



acts

of the general council

year CII

december 2020

N. 434

official organ
of animation
and communication
for the
salesian congregation

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acts

**of the General Council
of the Salesian Society
of St John Bosco**

OFFICIAL ORGAN OF ANIMATION AND COMMUNICATION FOR THE SALESIAN CONGREGATION

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**«Signs and bearers of the love of god for young people,
especially those who are poor» (C. 2)**

**SIX YEARS THAT DEMAND
BOLDNESS, PROPHECY AND FIDELITY**

“First, I thank my God
through Jesus Christ for all of you,
because your faith is proclaimed throughout the world.
For God, whom I serve with my spirit
by announcing the Gospel of his Son,
is my witness that without ceasing
I remember you always in my prayers,
asking that by God’s will,
I may somehow at last succeed in coming to you.
For I am longing to see you
so that I may share with you some spiritual gift
to strengthen you –
or rather, that we may be mutually
encouraged by each other’s faith
both yours and mine” (*Rom 1:8-12*).

Rome, 8 December 2020
*Solemnity of the Immaculate Conception
of the Blessed Virgin Mary*

Dear Confreres,

I am making St Paul’s words my own while writing to you to present you with the Rector Major and his Council’s ‘Project’ for the six year term already underway.

What kind of Salesians for the youth of today? This question resounded over the months preceding the 28th General Chapter and accompanied us over the months spent in Valdocco up until the premature closing of GC28 due to the COVID-19 pandemic. It is the question that needs to continue to accompany us and en-

lighten our path over these next six years. The six-year term that awaits us will undoubtedly be a valuable opportunity for being *bolder, more prophetic and ever more faithful*, to the point of carrying out “the Founder’s apostolic plan: ... to be in the Church signs and bearers of the love of God for young people, especially those who are poor” (C. 2), wherever we are present as the sons of Don Bosco, dreamt of and raised up by the Holy Spirit.

My dear confreres, now that some months have passed since the closing of GC28, together with the General Council I am offering you a reflection to accompany the plan prepared by the Rector Major with his Council for the animation and governance of the Congregation over the six years from 2020-2026.

1. A precarious time

Seven months have gone by since the closure of the 28th General Chapter and certainly, along with the rest of the world, we have been living through a complicated time marked by *precariousness*. Let me point to some simple indicators of this, among the many that could be listed:

- ⇒ As a General Council, we too have not yet managed to all meet together, not even once, and it will take months for this to happen.
- ⇒ We Salesians too have been struck by the pandemic: as I write I sadly need to tell you of the death of 67 of our confreres. Along with them, family members and relatives of other confreres, as well as other loved ones and our acquaintances, have also died.
- ⇒ Like so many other people, we have felt and lived through the experience of “isolation”. There have been moments of nervousness, anxiety and even fear. Elderly confreres, but also young people, have been hospitalised and risked losing their lives.

- ⇒ During the year many novitiates had to start their activities within the different countries of origin of their novices, because due to the pandemic many novices could not leave their country. This has fragmented an already well-established formation stage, in the expectation – hopefully not too long – that it would be possible to bring the novices together as in the past.
- ⇒ As has happened for thousands upon thousands of families, hundreds of our Salesians houses too have been economically affected and experience huge difficulties in keeping their works and communities sustainable. They often find themselves unable to assist those who, at this moment, need us most. All this hurts us deeply.
- ⇒ Many schedules, planned events and commitments have been skipped or cancelled. In a way, everything seems to have stopped.
- ⇒ At the same time we are seeing enormous creativity, characterised by the many initiatives on behalf of those most in need around us; but we are surprised to admit that we have never experienced something like this before and that we are still going through it.

Faced with this reality, I myself have invited you on several occasions, dear confreres, to look at, contemplate and experience this time with profound faith and hope, without letting yourselves be carried away by this “pandemic tsunami” which brings so much pessimism with it, together with the temptation to close in on ourselves.

Once again I invite you to take a contemplative stance and to remain silent before so much accumulated pain, especially the pain of many people, many families, many poor people.

This attentive and compassionate gaze according to God’s heart, must make us ever more merciful in our interventions, more humble in our words, our proclamations, our statements

and our judgements. What a splendid fruit of the Spirit this will be if we translate it into reality!

2. A believing manner of looking at reality and the world

In the situation we are going through, one truth is forced on us as believers: God has never had his people set out on a journey without accompanying them. This has been the case throughout the development of Revelation in history and continues to be the case today. In Jesus Christ, the Emmanuel, the God-with-us – the time of Advent and approaching Christmas shows us this – the way forward is God himself, who always walks with us. Even during a time of pandemic.

The current moments of difficulty and disorientation require all possible attention and acuity on our part to perceive more than ever that God is with us, very close to us, especially in His Son Jesus Christ.

Pope Francis reminded us of this last 27 March at an extraordinary moment of prayer he presided over in a deserted St Peter's Square. He invited us to be aware that this is "a time to choose what matters and what passes away, a time to separate what is necessary from what is not. It is a time to get our lives back on track with regard to you, Lord, and to others." He then added: "We are not self-sufficient; by ourselves we founder: we need the Lord like ancient navigators needed the stars. Let us invite Jesus into the boats of our lives. Let us hand over our fears to him so that he can conquer them. Like the disciples we will experience that with him on board there will be no shipwreck. Because this is God's strength: turning to the good everything that happens to us, even the bad things. He brings serenity into our storms, because with God life never dies."¹

¹ FRANCIS, *Meditation of the Holy Father during the extraordinary moment of prayer at a time of pandemic*, Rome 27 March 2020.

