Teaching aid 03 - The Collegiate Method in the Management of the Opera "; "Teaching aid 04 - Management with People: guidelines for the relationship with employees inside the Calabriana Organization ". The activities that have used these teaching-aids, have achieved positive results. To try to implement a Calabrian management proposal, we need to continue with supporting the use of this instruments of orientation and writing other teaching-aids. These documents are part of the tools necessary to write a manual of guidelines aimed to certify the management of the delegations. In these three year period, we have succeeded in developing 70% of the material that will compose this manual for the certification of a calabriana management

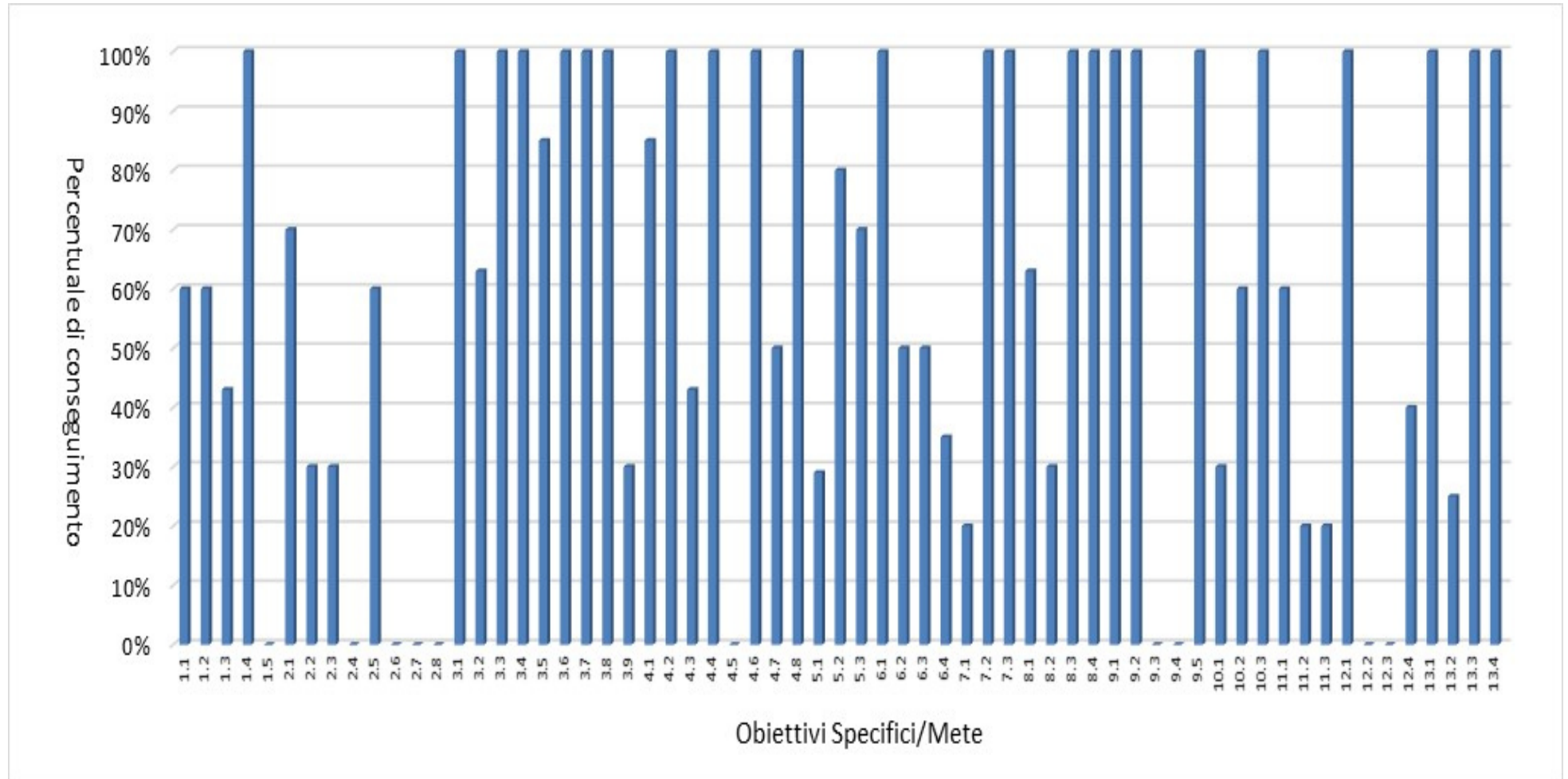
- With regard to financial management, for the first three years we had as general objective: "to Manage the finances in a shared and transparent form, in order to promote solidarity and strengthen the spirit of family and brotherhood." To achieve this goal we have urged the delegations to implement a management for cost centers, to centralize the management of the bank credit of the Delegation of San Giovanni Calabria, severing the economic aspects of the religious communities from those referred to the activities, to separate the cost centers of the Delegation S.G. Calabria and Mother House from the general administration. These objectives have reached more or less the 80%. We have not yet succeeded in developing a repayment plan for the debt of the General Council and the Delegation S.G. Calabria, a goal that we defer to the next three years. We have succeeded in centralizing the common purchases (water, gas, insurance, consulting, maintenance, communication) of the Delegation of St. John Calabria, and this has led to a substantial reduction in costs. Also in this area, in order to cope with the debts that the congregation has in Italy, we have set ourselves the goal of reducing or bring to zero the value of the monthly requests for the maintenance of the Delegations and Missions. In this regard, we seem we have not been able to involve enough the Delegations \ Missions on this issue and we are looking forward to a closer cooperation for the next three years.

Below you will find a summarizing table with the results of the audit that the General Administration has done on each specific objective / goal regarding the 2015-2017 Management Plan.

SUMMARY OF GOALS ACHIEVED IN THE MANAGEMENT PLAN 2015-2017

Total Middle Value Reached: 60.17%

Diagram explanation : Ordinate =Percentage reached/ Abscissa = Specific goals reached



CHAPTER II

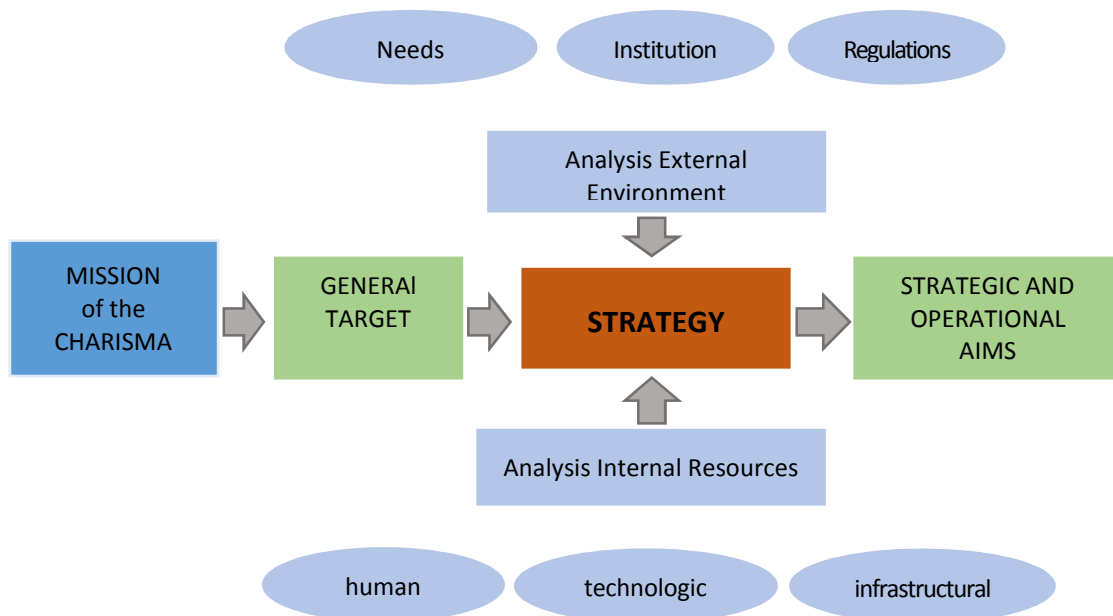
strategic goals

*"The supervision and controls are not intended
as a limit on the autonomy of entities
or as a sign of lack of confidence,
but as the expression
of a service to communion and transparency,
also to protect those who perform
delicate tasks of administration".*

(Guidelines for the management of assets inside the Institutes
of Consecrated Life and Societies of Apostolic Life,
Circular Letter, Libreria Editrice Vaticana, 2014, p. 10))

2.1 General and Operational objectives regarding the 2018-2020 Management Plan

In the 2018-2020 Management Plan the general objectives and the operational objectives have been set up firstly taking into account the mission of the Opera now and then taking remark as a starting point from the observation and analysis of the external environment and internal resources. To define the objectives of the 2018-2020 Management Plan, we followed the process shown in the figure below.



We can say moreover, that these first three years, beyond what had been planned, have been useful to know in depth the internal and external resources of the General Administration and be able in this way, to define the objectives and strategies for the next three years.

Regarding the 2018-2020 Management Plan, we have laid out the objectives, taking into consideration the cost center of the General Administration and the one of each delegation \ Mission.

Entering deeper into the matter of the plan, we describe herewith briefly, the guidelines that have guided us in setting the goals, emphasizing especially those common to all Delegations / Missions and more specific ones that affect only a few situation.