At this time of uncertainty, exhaustion, instability, fear, we could be thinking – like Prometheus in the Greek myth – that we have to face the situation we are experiencing with our own poor strengths, together with so many people around us. But as believers we are called to continue doing our best with the clear and steady awareness that here and now our strength is grounded in the certainty that Jesus Christ the Lord is with us, in our midst: in the “storm” or in the “desert” that we are crossing.

This is the journey that I personally think about and dream for our Congregation over these six years: tackling the storms and deserts without pre-determined horizons, knowing well the One in whom we have placed our trust – as the Apostle Paul says when writing to his disciple Timothy² – without closing in on ourselves, isolating ourselves and moving away from those who need us, in an effort to protect ourselves from whatever threats... Families, individuals and our boys and girls need our presence in their midst; they need us to stay among them, neither closed nor hunkered down in spaces of physical or psychological security.

Dear confreres, I hope that along this journey we will continue to be convinced that the rhythm of a society – the societies, people and cultures among whom the Salesian charism is present – is not only dictated by those who run the most, but also by those who are weaker, more fragile, or who cannot even walk, cannot even speak because they have no voice. This must be our post-chapter horizon: with boldness and prophecy, faithful to Christ, following our father Don Bosco.

² Cf. 2 *Tim* 1:12.

3. The Project of Animation and Government of the Rector Major and his Council

Dear confreres, this letter accompanies the Project of Animation and Government of the Rector Major and his Council. First of all, let me remind you that we are going through a time and experiencing a context which is very particular: GC28 closed prematurely and the pandemic, which has already lasted nine months, will probably continue for at least another six months, according to experts. As I have said on other occasions, this is the time that has been given to us and we are called to be fruitful during it. Don Bosco was always able to act with initiative and creativity during the time in which he was called to take care of the poorest young people of nineteenth-century Turin, and did not “give way to discouragement in the face of difficulties” because he had “complete trust in the Father” (C. 17). It is up to us to do the same.

The Project of Animation and Government was not written for the provinces. They can certainly draw profit from what they believe is valid for them. However, the plan as such concerns the particular commitments of the Rector Major and the General Council.

Other than the wealth of GC28, the provinces and vice-provinces can benefit from the *Holy Father’s Message* and the *Rector Major’s Action Programme for the Salesian Congregation after General Chapter 28*. Those guidelines were intended to be a kind of long “highway” we would like to travel over these six years. I don’t believe that the most important thing is the “speed” we all make this journey with, given that so many factors are involved: historical, cultural national. The most important thing is to be certain that by following the authoritative signs from the Pope and the Congregation, we are heading in the right direction. It would be very difficult, not to say impossible, to find even a single province or vice-province that did not feel they were in tune with these action guidelines, or thought them distant or not focused on their local reality.

Adopting an image from nuclear physics or astronomy, we could say that these *action guidelines* are like the concentric orbits that particles or satellites take around a nucleus or a central star. The centre is the figure of today's Salesian: "What kind of Salesians for the youth of today?" was the question put as the theme of GC28. We could describe the concentric circles around the nucleus of the theme as follows:

- ⇒ How the young John Cagliero, today's Salesian needs to feel that the words: "Monk or no monk, I am staying with Don Bosco"³ refer to himself. This is action guideline no. 1 (AG [Action Guideline] 1: Six years for growth in Salesian identity), because in fact many of us have heard the Lord's call through the charm and attraction worked on us by Don Bosco, our father, who was everything to his young people.
- ⇒ Obviously this motivation alone is not enough to sustain an entire lifetime. Sooner or later comes fatigue, because our life is not a work but a vocation. Day after day, year after year, we discover that the life of the consecrated individual, the life of the Salesian, is sustained only by the central place Christ has, only if we have the heart of the Good Shepherd, like Don Bosco, who gave himself to the young till his last breath (AG2: The urgency of the "Da mihi animas cetera tolle").
- ⇒ From Don Bosco we learn that the essence of the preventive system and the secret that opens the hearts of the young comes from our presence among them (AG3: Living the "Salesian sacrament of presence"). This is the presence of the educator, of a brother, a father and also a friend (C. 15). It is an affective and effective presence that makes us want to spend every moment with them in their midst.
- ⇒ All this is to live with a Salesian heart like Don Bosco's, following the example of Jesus Christ the Good Shepherd. A heart that feels that "its absolute priority is for the young, the poorest, the abandoned and defenceless" (AG5).

³ Cf. *MB*, VI, 335.

- ⇒ These Salesians for the young people of today, us in other words, and those who continue to knock at the doors of Don Bosco's charism, must assimilate all the features of identity proper to it through their formation (initial and ongoing), along with another feature that is very important, but which we offer greater resistance to in many parts of the world. I am referring to the difficulty and effort of incorporating the great and powerful contribution that the laity and the Salesian Family make to the charism into our Salesian DNA, as an inheritance received from Don Bosco himself. (AG6: "Together with lay people in the mission and formation. The charismatic strength that the laity and the Salesian Family offer us").
- ⇒ And the Salesian for the youth of today is capable of loving what young people love. Today he discovers and recognises the great sensitivity that young people have and manifest for the care of creation. He perceives that this attention touches them deeply, envelops them, unites them, motivates them and stirs up their commitment. Therefore we have decided to set out on the road with them "accompanying them towards a sustainable future" (AG8).

It remains for me to stress that all these elements of the Salesian identity for today's young people involve two options which are part of animation and governance at all levels (global, provincial and local). The Rector Major with his Council will invest a great deal of energy, motivation, human and economic resources to implement these options:

1. The first concerns the central place we will give to initial formation (in all its phases) and ongoing formation in these six years. (AG4).
2. The second touches fully on the conviction that our Congregation must journey over the next six years towards greater universality and without borders. Nations have borders. Our generosity, which sustains the mission, cannot and must not know limits. *The prophecy of which we must be witnesses as a Congregation does not have boundaries.* (AG7).

4. Teamwork with clear priorities

I maintain that what I have just presented can throw light on the action plan that follows.

The plan draws an arc that includes

- the particular plan for each sector of the Congregation (formation, youth ministry, social communication, missions, economy);
- the animation and accompaniment of regions, carried out mostly by the Regional Councillors.

The *eight action guidelines* for the six-year period are involved in this plan, with some specific emphases. They are all important. At the same time the priorities and development to be brought about over these six years are strictly bound up with the diversity of contexts and the specific reality of each province.

⇒ 4.1. We will give priority to *caring for the vocation of each confrere* and to *the sense of belonging to the Congregation*.

Fr Egidio Viganò had already warned us many years ago of the danger of *genericism* in the Congregation.⁴ Perhaps today this “genericism” is of another kind and risks being experienced by some confreres as “vocational relativism”, meaning that it doesn’t matter if they leave Don Bosco and abandon the Congregation, so long as they are exercising the priestly ministry in one or other diocese. At times, for some confreres,

⁴ Cf. E. VIGANÒ, *Circular Letters of Fr Egidio Viganò to the Salesians*, Direzione Generale Opere Don Bosco, Rome 1996, 69, 661, 1041, 1053, 1116, 1281, 1286, 1526, 1558.

- Other significant quotations can be found in the following works (all in Italian):
- E. VIGANÒ, *L’interiorità apostolica. Riflessioni sulla “grazia di unità” come sorgente di carità pastorale*, Elle Di Ci, Leumann (TO) 1995, 115 e 173.
- Id., *Non secondo la carne ma nello Spirito*, Istituto Figlie di Maria Ausiliatrice, Rome 1978, 186.
- Id., *Un progetto evangelico di vita attiva*, Elle Di Ci, Leumann (TO) 1982.
- Id., *La Famiglia Salesiana di Don Bosco. Lettere del Rettor Maggiore*, Elle Di Ci, Leumann (TO) 1988, 222.

being a priest is a “risk” for their situation as consecrated religious rather than an opportunity to live their priesthood as Don Bosco did, meaning as the Founder of the Congregation, as a “Salesian among his Salesians” and a “priest among his boys” at every moment: on the playground, in chapel, in the dining hall, during the Eucharist, at play, in Confession, in the study hall or workshop, while praying the Rosary. Always and at every moment the Salesian and the priest with other Salesians among the youngsters.

There are Salesian priests who, after some years in the Congregation, ask if they can exercise their priesthood as parish priests, not in a Salesian parish but under the exclusive leadership of the bishop while they wait to be incardinated into the diocese. It is enough for these Salesians to exercise their priestly ministry, while being the Salesian of Don Bosco is put to one side. This is an *illness* affecting many institutes of consecrated life, and we are not exempt from this.

While saying this, I want to be understood correctly. The priestly ministry is always a precious gift from God. I am speaking about the religious consecration of the Salesian priest. I am not doubting the beauty and goodness of the priestly ministry; but I am warning against the real danger of devaluing or of not understanding the prophetic and charismatic power of our consecrated life, by thinking that one can be a Salesian, or stop being one, with the same ease, without anything changing, so long as one can continue to exercise the priestly ministry. But it is not the same thing. We are talking about a state of life that brings with it a different way of following the Lord in building the Kingdom of Heaven. Hence I speak of another kind of “genericism” that I call “vocational relativism”.

The long experience of the Congregation confirms that every time when confreres embark on paths that lead them to be focused on themselves looking for recognition, autonomy, at times independence at any price, then everything else is distorted.

On the contrary, when as Salesians of Don Bosco, brothers or priests, personally or as a community we make choices that start from a life that places Jesus Christ at the centre, we experience a profound inner dynamic that comes from the Holy Spirit and gives us solid happiness, leading us to be and to feel that we are true apostles of the young. Friends, brothers, fathers and educators who by imitating Don Bosco's fatherliness, are the best "good news" that can come to them from God through a human face.

For this reason, in the coming years we are committed to taking care of our vocation and that of our confreres as much as possible, together with the desire and joy of being forever *Salesians of Don Bosco* with our confreres, for the young.

- ⇒ 4.2 We will give priority to *being close to and accompanying provincials and their councils*, and provincial delegates too, starting from the various animation sectors of the Congregation. We believe that the decision, taken in the past six years, to ensure the closest possible proximity to each of the provincials from the beginning of their service, has been very positive and fruitful, starting with a first meeting with the Rector Major and part of the General Council and then offering the provincials a "road map" as an aid for the beginning of their service in the province.

The magnificent experience spent each year in Valdocco with provincials halfway through their service will continue to be looked after in the same way, spending a week of spirituality together at the cradle of our charism.