Starting from the General Administration, we can say that the basic objective is to improve the quality of the services we provide to the Delegations / Missions of the Congregation and in general the people who apply to us. In this way we want to continue on a growth path started in the last three year period, with the reorganization of the offices and sectors of the General Administration.

As for the delegations and missions, what is required is above all to go on with the reorganization in order to achieve an higher and higher level of organizational and economic autonomy, with an increasing ability to also promote innovative projects and initiatives in line with our Charisma and the needs of our time.

Going inside the specific objectives, we can say that there are two points that we, as a General Administration, have asked everyone. The first is that every Delegation / Mission should organize a management calabrian meeting per year, for their religious and laity "operators". The second consists in the request to develop a pastoral plan to be put into practice in the activities developed in each territory.

There are also other objectives that concern only some Delegations / Missions, because we know that from a management point of view, not all areas are at the same point and therefore also the needs are different. For example there are some delegations that during the past three year period have already prepared a participatory and collegial management system, with the drafting of a Plan of Management of the Delegation. To these one we ask to take a step forward, by arranging the administrative structure in order to respond by the end of next three year period, to a standard Management Certification and Calabrian model.

In other areas, on the contrary, the collegial and participatory management system, is not yet fully operational. To them, therefore, we ask to work in this triennium so as to achieve a Delegation / Mission Management Plan and to make operational the various administrative tools suggested by us: the creation of boards of directors / management, centralization of management and accounting, reporting of verbal...

Another cross-cutting aspect in this Management Plan 2018-2020 is given by the objective of creating in each Delegation / Mission a sector that could deals with the formulation and project management, communicating with the newly born industry "Projects with the Missions" of the general Administration.

Finally there are some specific objectives of a single delegation or mission, we have proposed and shared with the respective managers in the light of the needs and particular local circumstances.

On the following pages are published in schematic form, the General Administration's objectives and any Delegation / Mission, established in accordance with the criteria we have just described.



General Administration

1	General Goals	<ul style="list-style-type: none"> • Improve the performance of the sectors that make up the General Administration in order to provide a quality service to delegations/missions and people who contact us. • Going on to implement the Calabrian model management • Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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1.1	Operational Goals	<i>Support the delegations/Missions in organizing the Managers training meetings</i>
<i>When to do it</i>		Every year.
<i>Who does it</i>		The general Administration with the delegations/missions
<i>Why to do it</i>		For the economic and administrative training of the Managers.
<i>How to do it</i>		By following the topics covered in the Teaching Aids made by the General Administration
<i>How much does it cost</i>		Depending on the project of each delegation-Mission
<i>Verification</i>		Let all Delegations –Missions conduct at least 16 hours per year of training for the Economists, Superior, Directors and Counselors.

1.2	Operational Goals	<i>Use analytical accounting to perform a management control in the General Administration</i>
<i>When to do it</i>		Every month
<i>Who makes it</i>		The administrative Coordinator of the general Administration
<i>Why doing it</i>		To improve the financial control and give account to the general Council.
<i>How to do it</i>		Using the financial data of the general accounting.
<i>How much does it cost?</i>		No additional costs.
<i>Verification</i>		Submit to the general Council the analytical data of the general Administration.

1.3	Operational Goals	<i>Create and develop the Benefactor Pastoral Sector</i>
<i>When to do it</i>		At the Beginning of 2018
<i>Who does it</i>		The general Administration
<i>Why doing it</i>		To institutionalize the relationship with the Benefactors of the Opera. Because as San Calabria desired, the benefactors could feel themselves part of the Calabrian Family. In order to properly manage the donations coming from benefactors.
<i>How to do it</i>		Finding a person (a religious of the Opera) who takes care of the benefactors pastoral sector. Creating a register with the benefactor's personal data. Sending messages during the anniversaries and important moments of the Opera. Remembering of them on their birthday. Being present when they have some needs and in the important moments of their life. Praying for their intentions. Updating them about the missionary work of the Congregation.
<i>How much does it cost?</i>		Costless
<i>verification</i>		Operating sector by the end of 2018.

1.4	Operational Goals	<i>Draw the congregation's communication plan</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The comunication sector - Calabrian Cultural and Spirituality Centre.
<i>Why to do it</i>		To improve the communication within and outside the Congregation. To create a network communication with the Delegations - Missions. To have a homogeneous and consistent style of communication with the Charisma.
<i>How to do it</i>		Write a communication development plan for delegations-Missions
<i>How much does it cost</i>		No additional costs
<i>Verification</i>		Communication plan completed by the end of 2018

1.5	Operational Goals	Receive from the Delegation-missions the minutes of the meetings made by the sector of Directions of all activities
<i>When to do it</i>		Every three month
<i>Who does it</i>		The administrative coordinator of the general Administration
<i>Why doing it</i>		To help the managemnt councils inj order to become more and more operational
<i>How To Do It</i>		Asking the delegation-missions to send quarterly the minutes of the council's meetings which have occurred in the activities
<i>How much does it cost</i>		No additional costs
<i>Verification</i>		After receiving every year all the minutes related to all activities of the delegation-missions

1.6	Operational Goals	<i>Create and develop the Sector "Plans with the Missions"</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Sector "Plans with the Missions".
<i>Why to do it</i>		To elaborate, to manage and to check the projects for the missions, both those of the Social area and those of the Institutional area To try to increase the number and the economic value of the financed projects To try to increase the number of Godfathers from Distance for the activities developed with children To change the managerial culture of the projects made by the Congregation, also making oneself responsible of the supervision of the projects undertaken by the other organizations (besides those undertaken by Don Calabria Missions Onlus).
<i>How to do it</i>		Working online with the Delegazioni\Missionis to understand the necessities and to elaborate the projects. Motivating the Delegation\Missionis to elaborate projects and to manage them. contacting and visiting organizations and individuals potential financiers of projects, creating a relationship with possible financiers. Introducing the necessities of the missions to the territory, through the statement of mission.
<i>How much does it cost</i>		The Cost of a collaborator that can devote to compile, to administer and to make the report of the projects.
<i>Verification</i>		In three years 100% growth of the number of elaborated projects, approved and financed.

1.7	Operational Goals	<i>Ask every year the Report of Mission of the Delegations / Missions accordingly elaborated to the card elaborated by the general Administration.</i>
<i>When to do it</i>		Within the end of April of every year.
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		To verify and to improve the management of the Delegazioni\Missionis. Because the general Council could take decisions using the acquired indicators. To Make the Budget of Mission of the general Administration.
<i>How to do it</i>		Sending the card of the Report of Mission to the Delegazioni\Missionis. Verifying and giving a feedback to every Delegazione\Missione.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		100% of the Accounts received in the established times. Within the end of the third year, all the Delegations / Missions must elaborate the statement of Mission.

1.8	Operational Goals	<i>Ask the elaboration of the Plan of Management to the Delegazioni\Missionis: 2018 - 2020</i>
<i>When to do it</i>		Within the end of December 2017.
<i>Who does it</i>		The general Administration
<i>Why to do it</i>		To verify the management of the Delegations / Missions and to get the approval of the general Council.
<i>How to do it</i>		Asking that the Delegation\Missions elaborate the Triennial Plan in conformity with the model of the teaching aid 02; "Guide-Lines for the editing of the Plan of Management in the Calabrian organization." Foreseeing an indicative moment on this Goals for the Delegates and the Supply officer in the meeting of August 2017.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		100% of the Plans of Management sent in the established time.

1.9	operational objective	<i>To Create and develop the Calabriano System of the Health Sector</i>
<i>When to do it</i>		Year 2018.
<i>Who does it</i>		General Administration in collaboration with the Hospitals of the Congregation.
<i>Why to do it</i>		Because this is the area of the congregation where the employees with an employment contract are more numerous. Because this is the area of the Congregation where there are fewer religious involved. This is the sector that employs the largest volume of financial resources. To create a network of shared health care projects among the hospitals. To create a synergistic relationship among the health activities of the Congregation. To help the Congregation to take strategic decisions inside the Health Area.
<i>How to do it</i>		Appointing a responsible committee to realize a Calabrian Health System program. Having a responsible technical person of the sector, to implement the Calabrian healthcare system program. Defining a deadline for carrying out the Calabrian system Health plan by the Committee.
<i>How much does it cost</i>		Costs must be supported by the health structures involved.
<i>Verification</i>		The plan worked. Check annually, if the health system is developing.

14

1.10	Operational Goals	<i>Conclude the writing and the publication of the teaching aids for a "Method of management Calabrian."</i>
<i>When to do it</i>		2018 – 2020
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		To conclude the manual of orientations of the Calabrian management.
<i>How to do it</i>		Writing the teaching aid V - Control of Management. Writing the teaching aid VI - Communication in the Opera Writing the teaching aid VII. The pastoral in the Calabrian Activities.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		The three teaching aids ready, within the end of the 2019.

1.11	Operational Goals	<i>Certify the management of the Delegations in conformity with the Calabrian management Method.</i>
<i>When to do it</i>		2018 – 2020
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		In order that the Delegations have a method standardized of management. To verify if the Calabrian method of management has been put into effect inside the Delegation
<i>How to do it</i>		Certifying the Delegation St. Giovanni Calabria; the Delegation Nossa Senhora Aparecida; the Delegation Inmaculada; the Delegation Mama Maxima.
<i>How much does it cost</i>		Just the Trip of two people to certify the Delegations.
<i>Verification</i>		At least four valued Delegations.

1.12	Operational Goals	<i>Ask the report of the resources to the Delegations / Missions coming from the general Administration.</i>
<i>When to do it</i>		Every three months.
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		To grow in the transparency and in the effectiveness of the use of the resources.
<i>How to do it</i>		With a formulated card on purpose, give an orientation to the Delegations / Missions. To bind the receipt of the report to the dispatching of the following tranches.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		With the Receipts of all the accounts.

1.13	Operational Goals	<i>Make the Report of Mission of the general Administration.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		To inform all the people that belong to the Calabrian Opera about what has been realized with the help of the Providence.
<i>How to do it</i>		Using the data of the report of the Delegation/Mission Creating a group of job to elaborate the Budget of the Mission.
<i>How much does it cost</i>		Just the Cost of a technical advisor.
<i>Verification</i>		Every month of June must be completed the Budget of the preceding year.

1.14	Operational Goals	<i>Create and let return operational, the Sector of the Formation.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The general Council
<i>Why to do it</i>		To support the general Council in the projects of formation.
<i>How to do it</i>		Individualizing a physical area destined to the office of the sector. Defining the people who are responsible of the sector. Making a planning of the jobs to do in the sector.
<i>How much does it cost</i>		It depends on the activities of the operational Goals.
<i>Verification</i>		The created and working Sector within the end of the 2018.

1.15	Operational Goals	<i>Realize some courses about the Method of Calabrian Management for religious and laymen collaborators of the Delegations / Missions</i>
<i>When to do it</i>		Starting from 2018
<i>Who does it</i>		The general Administration.
<i>Why to do it</i>		In order that the Method of Calabrian Management is known and realized by religious and collaborators of the Delegations / Missions. To increase the number of the people that, inside the Congregation, can deal with the Management.
<i>How to do it</i>		Organizing some courses in Angola and South America for religious and collaborators of those Delegations. Organizing some courses in Italy for religious and collaborators of the Delegation of S. Giovanni Calabria, Delegation Ish Kripa, Delegation Mary Mother of the Poor, Mission St. Joseph. Collaborating with the Formation and Communication Sectors. Using the teaching aids written by the general Administration.
<i>How much does it cost</i>		It depends on the activities of the Goals aimed.
<i>Verification</i>		Courses realized with the representatives of all the Delegations / Missions.



Delegation S. Giovanni Calabria

Italy. Romania. Portugal

2	General Goals	<ul style="list-style-type: none"> • Conclude the organizational process regarding the Management of the Delegation St. Giovanni Calabria, in order to make it more and more autonomous towards the general Administration and to answer to the applications of the Delegation's Statute. • Going on to implement the Calabrian model management • Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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2.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation, the general Administration, sector of Communication\Center of Culture and Calabrian Spirituality.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

2.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

2.3	Operational Goals	<i>Identifying a contact person, as part of the Delegation, encharged of elaborating, managing and controlling the projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

2.4	Operational Goals	<i>Predispose the administrative structure in sight of the Certification of the Calabrian Method of Management.</i>
<i>When to do it</i>		Second semester of the 2018.
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		In order that the Management of the Delegation could be in accordance with the rest of the Congregation. To realize a management both technique and human.
<i>How to do it</i>		Making the Delegation management coherent and conforming to the Teaching aids of the Calabrian management.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Certification got within the 2018.

2.5	Operational Goals	<i>Certifying the Budget of the Commercial area.</i>
<i>When to do it</i>		Begin in 2018 and certify the budget in the 2019.
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To be a sign of transparency for today's society. To be a model of management of Civil and solid for the Organization.
<i>How to do it</i>		Entrusting an external firm with specific professionalism.
<i>How much does it cost</i>		You must make an estimate.
<i>Verification</i>		With Certified budget of the year 2018.

2.6	Operational Goals	<i>The Congregation which have not made it yet, must make operative the organizational model of the Legislative Decree 231.</i>
<i>When to do it</i>		Going on with the project already operating during the preceding three years.
<i>Who does it</i>		The various commercial associations.
<i>Why to do it</i>		To improve the management of the Congregation and to legally protect the organization.
<i>How to do it</i>		Going on with the project in progress.
<i>How much does it cost</i>		The cost will be charged to the relative Congregations.
<i>Verification</i>		The operational Model in all the sector of the Delegation within June 2018.

2.7	Operational Goals	<i>Promote the use of the teaching aid 04. Management with the People.</i>
<i>When to do it</i>		Starting from the first months of the 2018.
<i>Who does it</i>		The single activities stimulated by the Delegation and by the Areas.
<i>Why to do it</i>		To valorize the collaborators and to realize a collegial management with the collaborators, taking well into consideration, the competences of each person.
<i>How to do it</i>		Use the instructions contained in the teaching aid 04 elaborated by the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Operational management within the end of 2019.

2.8	Operational Goals	<i>Elaborate the Rule or Statute of the Areas and the Councils of Management of the activities.</i>
<i>When to do it</i>		In 2018
<i>Who does it</i>		The Office of Delegation with the single Areas and the Councils of Management.
<i>Why to do it</i>		To legally establish the role of the Areas and the Councils of Management, as they are named and their own administrative responsibility.
<i>How to do it</i>		Writing the Rule in conformity with the orientations of the teaching aid 01 elaborated by the general Administration. Approving it with deliberation of the Council of Delegation.
<i>How much does it cost</i>		
<i>Verification</i>		Within the end of 2018 all the elaborated and approved rules.

2.9	Operational Goals	<i>Constitute legally the Areas of the Delegation.</i>
<i>When to do it</i>		In 2018 – 2019
<i>Who does it</i>		The Council of Delegation and general Council.
<i>Why to do it</i>		To delegate the responsibility of the management to the operational unities.
<i>How to do it</i>		Decentralizing the Management of the activities of the Council of Delegation and the general Council. Studying the formality for the creation of juridical corporate body for the management of the areas. Studying Rules to delegate the juridical responsibility to the areas.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Areas constituted within the end of 2018
2.10	Operational Goals	<i>Elaborate a Plan of balancing all the Debts of the general Delegation / Administration.</i>
<i>When to do it</i>		During the First months of 2018
<i>Who does it</i>		The Technical and Economic Committee of the Delegation.
<i>Why to do it</i>		To balance all the debts contracted in the Institutional Sector and in the Commercial Sector.
<i>How to do it</i>		Appraising for every center of cost the possibilities of balancing them. Appraising a possible collaboration solidly among the houses.
<i>How much does it cost</i>		
<i>Verification</i>		Through an Elaborated plan at the beginning of 2018
2.11	Operational Goals	<i>Create the area Social-Sanitary –Disabled persons</i>
<i>When to do it</i>		During the First semester of 2018
<i>Who does it</i>		The Council of Delegation with the Economic and Technical Committee of the Delegation.
<i>Why to do it</i>		To give a better identity to the activities with the disabled persons. To develop this so important area for the Charisma of the Congregation. To sustain more the activities with the disabled persons.
<i>How to do it</i>		Creating the area: Social-Sanitary- The sector disabled persons, with his own Council of management
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Constituted the area Social-Sanitary- Disabled persons within the first semester of the 2018.
2.12	Operational Goals	<i>Predispose and realize the "Project Mother House" that could adopt a model of management in a condominial form and moreover foresees the occupation of the available physical spaces.</i>
<i>When to do it</i>		First months of 2018.
<i>Who does it</i>		The administration of the delegation with the help of the general Administration.
<i>Why to do it</i>		To realize the mission of Mother House, namely: "to be a lighthouse for today's society" and consequently to be more and more Providence for the poor. In order that the financial management of Mother House could be self-sufficient. To use the available physical spaces for the benefit of needy people.
<i>How to do it</i>		Appointing the Sanctuary of St. Giovanni Calabria "the first of all " regarding the "Project Mother House." The Religious Community is a Center of cost of the "Project Mother House" like the other centers of cost. The "Project Mother House" is managed by the Office of Delegation, with a specific person covering this role. Elaborating projects to occupy the available physical spaces.
<i>How much does it cost</i>		To be calculated in the project.
<i>Verification</i>		Operational project within the end of the 2018.



Delegation N. Senhora Aparecida

Brazil

3	General objective	<ul style="list-style-type: none"> • Make the management of the Delegation more and more prophetic and innovative, according to the model of Calabrian management, develop new projects, update the existing activities and form the managers. • Going on to implement the Calabrian model management • Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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3.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

3.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

3.3	Operational Goals	<i>Identifying a contact person, as part of the Delegation, encharged of elaborating, managing and controlling the projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

3.4	Operational Goals	<i>Predispose the Management in sight of the Certification of the Calabrian Method of Management.</i>
<i>When to do it</i>		In the Second semester of the 2018.
<i>Who does it</i>		The Administration of the delegation
<i>Why to do it</i>		In order that the Management of the Delegation could be uniform with the rest of the Congregation. To implement a management both technique and human.
<i>How to do it</i>		Making the management of the Delegation coherent and conforming to the teaching aids of the Calabrian management.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Certification got within the 2018.