As I said at the conclusion of GC28, the Rector Major will also take on the task of animating a retreat for the provincials and members of the provincial councils in each of the Congregation's Regions.

- ⇒ 4.3 We will give priority, fully in harmony with the youth ministry sector, to the *evangelising dimension of our mission in all of its expressions*. In fact, we believe that it is certainly very important, and in some cases urgent, to "live, breathe and con-

tinue on its path, endeavouring to make the ‘Da mihi animas, cetera tolle’ a reality through proclamation of the Gospel”.⁵ From a careful look at the work carried out by the Chapter Assembly on the two reflection nuclei that we managed to deal with in GC28, there is clear insistence “on giving a *central place to the proclamation of Jesus Christ*, attentive to the new challenges this presents us with ‘in style content and method’. A youth ministry that proposes and produces experiences. A precious, real and striking proposal that is framed within community life, and makes young people themselves active agents in youth ministry, ‘bearers of the living fire of the Salesian charism’, offers them every kind of experience through which it is possible to touch Jesus, to feel Jesus in the first person. The relationship of friendship with Jesus needs moments of encounter, founding experiences, strong moments that consolidate (fortify, mobilise, strengthen) this relationship and ‘help to discover life as a gift for others.’”⁶

This strong evangelising conviction of our youth ministry must have the vocational dimension as its unifying principle. The many efforts expressed in the field of education and evangelisation should help our boys and girls to follow a path of faith that naturally leads them to ask themselves the right questions about their vocation: “Lord, what do you expect of me?” This aim is made possible by processes of accompaniment and by those who accompany – Salesians and lay people, members of the Salesian Family – ever more formed and sensitive to this need.

⇒ 4.4 We will give priority to the significant and prophetic journey throughout the Congregation in making the *Salesian sacrament of presence* the distinctive sign of our DNA received

⁵ *The Rector Major’s Action Programme for the Salesian Congregation after GC 28*, no. 2, in AGC 433 (2020), 22.

⁶ M.A. GARCÍA MORCUENDE, *Chiavi di lettura educativo-pastorale del Capitolo Generale 28. Riflessione del Settore di Pastorale Giovanile*, n° 4.1, Rome 10 September 2020.

from Don Bosco. We will do everything possible to help bring about the conversion already asked for by GC26. It would be a wonderful fruit of GC28 if every Salesian – in every presence throughout the world in every province – and the Rector Major himself with his Council, were to find the time to be among the young as friends, educators and witnesses of God, whatever their role be in the community.⁷

In his message to GC28 Pope Francis made reference to the “Valdocco option” and to “presence”. He reminded us that “Even before things that need to be done, the Salesian is a living reminder of a presence in which availability, listening, joy and dedication are the essential features which give rise to processes. The gratuitousness of presence saves the Congregation from any activist obsession and from any kind of technical and functional reductionism. The first call is to be a joyful and gratuitous presence among young people.”⁸ It is with this sensitivity and with the strong call to attention that the young people present at the Chapter Assembly addressed to us, asking us not to forget them, that we will commit ourselves more and more over these six years to promoting an affective and effective presence among young people and with them. The oratory atmosphere of family and welcoming young people must be a distinctive sign of all our presences and must be the personal attitude of every Salesian of Don Bosco. Indeed, “we can say that the first oratory at Valdocco is like the ‘theological place’ of our charism: all of Don Bosco’s youth ministry came from there.”⁹

⇒ 4.5. We will commit ourselves to carefully seeing to formation (initial and ongoing) *so as become more evangelically signifi-*

⁷ Cf. *Action Programme*, *op.cit.*, 28.

⁸ GC28, *Message of His Holiness Pope Francis to the members of GC28*, in AGC 433 (2020), 62.

⁹ E. VIGANÒ, *L'interiorità apostolica. Riflessioni sulla “grazia di unità” come sorgente di carità pastorale. Nel centenario della nascita e nel venticinquesimo della morte*, Elle Di Ci, Torino 2020, 137.

cant as Salesians of Don Bosco. Although during the work of the GC28 Assembly we were not able to fully address what was to be one of the most important nuclei of the Chapter's reflection, there was a clear desire to develop the reality of the formation processes in our Congregation with clarity, courage and a broad vision. We are convinced that in a world that is experiencing very rapid changes – i.e. the world in which we live – we must be well positioned and well grounded in what is essential for being the Salesian educators and pastors that young people and their families, the Church and the world need today. The reflection carried out in the General Council is fully in harmony with GC28, with what Pope Francis asked for in the formation of today's Salesians,¹⁰ and with the request that the Rector Major Fr Pascual Chávez made at the end of his service when he invited the Congregation to give priority to the centrality of formation as an element that guarantees our vocation.¹¹

In this six-year period our aim will be to foster more and more a formation that is not only *for the mission* (already an important aspect), but also *in the mission*, that is, far from any situation that leads Salesians to feel that they are a privileged *elite* and even more so the “lucky ones”, who do not know the fatigue and sacrifices that simple people and the poorest people have to endure every day in order to live; or forgetting our humble origins, both as a Congregation and in our own family, as happens for most of us. These words of the Pope continue to resound strongly in us: “It is important to say that we are not formed *for* the mission, but that we are formed *in* the mission. Our whole life revolves around it, with its choices and priorities.”¹²

Pastoral accompaniment is essential. We will promote it as much as possible, as well as seeking and forming formators capable of such pastoral accompaniment and discernment.

¹⁰ GC28, *Message of His Holiness Pope Francis to GC28*, *op. cit.*, 55-65.