3.5	Operational Goals	<i>Favor an organizational exchange and of pastoral- vocational among the COV Campo Grande. -MS and the COV of Ciudad of the Este in Paraguay.</i>
<i>When to do it</i>		In the Second semester 2018.
<i>Who does it</i>		The communities of the two COVs. The Council of Delegation Inmaculada and The Council of Delegation Aparecida.
<i>Why to do it</i>		To make Benchmarking between the two activities. To learn together and to improve the performances of the two activities.
<i>How to do it</i>		Developing the sector together. Exchanging visits of knowledge. Programming together the vocational pastoral and the management of the activities.
<i>How much does it cost</i>		It depends on the activities of the objective.
<i>Verification</i>		After having made a joined program of job.

3.6	Operational Goals	<i>Qualify the management and adjust and modernize the physical structure of the hospital Divines Providence of Marituba.</i>
<i>When to do it</i>		In 2018 – 2020
<i>Who does it</i>		The administration of the delegation, Management of the hospital, and general Administration
<i>Why to do it</i>		To adequately answer to the sanitary necessities of the region. Because after 20 years from its construction, it needs an adjustment and an updating. The hospital is the sector with the greatest number of collaborators and the greatest financial volume of the Delegation.
<i>How to do it</i>		Continuing the investments for the modernization of the physical and technological structure. Investing in the quality of the management of the hospital. Forming technically the personnel. Building the Health Center
<i>How much does it cost</i>		Make financial estimates for every project.
<i>Verification</i>		Completed and working within the end of the 2020.

3.7	Operational Goals	<i>Progress with the apportionment of part of the ground of the Seminar of Farroupilha.</i>
<i>When to do it</i>		In 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To conclude the project approved by the Council of Delegation and by the General Council.
<i>How to do it</i>		Getting in touch with a firm that realizes the project of urbanization and takes care of the juridical procedures for the apportionment.
<i>How much does it cost</i>		It depends on the activities of the objective.
<i>Verification</i>		With Concluded negotiations within the end of the 2018.

3.8	Operational Goals	<i>Define the use of the Seminar of Farroupilha.</i>
<i>When to do it</i>		2019
<i>Who does it</i>		The Council of Delegation and general Council.
<i>Why to do it</i>		To optimize the human and physical resources.
<i>How to do it</i>		Planning and realizing a House of Meeting of Formation and Reception.
<i>How much does it cost</i>		Make the evaluation budget of the project.
<i>Verification</i>		Concluded within the end of the 2019.

3.9	Operational Goals	<i>Make the project to find the funds for the construction of the Clinical Center of the hospital Divines Providence of Marituba and show it to the organizations partner.</i>
<i>When to do it</i>		In the 2018.
<i>Who does it</i>		Sector Plans with the Missions. Administrative Management of the hospital.
<i>Why to do it</i>		To build the Clinical Center of the hospital Divines Providence.
<i>How to do it</i>		Drawing the project and showing it to the archbishop of Moscow.
<i>How much does it cost</i>		Not esteemed.
<i>Verification</i>		Plan shown within the first semester of the 2018.



Delegation Maria Inmaculada

Argentina – Paraguay – Uruguay

4	General objective	<ul style="list-style-type: none"> • Organize the management of the Delegation according to the standards of the teaching aids of the Calabrian management. • Going on to implement the Calabrian model management • Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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4.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

4.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

4.3	Operational Goals	<i>Identifying a contact person, as part of the Delegation, encharged of elaborating, managing and controlling the projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

4.4	Operational Goals	<i>Predispose the Management in sight of the Certification of the Calabrian Method of Management.</i>
<i>When to do it</i>		Second semester of the 2019.
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		In order that the Management of the Delegation could be uniform with the rest of the Congregation. To implement a management both technique and human.
<i>How to do it</i>		Making the management of the Delegation coherent and conforming to the teaching aids of the Calabrian management.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Certification got within the 2019.

4.5	Operational Goals	<i>Making the Plan of Management 2018. 2020 of the Delegation and sending a copy to the general Administration of it.</i>
<i>When to do it</i>		December 2017.
<i>Who does it</i>		Supply officer and responsible persons of the Management of the Delegation.
<i>Why to do it</i>		To manage the Delegation in a more organized form and to reach the preset objectives.
<i>How to do it</i>		Elaborating the Planning for three years accordingly to the orientations of the teaching aid 02 of the General administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Plan sent to the general administration on January 2018.

4.6	Operational Goals	<i>Name the Councils of Administration/Management for the period 2018. 2020 and make them operational.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Council of Delegation. The administration of the delegation
<i>Why to do it</i>		To update the Councils of Management of the Sectors. To collegially manage as deliberated in the XI general Chapter.
<i>How to do it</i>		The advisers' indication done by the Religious Communities of the Activities. Approval and nomination made by the Council of Delegation. Giving orientations on the management of the meetings. Making the planning of the Sectors. Asking to the Councils the records of the meeting.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Council of Delegation has received the deliberations of the nomination of the Councils. The Council of Delegation has received the records of the meetings.

4.7	Operational Goals	<i>Send to the general Administration the Records of the meetings of the Councils of Management and the Councils of the Family.</i>
<i>When to do it</i>		Every three months, together with the report of the resources sent by the general Administration.
<i>Who does it</i>		The Administration of the Mission.
<i>Why to do it</i>		To make the Councils operational with periodic meetings. To share the contents of the meetings with the Superior Councils. To take decisions together and with transparency.
<i>How to do it</i>		Asking the records of the meetings to each Council and sending it to the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Sent to the general Administration, the records of the various Councils named by the Delegation

4.8	Operational Goals	<i>Centralize the management and the accounting of the Delegation.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Council of Delegation.
<i>Why to do it</i>		To guarantee to the management of the Delegation stability and homogeneity. To dispose of a general an analytical accounting, for centers of cost, adjourned monthly. To help the Sectors to make a more accurate and transparent management.
<i>How to do it</i>		Predisposing an office which is equipped with people and tools to effect the management and the control of the activities of the whole Delegation.
<i>How much does it cost</i>		It depends on the activities of the objective.
<i>Verification</i>		Equipped office, with competent people. Accounting in order and updated.

4.9	Operational Goals	<i>Optimize the social sector of the Hogar Saint Teresa. Ciudad of the Este.</i>
<i>When to do it</i>		Starting From the second semester 2018.
<i>Who does it</i>		The administration of the delegation and general Administration.
<i>Why to do it</i>		To improve the quality of the sector. To optimize the physical structures available. To be able to follow a greater number of children.
<i>How to do it</i>		Beginning a collaboration with other realities that work in the social area of the Congregation. Making projects vitalize the Center of Reception of the under aged.
<i>How much does it cost</i>		Not defined.
<i>Verification</i>		Improved the project of reception.

4.10	Operational Goals	<i>Support an organizational exchange and pastoral vocational, among the COV Campo Grande. MS and the COV of Ciudad of the Este in Paraguay.</i>
<i>When to do it</i>		Second semester 2018.
<i>Who does it</i>		The communities of the two COVs. The Council of Delegation Inmaculada and The Council of Delegation Aparecida.
<i>Why to do it</i>		To make Benchmarking among the two activities. To learn together and to improve the performances of the two activities.
<i>How to do it</i>		Developing the activities together. Exchanging visits of knowledge. Programming together the pastoral vocational and the management of the sector.
<i>How much does it cost</i>		It depends on the activities of the objective.
<i>Verification</i>		Made a program of job together



Delegation Mama Muxima

Angola

5	General objective	<ul style="list-style-type: none"> • Keep on developing a technical management, transparent and humanized of the Delegation and of all of its activities to help to live the pure and genuine Spirit of the Opera and being "Living Gospels." • Going on to implement the Calabrian model management • Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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5.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

5.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

5.3	Operational Goals	<i>Organize the Sector of Elaboration, Management and Control of the Projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

5.4	Operational Goals	<i>Predispose the Management in sight of the Certification of the Calabrian Method of Management.</i>
<i>When to do it</i>		Second semester of the 2019.
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		In order that the Management of the Delegation could be uniform with the rest of the Congregation. To implement a management both technique and human.
<i>How to do it</i>		Making the management of the Delegation coherent and conforming to the teaching aids of the Calabrian management.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Certification got within the 2019.

5.5	Operational Goals	<i>Making the Plan of Management 2018. 2020 of the Delegation and sending a copy to the general Administration of it.</i>
<i>When to do it</i>		December 2017.
<i>Who does it</i>		Supply officer and responsible persons of the Management of the Delegation.
<i>Why to do it</i>		To manage the Delegation in a more organized form and to reach the preset objectives.
<i>How to do it</i>		Elaborating the Planning for three years accordingly to the orientations of the teaching aid 02 of the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Plan sent to the general Administration on January 2018.

5.6	Operational Goals	<i>Name the Councils of Administration/Management for the period 2018. 2020 and make them operational.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Council of Delegation. The administration of the delegation
<i>Why to do it</i>		To update the Councils of Management of the Sectors. To collegially manage as deliberated in the XI general Chapter.
<i>How to do it</i>		The advisers' indication done by the Religious Communities of the Activities. Approval and nomination made by the Council of Delegation. Giving orientations on the management of the meetings. Making the planning of the Sectors. Asking to the Councils the records of the meeting.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Council of Delegation has received the deliberations of the nomination of the Councils. The Council of Delegation has received the records of the meetings.