¹¹ P. CHÁVEZ, *Vocation and Formation: gift and task*, in AGC 416 (2013), 3-54.

¹² GC28, *Message of His Holiness Pope Francis to GC28*, *op. cit.*, 60.

The years of study will have to be oriented more and more, and better, towards the formation of young confreres that will enable them to dialogue with culture and with the most diverse social contexts, learning to position themselves well and to deal with the overwhelming secularisation very much present in many countries in which we find ourselves. In the same way we will have to prepare ourselves more and more to carry out the Salesian mission in very different religious contexts. Knowledge of and dialogue with other religions should characterise the formation of our future confreres in these countries. Such religious contexts, atheistic or agnostic, challenge us and cannot be considered indifferent to the formation of the Salesian of today.

Inculturation will have to be much more than a word, one usually not absent from our writings, but requires many processes and much sensitivity to become a reality.

We must also form ourselves to translate into reality the theological and charismatic conviction of the mission that is shared between the Salesians of Don Bosco, lay people involved in the mission and members of the Salesian family. As part of this shared mission and formation it is necessary to keep in consideration the contribution that women offer as women and in their own families. This contribution today cannot be passed over in silence or ignored.¹³ More concretely, in Pope Francis' words: "Without a real, effective and affective presence of women, your works would lack the courage and the ability to transform presence into hospitality, into a home. Faced with the rigour that excludes, we must learn to generate the new life of the Gospel. I invite you to implement approaches in which the female voice, her outlook and her actions – appreciated for her individuality – finds an echo in making decisions; not simply as a helper but as someone fully involved in your presences."¹⁴

¹³ GC24, 166. 177.

¹⁴ GC28, *Message of His Holiness Pope Francis to GC28, op. cit.*, 62-63.

In short, we must see to a formation that is committed to the constant search for full harmony and symbiosis between *charismatic identity* and *vocational identification*, implementing approaches to true and formative personalisation. In fact “We are convinced that if we succeed in guaranteeing a clear Salesian identity through formation, the confreres will feel furnished with a collection of values, attitudes and criteria which will help them to face up successfully to today’s culture and to effectively carry out the Salesian mission.”¹⁵

- ⇒ 4.6. In the same way, in animation and governance we will commit all possible energies to transform into reality the *absolute priority of the young, the poorest and most abandoned and defenceless*.

I return here, dear confreres, to repeating what I had already said during GC28 and which I picked up once more in the action programme for these six years. My dream is that by saying “**Salesians of Don Bosco**” today and in the coming years means, for people who hear our name, that we are slightly “crazy” consecrated individuals, “crazy”, that is, because we love the young, especially the poorest, most abandoned and defenceless of them, with a true Salesian heart. This seems to me to be the most beautiful description one could give of the sons of Don Bosco today. I am convinced that this is what our Father would really want.

The reality of the poor and the new forms of poverty – increasingly more numerous and diverse – must find the Salesians sensitive and able to deal with the damage that these forms of poverty do to the young: ready to intervene, as Don Bosco did in the real circumstances of the poverty of the young of his time. According to the Holy Father’s words: “We cannot feel ‘alright’ when any member of the human family is left behind and in the shadows. The silent cry of so many poor men, women and children should find the people of God at the

¹⁵ P. CHÁVEZ, *Vocation and formation: gift and task*, op. cit., 27-28.

forefront, always and everywhere, to give them a voice, to protect and support them in the face of hypocrisy and so many unfulfilled promises, and to invite them to share in the life of the community.”¹⁶ This is how it must be for us Salesians.

Here we find a beautiful continuity in the magisterium of our Congregation. It is as if there is a river current that confirms and justifies the priority choice for young people, because it saves us charismatically as a Congregation: “If we are with them and among them, they are the first to do us good, they evangelise us and help us to truly live the Gospel with the charism of Don Bosco. I dare to say that *it is the poor young people who will save us*.”¹⁷ When a Salesian feels all this resonate strongly in his heart, he ends up saying – almost without realising it – with deep conviction, like Don Bosco: “For you I study, for you I work, for you I live, for you I am ready even to give my life.”¹⁸

Our priority choice for “that part of human society which is so exposed yet so rich in promise” (C. 1), has these strong convictions within itself: at the centre and always, for us, is the person, each individual person, all people, each with their own dignity that must be fully respected. Every person, every young person is a value in themselves and should not be considered an object of economic calculation or a commercial good, as often happens in our societies. In this priority option and in the testimony we give, “what is important in our witness is that our predilection is seen to be *clearly evangelical*, which in practice means ‘*giving the most to those who in their life have received least*’. Salesian charity begins not with the first but with the last, not with the ones who are richer from

¹⁶ FRANCIS, *Message for the 4th World Day of the Poor*, Rome 13 June 2020.

¹⁷ A. FERNÁNDEZ ARTIME, *Rector Major's closing address at GC27*, in *GC27*, 127.

¹⁸ D. RUFFINO, *Cronaca dell'Oratorio*, ASC 110, Quaderno 5, p. 10; see also J. VECCHI, “*For you I study...*” (C. 14). *The adequate preparation of the confreres and the quality of our educational work*, in *AGC 361* (1997), 3-47.

an economic or spiritual standpoint (who already have care and attention), but with those who need us to kindle their hope and boost their forces.”¹⁹

We feel like friends, educators, brothers, fathers of young people, and for this reason we protect their rights and help them to become aware of their duties. And we are strongly committed to protecting, in a special way, those who are more fragile and weak, those who have no voice or whose voice is not heard. ***We are committed to making ourselves and our presences healthy and safe places for those to whom we are sent.*** I must confess to you, dear confreres, that while I was writing down this commitment I felt a strong and beautiful feeling of peace. And I would like this commitment to be a true “dogma” for all of us. I also admit that I felt great emotion and was left speechless by what Don Bosco wrote in 1873 about a similar reality. Please read it and welcome it into your hearts as our Father’s most ardent desire for our Congregation – his Congregation – today. This is what he wrote: “The public voice often complains about immoral events that have occurred contrary to good behaviour, and horrible scandals. It is a great evil, it is a disaster: and I pray to the Lord that all our Houses be closed before similar misfortunes happen in them.”²⁰

- ⇒ 4.7. In these six years we will give particular importance to Social Communication in the Congregation, to give visibility to the good that is done, to make known the needs that exist and to give the poorest people the voice that they have a right to have. In this way we will be doing no less than carrying out what our Constitutions say: “We work in the social communication sector. This is a significant field of activity which constitutes one of the apostolic priorities of the Salesian mission.

¹⁹ P. CHÁVEZ, “*But who do you say that I am?*” (Mk 8:28). *Looking at Christ through the eyes of Don Bosco*, in AGC 384 (2004), 20.

²⁰ P. RICALDONE, *Santità e purezza*, in ACS n. 69 (31 January 1935), 62.

Our founder had an instinctive grasp of the value of this means of mass education, which creates culture and spreads patterns of life; he showed great originality in the apostolic undertakings which he initiated to defend and sustain the faith of the people. Following his example we utilize as God's gift the great possibilities which social communication offers us for education and evangelization" (C. 43).

At the same time, let us take up our journey with young people, committing ourselves to the care of creation and ecology for a sustainable world, accompanying the prophetic sensitivity of which young people are the bearers and which must grow more in each of us.

We maintain that the Salesian of today, every Salesian and not only missionaries *ad gentes*, must be inculturated.

Among other challenges, we have that of the digital environment where today's young people live. When we speak of presence among young people, we are referring first of all to the first and most precious presence that is the personal encounter; but there is no doubt that we can and must also be present in those "virtual courtyards of today" frequented by many young people, at least by those who can access these *media*, which is certainly not all of them. In fact it is often the poor, due to their situation of poverty, who are excluded and without other alternatives.

It is very encouraging to see that not a few confreres are providing a wonderful educational and pastoral service by using digital communication.

The digital world offers many possibilities for meeting, for listening and for a truly educational presence; but it cannot be denied that these tools also have their "dark side" which manifests itself when there is a lack of quality and informational ethics or when, through the work of individuals or movements, messages of hatred, attacks on people, fake news, hindering the path towards universal fellowship and social friendship are spread through the digital world. As Pope Francis rightly points out: "As silence and careful lis-

tening disappear, replaced by a frenzy of texting, this basic structure of sage human communication is at risk.”²¹

The reality of the digital world fully touches on the task of the initial and ongoing formation of Don Bosco’s Salesians. Adequate formation is needed to inhabit this world in an increasingly competent way. It is necessary to be well aware of the challenges and opportunities that this world presents, and of what young people experience and go through in today’s new social, cultural and communication ecosystems.

To be ever closer to the world of young people and their language, their symbols and their real life is an essential task for us today. Otherwise, we will “miss the train” that allows us to take the journey of life together with them. On this “train”, sensitivity to creation and care for our common home are “non negotiable” items for young people today. Therefore, let us be at their side planning and disseminating educational pathways that will try to intercept and interact with everything that refers to the care of creation, in the light of the gaze of faith with which we contemplate the world. In doing so, we will also accept the simple and no minor concern that many young people express for ecology, even if they do not always live this interest with a transcendent or faith-based perspective.

- ⇒ 4.8. Also clear is the decision to nourish the missionary dream in our Congregation in fidelity to Don Bosco, which allows us to look to the new frontiers of evangelisation and presence among the poorest. This decision is closely linked to the effort to promote, deepen and increase a missionary culture throughout the Congregation, one that is taken up in a heartfelt way and considered to be a fundamental element of our charism, since “we look upon missionary work as an essential feature of our Congregation” (C. 30).

And certainly, as with the other priorities I have already referred to, in this case too it is a strategic commitment to see to

²¹ FRANCIS, Encyclical *Fratelli tutti*, 49.

our formation in such a way that it is also geared to the mission and missionary spirituality. This formation concerns both consecrated Salesians and lay missionaries who share missionary activity with us in its various expressions and in many places. The shared journey, even in the missionary dimension, cannot be reduced to practical and functional collaboration, but must be integrated into shared mission and joint formation for the mission.

In full continuity with what I have said elsewhere, I repeat that “We live in times when we have to face reality with a renewed mentality which allows us to ‘cross borders’. In a world where borders are more and more ‘a defence against others’, *the prophecy of our life as Salesians of Don Bosco also consists in this: in showing that for us there are no borders. The only reality we respond to is: God, the Gospel and the mission that has been entrusted to us.*”²² This vision is the reason for the efforts we will support to establish international and intercultural Salesian communities, where it is appropriate, necessary and possible to do so, with all the prophetic power they have – without ignoring or forgetting the effort needed to build fraternity in cultural diversity. This commitment will always require great faith and no small personal commitment on our part.