5.7	Operational Goals	<i>Send to the general Administration the Records of the meetings of the Councils of Management and the Councils of the Family.</i>
<i>When to do it</i>		Every three months, together with the report of the resources sent by the general Administration.
<i>Who does it</i>		The Administration of the Mission.
<i>Why to do it</i>		To make the Councils operational with periodic meetings. To share the contents of the meetings with the Superior Councils. To take decisions together and with transparency.
<i>How to do it</i>		Asking the records of the meetings to each Council and sending it to the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Sent to the general Administration, the records of the various Councils named by the Delegation

5.8	Operational Goals	<i>Consolidate the centralization of the general reporting and the analytical accounting in the office of Delegation.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		Administration of the Delegation
<i>Why to do it</i>		To be in order with the fiscal rules of the state. To have more transparency in the financial data of the Delegation and every center of cost. To be able to share the budget and the financial data with people. To take decisions with the support of the financial data.
<i>How to do it</i>		Making the accounting office fully efficient. Equipping with suitable computer equipment and of a program of accounting. Training people to do the accounting and to work online with the centers of cost.
<i>How much does it cost</i>		The cost depends on the activities of the objective fixed in advance
<i>Verification</i>		Closing the final budget within the expiration date required by the administration of the state. Doing monthly the accounting for center of cost.

5.9	Operational Goals	<i>Predispose the project of amplification of the Hospital Divina Providencia. Luanda.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Administration of the HDP. Administration of delegation General Administration.
<i>Why to do it</i>		To furnish sanitary assistance of surgical and obstetrical kind.
<i>How to do it</i>		Defining the project and finding the sponsors.
<i>How much does it cost</i>		It will depend on the predisposed project.
<i>Verification</i>		Project defined within the end of 2018.



Delegation Mary M. of the Poor

Philippines

6	General objective	<ul style="list-style-type: none"> Organize the administration of the delegation and the activities in the point of view of the Calabrian management for auto-supporting. Going on to implement the Calabrian model management Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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6.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

6.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

6.3	Operational Goals	<i>Organize the Sector of Elaboration, Management and Control of the Projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

6.4	Operational Goals	<i>Making the Plan of Management 2018. 2020 of the Delegation and sending a copy to the general Administration of it.</i>
<i>When to do it</i>		December 2017.
<i>Who does it</i>		Supply officer and responsible persons of the Management of the Delegation.
<i>Why to do it</i>		To manage the Delegation in a more organized form and to reach the preset objectives.
<i>How to do it</i>		Elaborating the Planning for three years accordingly to the orientations of the teaching aid 02 of the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Plan sent to the general Administration on January 2018.

6.5	Operational Goals	<i>Name the Councils of Administration/Management for the period 2018. 2020 and make them operational.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Council of Delegation. The administration of the delegation
<i>Why to do it</i>		To update the Councils of Management of the Sectors. To collegially manage as deliberated in the XI general Chapter.
<i>How to do it</i>		The advisers' indication done by the Religious Communities of the Activities. Approval and nomination made by the Council of Delegation. Giving orientations on the management of the meetings. Making the planning of the Sectors. Asking to the Councils the records of the meeting.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Council of Delegation has received the deliberations of the nomination of the Councils. The Council of Delegation has received the records of the meetings.

6.6	Operational Goals	<i>Send to the general Administration the Records of the meetings of the Councils of Management and the Councils of the Family.</i>
<i>When to do it</i>		Every three months, together with the report of the resources sent by the general Administration.
<i>Who does it</i>		The Administration of the Mission.
<i>Why to do it</i>		To make the Councils operational with periodic meetings. To share the contents of the meetings with the Superior Councils. To take decisions together and with transparency.
<i>How to do it</i>		Asking the records of the meetings to each Council and sending it to the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Sent to the general Administration, the records of the various Councils named by the Delegation

6.7	Operational Goals	<i>Centralize the management and the accounting of the Delegation.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Administration of the delegation
<i>Why to do it</i>		To guarantee to the management of the Delegation, stability and homogeneity. To have at disposal, a general accounting and an analytical accounting, for monthly adjourned centers of cost. To help the activities to make a more accurate and transparent management.
<i>How to do it</i>		Predisposing an adequately equipped office with prepared people endowed with fit tools in order to make the management and the control of the activities of the whole Delegation.
<i>How much does it cost</i>		It will depend on the predisposed project.
<i>Verification</i>		Equipped office, with personal competent. The accounting organized and adjourned.



Delegation Ish Kripa

India

7	General objective	<ul style="list-style-type: none"> Organize the Administration of the delegation and the activities in the point of view of the Calabrian management to grow and auto-support. Going on to implement the Calabrian model management Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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7.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

7.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

7.3	Operational Goals	<i>Organize the Sector of Elaboration, Management and Control of the Projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

7.4	Operational Goals	<i>Making the Plan of Management 2018. 2020 of the Delegation and sending a copy to the general Administration of it.</i>
<i>When to do it</i>		December 2017.
<i>Who does it</i>		Supply officer and responsible persons of the Management of the Delegation.
<i>Why to do it</i>		To manage the Delegation in a more organized form and to reach the preset objectives.
<i>How to do it</i>		Elaborating the Planning for three years accordingly to the orientations of the teaching aid 02 of the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Plan sent to the general Administration on January 2018.

7.5	Operational Goals	<i>Name the Councils of Administration/Management for the period 2018. 2020 and make them operational.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Council of Delegation. The administration of the delegation
<i>Why to do it</i>		To update the Councils of Management of the Sectors. To collegially manage as deliberated in the XI general Chapter.
<i>How to do it</i>		The advisers' indication done by the Religious Communities of the Activities. Approval and nomination made by the Council of Delegation. Giving orientations on the management of the meetings. Making the planning of the Sectors. Asking to the Councils the records of the meeting.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Council of Delegation has received the deliberations of the nomination of the Councils. The Council of Delegation has received the records of the meetings.

7.6	Operational Goals	<i>Send to the general Administration the Records of the meetings of the Councils of Management and the Councils of the Family.</i>
<i>When to do it</i>		Every three months, together with the report of the resources sent by the general Administration.
<i>Who does it</i>		The Administration of the Mission.
<i>Why to do it</i>		To make the Councils operational with periodic meetings. To share the contents of the meetings with the Superior Councils. To take decisions together and with transparency.
<i>How to do it</i>		Asking the records of the meetings to each Council and sending it to the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Sent to the general Administration, the records of the various Councils named by the Delegation

7.7	Operational Goals	<i>Centralize the management and the accounting of the Delegation.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Administration of the delegation
<i>Why to do it</i>		To guarantee to the management of the Delegation, stability and homogeneity. To have at disposal, a general accounting and an analytical accounting, for monthly adjourned centers of cost. To help the activities to make a more accurate and transparent management.
<i>How to do it</i>		Predisposing an adequately equipped office with prepared people endowed with fit tools in order to make the management and the control of the activities of the whole Delegation.
<i>How much does it cost</i>		It will depend on the predisposed project.
<i>Verification</i>		Equipped office, with personal competent. The accounting organized and adjourned.

7.8	Operational Goals	<i>Build the House of the Religious Community in Hahim.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Administration of delegation General Administration.
<i>Why to do it</i>		To let the life of the religious community be more comforting and stable.
<i>How to do it</i>		Elaborating the project and finding the sponsors.
<i>How much it costs</i>		It will depend on the project.
<i>Verification</i>		After concluding the construction within the first semester 2018.

7.9	Operational Goals	<i>Build the school in Fetri.</i>
<i>When to do it</i>		2018 - 2019
<i>Who does it</i>		Administration of delegation
<i>Why to do it</i>		To complete the approved project.
<i>How to do it</i>		Elaborating the project and building it with the funds got by the sale of the ground in Bangalore.
<i>How much it costs</i>		It will depend on the project.
<i>Verification</i>		After concluding the construction within the end of the 2019.



Mission St. Joseph

Kenya

8	General objective	<ul style="list-style-type: none"> Organizing the Administration of the Mission and the activities in the point of view of the Calabrian management for auto-supporting. Going on to implement the Calabrian model management Training the employees in order to managing the Opera in a consistent manner with the charism of the Congregation.
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8.1	Operational Goals	<i>Organize annually, the meeting of Calabrian Management.</i>
<i>When to do it</i>		Every year
<i>Who does it</i>		The administration of the delegation with the collaboration of the general Administration.
<i>Why to do it</i>		To deepen the Calabrian Method of Management. For training the managers of the activities.
<i>How to do it</i>		Organizing every year a meeting for the Superiors and the Supply officers of the religious communities; the priests and the parish advisers; the presidents, the managers and the advisers of the Councils of Administration\Management; the Manager and the advisers of the Councils of the Family; the collaborators that carry out administrative activity and that can be invited by the Council of Management of the sector to which they belong.
<i>How much does it cost</i>		The costs will be sustained by every single House that participates in the meeting.
<i>Verification</i>		Realizing an annual meeting with at least 16 hours of formation.

8.2	Operational Goals	<i>Elaborate the Plan of Pastoral and put it into practice in the activities developed by the Delegation.</i>
<i>When to do it</i>		Starting from the first months of 2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To develop a charismatic formation to the consumers and the collaborators of the activities.
<i>How to do it</i>		Elaborating the plan of pastoral and approving it in the Council of Delegation. Constituting a team of pastoral in every sector.
<i>How much does it cost</i>		Without any additional costs.
<i>Verification</i>		Project of Pastoral ready and approved within the end of 2018 and operational within the end of 2019

8.3	Operational Goals	<i>Identifying a contact person, as part of the Delegation, encharged of elaborating, managing and controlling the projects.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		The administration of the delegation
<i>Why to do it</i>		To improve the technical quality and the number of projects made. To help the development and the realization of the existing activities. To improve the technical management of the projects approved.
<i>How to do it</i>		Verifying the social impact of the projects and giving account of, to the financiers, with transparency and completeness. Engaging a person with suitable technical formation, in the office of Delegation, to coordinate the elaboration, the management and the control of the projects developed by the activities. Involving the technical advisors in the elaboration, in the management and in the report of the projects. Involving the management organisms of the sector. Defining clear rules for the elaboration, management and verification of the projects.
<i>How much does it cost</i>		Just a technician's remuneration.
<i>Verification</i>		The sector is working in the second semester of the 2018.

8.4	Operational Goals	<i>Making the Plan of Management 2018. 2020 of the Delegation and sending a copy to the general Administration of it.</i>
<i>When to do it</i>		December 2017.
<i>Who does it</i>		Supply officer and responsible persons of the Management of the Delegation.
<i>Why to do it</i>		To manage the Delegation in a more organized form and to reach the preset objectives.
<i>How to do it</i>		Elaborating the Planning for three years accordingly to the orientations of the teaching aid 02 of the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Plan sent to the general Administration on January 2018.

8.5	Operational Goals	<i>Name the Councils of Administration/Management for the period 2018. 2020 and make them operational.</i>
<i>When to do it</i>		2018 - 2020
<i>Who does it</i>		The Council of Delegation. The administration of the delegation
<i>Why to do it</i>		To update the Councils of Management of the Sectors. To collegially manage as deliberated in the XI general Chapter.
<i>How to do it</i>		The advisers' indication done by the Religious Communities of the Activities. Approval and nomination made by the Council of Delegation. Giving orientations on the management of the meetings. Making the planning of the Sectors. Asking to the Councils the records of the meeting.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		The Council of Delegation has received the deliberations of the nomination of the Councils. The Council of Delegation has received the records of the meetings.

8.6	Operational Goals	<i>Send to the general Administration the Records of the meetings of the Councils of Management and the Councils of the Family.</i>
<i>When to do it</i>		Every three months, together with the report of the resources sent by the general Administration.
<i>Who does it</i>		The Administration of the Mission.
<i>Why to do it</i>		To make the Councils operational with periodic meetings. To share the contents of the meetings with the Superior Councils. To take decisions together and with transparency.
<i>How to do it</i>		Asking the records of the meetings to each Council and sending it to the general Administration.
<i>How much does it cost</i>		Without any additional cost.
<i>Verification</i>		Sent to the general Administration, the records of the various Councils named by the Delegation

8.7	Operational Goals	<i>Centralize the management and the accounting of the Delegation.</i>
<i>When to do it</i>		2018
<i>Who does it</i>		Administration of the delegation
<i>Why to do it</i>		To guarantee to the management of the Delegation, stability and homogeneity. To have at disposal, a general accounting and an analytical accounting, for monthly adjourned centers of cost. To help the activities to make a more accurate and transparent management.
<i>How to do it</i>		Predisposing an adequately equipped office with prepared people endowed with fit tools in order to make the management and the control of the activities of the whole Delegation.
<i>How much does it cost</i>		It will depend on the predisposed project.
<i>Verification</i>		Equipped office, with personal competent. The accounting organized and adjourned.

CHAPTER III

Budget 2018-2020

"Put in place a methodology of collegial management inspired by the spirit of the Opera, where there are covered the Boards of Directors / Management with the participation of religious and lay people. To promote an effective solidarity among the houses and a streamlined, participatory management ".

(Witnesses throughout the earth, Final Document Chapter XI of the Poor Servants of Divine Providence)

3.1 Budget Estimate 2018-2020 triennium

	END 2016	PREV 2017	2018	2019	2020
COMPONENTI POSITIVI					
1 Vendita fabbricati e immobili	€ 1.652.000,00	€ 2.000.000,00	€ 1.600.000,00	€ 1.600.000,00	€ 1.600.000,00
2 Provvidenze generiche	€ 596.700,00	€ 460.000,00	€ 200.000,00	€ 200.000,00	€ 200.000,00
3 Eredità e legati	€ 1.962.689,15	€ 600.000,00	€ 500.000,00	€ 500.000,00	€ 500.000,00
4 Affitti	€ 107.692,32	€ 120.000,00	€ 120.000,00	€ 120.000,00	€ 120.000,00
5 Offerte indirizzate	€ 43.705,20	€ 50.000,00	€ 50.000,00	€ 50.000,00	€ 50.000,00
6 Ricavi da attività editoriali	€ 46.174,55	€ 40.000,00	€ 45.000,00	€ 45.000,00	€ 45.000,00
8 Pensioni e stipendi religiosi	€ 26.055,90	€ 20.000,00	€ 15.000,00	€ 10.000,00	€ 10.000,00
9 Ricavi vari	€ 57.801,60	€ 5.000,00	€ 20.000,00	€ 20.000,00	€ 20.000,00
TOTALE COMPONENTI POSITIVI	€ 4.492.818,72	€ 3.295.000,00	€ 2.550.000,00	€ 2.545.000,00	€ 2.545.000,00
COMPONENTI NEGATIVI					
1 Sostegno progetti di formazione nelle Delegazioni/Missioni	€ 686.279,82	€ 600.000,00	€ 540.000,00	€ 480.000,00	€ 420.000,00
2 Spese successioni e donazioni	€ 160.518,22	€ 30.000,00	€ 60.000,00	€ 60.000,00	€ 60.000,00
3 UtENZE	€ 7.943,40	€ 20.000,00	€ 10.000,00	€ 10.000,00	€ 10.000,00
4 Utilizzo spazi e costi uffici Amministrazione Generale	€ 116.582,89	€ 58.000,00	€ 70.000,00	€ 70.000,00	€ 70.000,00
5 Acq. E affitto immobili, beni strument, automezzi	€ 59.649,29	€ 0,00	€ 20.000,00	€ 20.000,00	€ 20.000,00
6 Manutenzione ordinaria e straordinaria immobili	€ 13.625,96	€ 50.000,00	€ 50.000,00	€ 50.000,00	€ 50.000,00
7 Costo del personale	€ 374.369,14	€ 300.000,00	€ 315.000,00	€ 270.000,00	€ 225.000,00
8 Consulenze notarili, legali, intermediazioni	€ 119.507,06	€ 130.000,00	€ 130.000,00	€ 130.000,00	€ 130.000,00
9 Viaggi e automezzi	€ 94.981,09	€ 70.000,00	€ 50.000,00	€ 50.000,00	€ 100.000,00
10 Interessi passivi e spese bancarie	€ 139.255,35	€ 120.000,00	€ 100.000,00	€ 80.000,00	€ 70.000,00
11 Spese Consiglieri Generali	€ 134.538,16	€ 20.000,00	€ 50.000,00	€ 50.000,00	€ 50.000,00
12 Spese Incontri e Formazione dei religiosi	€ 44.945,00	€ 65.000,00	€ 45.000,00	€ 45.000,00	€ 45.000,00
13 Spese per attività editoriali	€ 69.143,27	€ 58.000,00	€ 58.000,00	€ 58.000,00	€ 58.000,00
14 Imposte, tasse e assicurazioni	€ 202.484,48	€ 213.500,00	€ 200.000,00	€ 200.000,00	€ 200.000,00
15 Promozione progetti specifici	€ 0,00	€ 50.000,00	€ 50.000,00	€ 50.000,00	€ 50.000,00
16 Promozione progetti sanitari (vincolato)	€ 0,00	€ 130.000,00	€ 130.000,00	€ 130.000,00	€ 130.000,00
17 Costi vari	€ 88.909,58	€ 70.800,00	€ 50.000,00	€ 40.000,00	€ 30.000,00
TOTALE COMPONENTI NEGATIVI	€ 2.312.732,71	€ 1.985.300,00	€ 1.928.000,00	€ 1.793.000,00	€ 1.718.000,00
RISULTATO d'ESERCIZIO	€ 2.180.086,01	€ 1.309.700,00	€ 622.000,00	€ 752.000,00	€ 827.000,00

CHAPTER IV

Decalogue of the Calabrian Treasurer

*"There are so many other holy Opera and of God in the Church,
but there is none with all its special physiognomy
that the Divine Providence has given especially in these times,
while there is much need to call up the truth
and the reality of this attribute of the Providence of God. "*

(San Giovanni Calabria, Remainder Notes-5473, 04.23.1934)

4.1 Decalogue of the Calabrian Treasurer

In Calabrian Organizations the Treasurer, but also the directors and all the people who have the task of leading administratively a delegation, an activity or a community, have very specific tasks which can be summarized in this handbook:

1 - The treasurer oversees so that the Opera must be faithful to the charism, undertaking, when necessary, a reinterpretation of the mission. The treasurer is aware that the "how to do it" is as important as the "what to do."