At the same time, as can be seen from the Rector Major’s planning and in the planning of the some of the animation sectors of the Congregation, we will make the openness of vision and the sense of belonging to the Congregation of the Salesians of Don Bosco in the world effective and effective especially by counting on the availability of the confreres in the provinces for international services, new foundations and attention to the new frontiers.

²² GC28, *Action Programme*, *op. cit.*, 46-47.

CONCLUSION: Dream! ... and get others to dream!

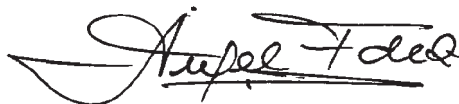
This is the invitation with which the Holy Father concludes his message to the 28th General Chapter. As the title of this “letter of presentation” of the plan for the coming years, I have chosen the words of our Constitutions where we are told that we are called to be “signs and bearers of the love of God for young people” in a six-year period in which what is being asked of us, as individuals and as a Congregation, is a healthy boldness and a strength capable of prophecy, always on the path of fidelity.

Dear confreres, like our Father Don Bosco we are great dreamers with feet planted firmly on earth and hearts always in God. “Dream of open, fruitful and evangelising houses capable of allowing the Lord to show so many young people his unconditional love and also allowing you to enjoy the beauty to which you have been called. Dream... not only for yourself and for the good of the Congregation, but for all young people deprived of the strength, light and comfort of friendship with Jesus Christ, deprived of a community of faith to sustain them, of a horizon of meaning and of life.”²³ Let us dream... And get others to dream!

Don Bosco has passed on to us the strong conviction that Mary is at the origins of, accompanies our growth and is the support of our vocation. “We believe that Mary is present among us and continues her ‘mission as Mother of the Church and Help of Christians’” (C. 8).

With complete trust, as children, we entrust to Her the journey of our Congregation and of the Salesian Family over these six years, in the awareness that She will continue to do everything.

Affectionately in Don Bosco

A handwritten signature in dark ink, appearing to read 'Ángel F. Artime', with a stylized flourish underneath.

Fr Ángel FERNÁNDEZ ARTIME, sdb
Rector Major

²³ Cf. FRANCIS, *Message of His Holiness Pope Francis to GC28*, *op. cit.*, 65.

2. GUIDELINES AND DIRECTIVES

PROJECT OF ANIMATION AND GOVERNMENT OF THE RECTOR MAJOR AND HIS COUNCIL FOR THE SIX-YEAR PERIOD FROM 2020-2026

First Part

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PRIORITIES OF THE RECTOR MAJOR AND THE GENERAL COUNCIL FOR THE SIX-YEAR PERIOD 2020-2026

1. Six years for growth in Salesian identity
2. For being Salesian pastors today
3. For ensuring the absolute priority for
the young, the poorest, most abandoned
4. At a time of congregational generosity

PRIORITY 1 - Six years for growth in Salesian identity

OBJECTIVES	PROCESSES	
1.1. Help the Congregation, individual provinces and confreres in <i>growth in our Salesian identity</i> .	1.1.1. Moving from today's reality to a greater awareness of the beauty of God's call to be <i>Salesians of Don Bosco</i> today, and always remaining with him. 1.1.2. Helping to overcome potential tiredness in the animation and governance of the provinces, always with a greater realism full of hope.	

PRIORITY 2 - For being Salesian pastors today

OBJECTIVES	PROCESSES	
2.1. Accompany, together with the corresponding Sector, growth and improvement of the formation of today's Salesians.	2.1.1. Identifying the steps that allow people to overcome routine, tiredness and vocational hardships.	

	ACTION GUIDELINES
	<p>1.1.1.1. Accompany the life and mission of each province or vice-province closely, personally or through the members of the General Council.</p> <p>1.1.1.2. Throw light on the path of growth in Salesian identity in the Congregation through the magisterium of the Rector Major in his letters, the Strenna, visits and the various interventions.</p> <p>1.1.2.1. Animate the retreats addressed to all the provincials and members of the provincial councils in all regions of the Congregation.</p> <p>1.1.2.2. Ensure personal meetings with all provincials during the six years (formation courses for new provincials, the mid-term week of spirituality, the personal meeting with the Rector Major at the beginning of the provincial's service and delivery of the "road map" for the province, the team visit), reinforcing assistance for the animation and governance of the provinces.</p>

	ACTION GUIDELINES
	<p>2.1.1.1. The Rector Major, together with the Formation sector, will closely accompany the consolidation, reshaping and restructuring needed for houses of specific formation of confreres in the Congregation.</p> <p>2.1.1.2. Prioritise, ensuring and verifying the preparation and formation of formators and the setting up of appropriate formation teams.</p> <p>2.1.1.3. Ensure that the revision of the <i>Ratio Studiorum</i> is helpful for growth in the Salesian identity <i>to form people for and in the mission</i>.</p>

PRIORITY 3 - For ensuring the absolute priority for the young, the poorest, most abandoned

OBJECTIVES	PROCESSES	
3.1. Testify unequivocally that today, more than ever, our priority must be the young, and always the poorest, most abandoned and defenceless.	3.1.1. Journeying towards a Salesian reality that prioritises attention to the deepest needs of young people, especially the poorest, and their families.	