2 - The treasurer is attentive to the need of change which the Opera have: for this reason he is able to evaluate what Opera and activities he has to support, delete or modify.

3 - The treasurer organizes training sessions for managers of the Opera. He is aware of a continuous need for technical and charismatic training.

4 - The treasurer shall implement procedures which allow a good planning. One of his most important tasks is to realize the planning, management and control.

5 - The treasurer controls that the budgets are made in real time and respecting the law. He carry out the general and analytical accounting with the technical support of qualified experts.

6 - The treasurer care of the spiritual, relational and economic sustainability. Cover the losses of an Opera without solving the management problems, means wasting providences that could be used in other Opera.

7 - The treasurer fosters the starting of appropriate systems for the management control using indicators. He write a periodic reporting to the religious community and the board on the administrative and financial progress.

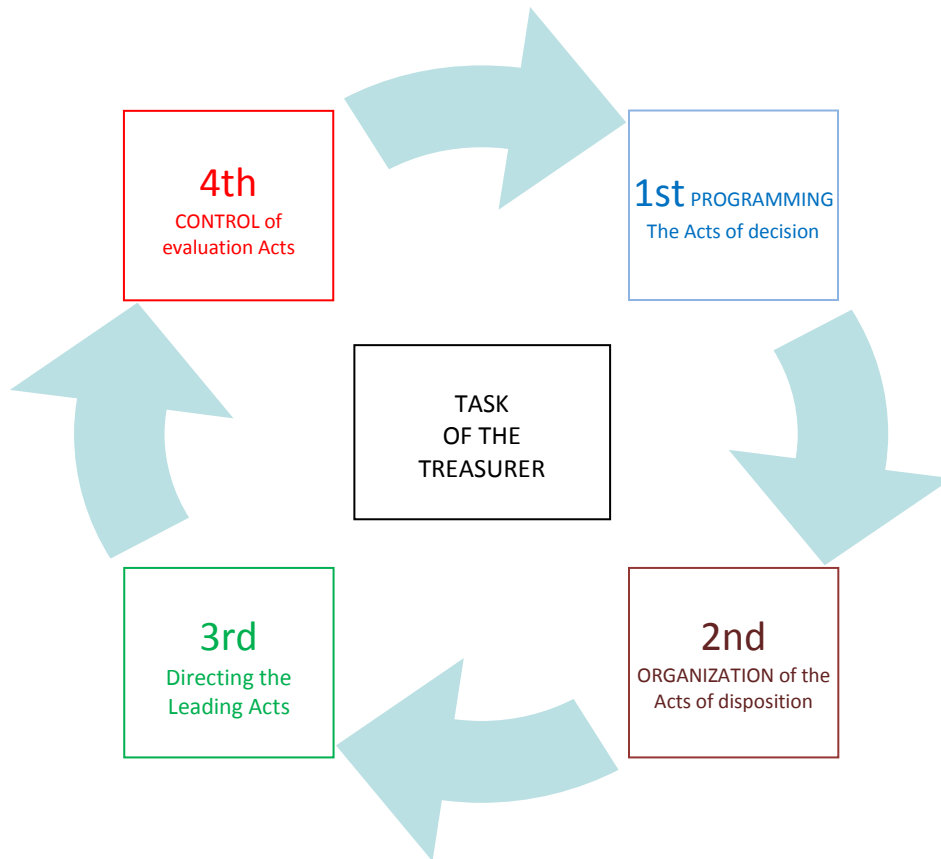
8 - The treasurer knows how to work with the technical advisors. He does not take any decision in the legal, accounting and planning sphere, without the advice of consultants.

9 - The treasurer manages the Opera collegially through the Delegation Councils Administration \ Management. He plans and decides in accordance with the Council's opinion.

10 - The treasurer implements the Calabrian Management model as required by the Congregation, for this reason the management teaching aids are part of its permanent technical and human training.

4.2 The Organization Management Cycle

The Treasurer is responsible for directing the organization in which he has been nominated. To Direct means actively participate in the formulation of management strategies and policies. This involves, for the whole management structure, a continuous involvement in the planning process, organization, control and re-programming of the Organization's management.



Each stage of the treasurer's work, involves the performance of administrative processes that require methodology and continuity. The treasurer is continually committed to : programming, organizing, leading and controlling the work.

CHAPTER V

Models of Management and Prophecy

*"I dream of a missionary choice able to transform everything,
because the habits, styles, schedules, languages
and every ecclesial structure might become an appropriate channel
for the evangelization of today's world
rather than self-preservation. "*

(Evangelii gaudium, n. 27)

5.1 Management Models and Prophecy

I dream of a missionary option that transforms everything, because the habits, styles, schedules, language and every ecclesial structure might become a proper channel for the evangelization of today's world, rather than concern only about self-preservation. (Evangelii Gaudium n. 27)

We define management as a set of practices and procedures based on a number of principles that have as their purpose the achievement of the mission of the Opera. The effective management is measured by the quality of services provided to users, the growth of collaborators, the ability to answer the questions of the territory and the retrieval of material and financial assets needed to maintain the mission.

The Calabrian model of management is the ability to direct the Opera through administrative processes that take into account the charismatic, human and financial aspects, in order to maintain their existence both in the present and in the future.

Below there is a summary of the four management models that can be prophetic and Calabrian signs of today's world.

5.1.1 - Model Management based on intentions, processes and people

The most widely used management models, even today, are those which are characterized by a combination of technology and relations based on the control. Another feature of these models is that the strategies are only under the competence of the direction which, many times, is identified in one person. These are the forms that give importance to strong thought, based on autocracy and individualism in decisions. This means that the strategic actions necessary to conduct the activities are not discussed with other managers and employees of the Organization, and even less such actions are decided with them inside a council. These autocratic models, in addition to not knowing how to engage people, do not even create a "family spirit". Now it comes to organizational forms that are no longer accepted in humanly and spiritually more developed organizations, also because it is clear that in this way you will not earn either in terms of efficiency or effectiveness. However it must be said that these management models rely on strategies, structures and consolidated systems over time, and are still widely used in different organizations, even being subject to criticism for their characteristic of limiting the relationships between the management and employees.

To overcome the management model just described, avoiding the paralysis of an organization and the closure of the activity, it has been necessary to devise an organizational system focused on intentions, processes and people. This new model, which has allowed to overcome the previous ones, gives the opportunity to the individual to begin to have the initiative, thus becoming the added value of the Organization. For this reason, this model is also called "individualized organization."

In this scenario, the environment becomes important inside the Organization and the Organization itself has to operate on a network. The individual initiatives are valued and encouraged. You can no longer just have a working group, but it becomes necessary to work in a group inside a team. In this new reality, it is vital that the Organization could keep in mind its vision and its mission, making them both known and shared by all employees-collaborators.

This new management philosophy is based on the assumption that the organization has

the task of forming people, creating an environment that makes them able to take initiatives, to cooperate and learn. It is the management of the activity that has the responsibility to create an enabling environment and trigger the mechanisms which could encourage people to implement their full potential; and it is always the direction that must make a transformation, first of all cultural: that is, passing from the traditional prerogative of authority and supervision to a perspective that allows people to explore and promote their energy and at last the resourcefulness and creativity of employees. The model based on Purpose, Process and People has led to a strong enhancement of the employee in the organization and did shift the focus from management to skills.

In the point of view of the competency, the organizations have begun to acquire the flexibility in order to adapt to the constant change of needs imposed by the environment inside and outside. The management with a focus on skills has meant that the organizations must begin to rethink about the rigidity of employment and stability of positions. This means that the competency model work is no longer just an objective that can be reduced to a list of tasks but needs to have the possibility of innovation.

In this regard, Philippe Zerifian (2001), a scholar of the topic of skills in the workforce, says that in the management system with a focus on skills, "the work becomes a direct extension of personal skills and the individual is more active in front of a professional situation ". By accepting this system, the organizations have begun to accept the idea that people can expand their activities and responsibilities in accordance with their capabilities.

Focusing our attention on the skill, the function of management has, as a consequence, profoundly changed. It does not consist any longer only in the control of the employees' behavior inside the workplace, as done before. On the contrary, little by little and after this model has developed, the management has started to deal not only with the administrative processes, with the structure, with the legal and disciplinary tools². But it has begun to look after everything related to the relationship between employees and the organizations. And the consequence of this is that the organizations have started looking for employees with a different profile than before. They no longer merely seek obedient and disciplined people, but they must be also autonomous. In other words the employees will be seen, from now on, as managers of their relationship with the organization and their professional development.

Certainly the focus on competence, has given more space to the participation of the collaborator-employee, to the positive achievements of the asset and to the Organization; it has made possible the fact that the employees can put in action their creative potential, intuition, the ability to interpret the context and act on it, generating many more benefits for the mission of the Organization. This is also the reason why today the management should be held together with the participation of the people. As a matter of fact, it is understood that people are equipped with skills which they can share for the good of the Organization itself. Of course, for this to happen, it is essential that employees are adequately trained.

Once recognized the validity of this management model, the biggest challenge is to create a work environment where people can develop their potential, creativity and initiative.

The management system with a focus on skills Organization gives a very different appearance from what it was before. In fact it's the same people who work with the organization to play a leading role in defining the rules and working environment

² ZARIFIAN PHILIPPE, *Objective competence: a new logic*, 2001, p. 56. Philippe Zarifian is a university professor of sociology at 'Université de Paris-Est Marne-la-Vallée, Dean of the college of social sciences and research director at the LATTs, laboratory linked to the direction for research and dell'ENPC associated with the CNR.

relationships. Of course these rules and relationships cannot and should not be rigid, on the contrary it is necessary to release the Organization of the trap that is likely to build on its own. It must create the conditions to be, at the same time, local and global; behave as a large organization and, simultaneously, moving as if it was small; to be decentralized and still maintain centralized strands. The fundamental point is that today's complex world requires both the personal initiative and a team work.

In this complex environment, the Organization needs to establish: mission, vision and values that can be shared with the co-workers, and create starting from these elements, an environment that is conducive to learning and to the fraternal and harmonious relationships. The mission, the vision and the values, give to the employees a common perspective on the Organization. The main function to be developed, in this view, is to give the opportunity for employees to acquire and live the values, vision and mission of the Organization, so that, they can identify themselves with these elements and remain united. In this sense it is up to the managers to be able to promote this institutional environment. So, through a prophetic management, the ability of individuals will be enhanced and in the same time, the Organization's ability to witness the charism, will more and more strengthen.

Considering the previous reflection, we can say with confidence, that the management model that gives emphasis to the goals, processes and people by enhancing their competence, will favour a more humane and person-centered management as required by the Calabrian Carisma. We can then utilize this trend to develop a management style that could approach the Opera's mission and ensure this way efficient, effective, prophetic and fruitful management.

5.1.2 - MANAGEMENT MODEL WITH FOCUS ON TRUST

The trust is characterized by the development of social virtues that produce spontaneous cooperation in a team and individual autonomy. In this case, the investment takes longer to become a recurring practice in the Organization; However, it is a practice that enhances the potential of employees, making the team motivated and involved in the pursuit of the mission.

In order that there could be, inside the Organization, a management based on trust, it is necessary to abandon the model based only on the development of individual virtues and so favors the performance of the individual. The management that emphasizes the individuality, seeks cooperation through the logic of coercion and of the application of bureaucratic methods, such as: contracts, rules, procedures and financial regulations or a formal control in general. These bureaucratic procedures are designed to accomplish the task that the relations of trust perform spontaneously.

On the contrary, the virtues of a management method based on trust are countless. The confidence environment in the Organization produces motivation, satisfaction and personal commitment of the employees in accordance with the mission. It elevates the level of cooperation of employees in the business, with the Opera, and among them. It promotes the processes of change in the organization and decentralization. A system inspired by confidence, leads to a more efficient management style, it allows as a matter of fact the creation of organizational skills known as share capital and stimulates creativity and innovation. The Trust creates the most important Organization capital, social capital, the one that brings true sustainability.

The Confidence in the management involves a summary of all these positive aspects:

- greater satisfaction and commitment of collaborators;
- improving communication between management, employees and the territory;
- improving the quality of information sent to the direction;
- acceptance of the delegation of authority;
- incentive to the exercise of leadership;
- perception of Justice in judgments;
- construction of Organizational citizenship;
- decrease of internal conflict and competition;
- improvement of individual performance;
- improvement of team performance.

As part of the management, the Organization trust, decreases the cost of formal monitoring, reduces the risks relating to personal interactions, accidents in the workplace, absenteeism, disputes, opportunistic behavior, and anything that comes from a lack of interest for the mission.

A management method based on trust, produces in the people a greater sense of belonging to the Opera. And this, will tend to produce a strong sense of community creating in the people involved with the mission an increasing commitment in internal and external relations of the Organization. This makes the attribute of the trust a fundamental element in order to create a familiar environment and carry out the "intuitu Operae" as required by the Calabrian Carisma.

An indispensable condition for achieving the management based on trust is transparency both in finance and in that mission. Such transparency is achieved only if the objectives are shared.

As we can see, the management model with focus on confidence, helps to create a spirit of family and fraternal relations and solidarity in the workplace. It brings people to feel part of the Work, stimulating them to witness to the charism Calabrian with their work. Building trust in a society like ours, based on distrust, represents another element of true prophecy.

5.1.3- MENTAL MODEL OF MUTUAL LEARNING

The management model that encourages mutual learning, promotes a system of organization closer to the charism that the founder has left us. Indeed, this model encourages us to a relationship that promotes the "family spirit" within the Organization and in the relationship with the outside.

Following F. Kofman (2004)³, To get to this form of organization it is necessary to overcome the mental model of unilateral \autocratic control which is characterized by the concentration of power in the hands of the Executive director. Such a system, is carried out in general, by the inability of the executive to recognize his limits or in his attempt to hide them. In an autocratic system ruling, the Executive director, being unable to see the limits of the others, usually finishes by punishing them or finds it difficult to discuss topics related to the work and does not tolerate those with different opinions.

On the contrary, in a mutual learning mental model, the manager has the following characteristics:

³ Fred Kofman - University of Buenos Aires and University of California, Berkeley. Writer, philosopher and coach (trainer); director of the University San Francisco Marroquin - Guatemala.

- He considers himself a human being with all his own limitations, so he accepts that his opinion is not absolute and knows he has no monopoly on the truth;
- Feeling inclined to the dialogue, he accepts that also the ideas of the collaborators have a logic and is willing to understand their point of view and to seek a collective solution for a mutual learning;
- The restrictions existing in the working environment, can become an incentive to the flexibility and negotiation;
- He uses to judge his mistakes, as an opportunity for growth. He let possible the review of the processes that have generated these errors and learns in this way to develop his role more effectively;
- He plans and leads the activities and the tasks in a collegial and participative manner;
- He generates a low defensiveness ambient and a higher learning one;
- He shows his way of thinking and accept that it could be debated;
- calls for the opinion of the people involved in the mission;
- He assumes the role of protagonist and also the responsibility that the function imposes on him;
- He doesn't fear to discuss controversial issues and dilemmas to make them clear and overcoming;
- He causes the comparison of points of view, transforming it into a means of learning.

The mutual learning model is very positive and results in positive consequences, both for employees and for the organization. With this style of management, the employees give up acting in a defensive and manipulative way.

The people who have relationships with the activities become more transparent in their opinions and in their performance. The Employees put more commitment in, and work with more enthusiasm. In the various sectors the level of individual competition decreases and the collaborators begin to operate focused on the job and are predisposed to learn. In this way, errors are identified and quickly corrected. In addition, in this method of administration, the processes are continuously improving: new ideas spring up and these are used to improve the work organization, the employees, through consensus, become more willing to set new goals and processes for the benefit of ' activities.

This model contains a high degree of dreams and idealism. It is a method that requires people who are basically willing to give up their individual projects of competition and achievement.

The mutual learning model requires from the people essential values like: happiness, fulfillment, liberty, peace and love (Filìa). It also requires by collaborators virtues such as: responsibility, independence, excellence, honesty, humility, respect, compassion, kindness, integrity and discipline. Of course it is difficult to live these values, both in individual life and in the working environment. It's for this reason that the climate and the institutional organization should be structured in order to help people to live these values. The mutual learning within an organization, whether if it is a religious community, parish or social activity, it is a sure way to create an atmosphere of family and co-responsibility with the institution's mission.

5.1.4 - MODEL BASED ON KNOWLEDGE MANAGEMENT

Peter Drucker, world-renowned author for his work on the management theories, used to said that " The Welfare of a nation should not be measured by its financial or material resources, but from his knowledge and the knowing how to commute knowledge into further knowledge. "

In a rapidly changing society, even the profile required to a manager is evolving and the upgrading of knowledge is therefore crucial. In this sense we can compare what the managers were asked to in the recent past versus what a modern manager has to be.

The Manager of the Past	The Manager of the Third Millennium
He learned when someone taught him.	He is always willing to learn.
He thought that learning should occur mainly in the school.	It recognizes the importance of the training that comes from the experience of the work.
He lived the responsibility and authority only in terms of career.	He feels responsible for his professional career.
He didn't feel responsible for its own development.	He takes responsibility for the development of his know how through training.
He assumed that his training was already complete and that there was need only for some small integration.	He maintain the view that the training lasts throughout his whole life.
He did not perceive the link between training and professional results.	It senses that training affects completely his business.
He left the responsibility of his training to the institution.	He decides Intentionally what to learn.

We can conclude that managers should be responsible for their own learning and should be aware that their personal and professional development is highly dependent on their personal actions and on the search for new knowledge. Being a coordinator of people and depending on him the quality of services to users, the manager now has a real obligation to seek for new knowledge and hence must constantly update.

Conclusions

As we have seen so far, the Management and Control Plan is a tool that provides us with the guidelines of the Organization's management. On the other hand, the goals we want to achieve have a meaning only if they meet with a management model which is fully in accordance with the institutional charism.

We trust that the Management Plan 2018 - 2020 will be an important tool to determine a path with which to improve the material and human resources and as a consequence to provide a better assistance to our users.

We hope that at the end of a three year period, we will be able to verify that the implementation of this Management Plan will have helped to improve the performance of our mission.

"The economic sphere is neither ethically neutral,
nor inherently inhuman and opposed to society.
It belongs to human activity and just because it is human,
It must be structured and governed in an ethical manner. "

(Caritas in Veritate/ charity in the truth)