PRIORITY 4 - At a time of congregational generosity

OBJECTIVES	PROCESSES	
4.1. Make the openness of outlook of the Salesians of Don Bosco in the world and their great sense of belonging to the Congregation, something that is truly effective and real.	4.1.1. Moving more and more from local or national membership to a more generous and universal vision for the Salesian mission.	

	ACTION GUIDELINES
	<p>3.1.1.1. Accompany and verify, during the visits of the Rector Major and the General Councillors, the path that will be taken in the provinces to give absolute priority to the neediest and most defenceless young people in existing Salesian presences and those of the future.</p> <p>3.1.1.2. Accompany each province, through the animation and government of the Rector Major with his Council, in the drawing up, application and consolidation of a code of ethics for the care, prevention and defence of the children entrusted to us.</p> <p>3.1.1.3. Make it a priority – over these six years, in meetings with provincials – to verify the previous steps as distinctive elements of the ethical DNA of our Congregation, for the good of young people.</p>

	ACTION GUIDELINES
	<p>4.1.1.1. The Rector Major will invite the confreres from all the provinces around the world to make themselves available for international services, new foundations or for presence on new frontiers, in compliance with our Constitutions, through transfers, exchanges, temporary aid.</p> <p>4.1.1.2. The missionary project of our Congregation will continue in decisive manner in imitation of Don Bosco.</p>

Second Part

STRUCTURE OF THE PROJECT

FOR THE VICAR OF THE RECTOR MAJOR

FOR THE COUNCILLORS FOR THE SECTORS

1. Formation
2. Youth Ministry
3. Social Communication
4. Missions
5. General Administration

FOR THE SECRETARIAT FOR THE SALESIAN FAMILY

MAIN ABBREVIATIONS FOUND IN THE TEXT

AM	BENEDICT XVI, Post-synodal Apostolic Exhortation “Africae Munus” (19 November 2011).
ChV	FRANCIS, Post-synodal Apostolic Exhortation “Christus Vivit” (25 March 2019), in AAS 107 (2015), 847.
EG	FRANCIS, Apostolic Exhortation “Evangelii Gaudium” (24 November 2013), in AAS 105 (2013), 1019.
FT	FRANCIS, Encyclical “Fratelli Tutti” (3 October 2020).
GE	FRANCIS, Apostolic Exhortation “Gaudete et Exsultate” (19 March 2018).
GP99	JOHN PAUL II, Letter to Artists <i>Aesthetics, theology, spirituality and communication through communications and art</i> , Vatican, 1999.
FBic	FRANCIS, Letter to the Rector Major Fr Ángel Fernández Artime for the bicentenary of birth of St John Bosco, <i>Like Don Bosco, with the young and for the young</i> (24 June, 2015).
LG	“Lumen Gentium”.
LS	FRANCIS, Encyclical “Laudato si” (24 May 2015).
LSAY	Dicastery for the service of integral human development, “Laudato si”. Special anniversary year 24 May 2020-24 May 2021 (http://www.humandevlopment.va/).
RM	JOHN PAUL II, Encyclical, “Redemptoris Missio” (1990).
VC	JOHN PAUL II, Apostolic Exhortation, “Vita Consecrata” (1996).
AGC	Acts of the General Council.
ACSSA	Associazione dei Cultori di Storia Salesiana. [Salesian History Association]
ANS	Agenzia Notizie Salesiane.
SB	Salesian Bulletin.
CICFS	Charter of charismatic identity of the Salesian Family of Don Bosco (2012)
CIMEC	Consultative group for the Central North Europe Region grouping 5 provinces (Czech Republic, Croatia, Hungary, Slovakia, Slovenia).
CNPG	National Youth Ministry Centres.
CRF	Regional Formation Commission.
DBI	Don Bosco International.
DBNet	Don Bosco Network.
DBRC	Don Bosco Renewal Centre.
DBST	Don Bosco School of Theology (Parañaque, Philippines).
DBSTI	Don Bosco Technical Institute.
DBTA	Don Bosco Tech Africa.
DBTech	Don Bosco Tech.
DB-UN	Don Bosco at the United Nations.

DF	Final Declaration of the Youth Ministry Sector's World Consultative Council (Rome, 27-31 March 2019), summary in AGC 431 (2019), 90-101.
EPC	Educative Pastoral Community.
EPP	Educative Pastoral Project.
GC20	Acts of the 20th General Chapter.
GC24	Acts of the 24th General Chapter.
GC27	Acts of the 27th General Chapter.
GC28	Acts of the 28th General Chapter, indicated as "Post-chapter Reflection" in AGC 433 (2020).
IUS	Salesian Higher Education Institutions.
JPN	Job Placement Network.
KSIP	Provincial Conference involving Poland, Central North Europe Region.
OPP	Overall Provincial Project.
PDMA	Provincial Delegate for Mission Animation.
PFD	Provincial Formation Delegate.
PDO	Planning and Development Office.
RDMA	Regional Coordinators for Missionary Animation.
SAFCAM	Salesian Formation Centre for Africa & Madagascar.
SDGs	Sustainable Development Goals.
SEPP	Salesian Educative-Pastoral Project (also Provincial SEPP).
SMD	Salesian Missions Day.
SPCSA	Salesian Provincials' Conference of South Asia.
SSCS 2011	Salesian Social Communication Sector, <i>Organising institutional communication in "Salesian Social Communication System"</i> , 2011, 54-68.
SSW	Social Service Works for young people at risk.
SyG	Synod of Bishops, XV ordinary General Assembly. <i>The young, the faith and vocational discernment. (I giovani, la fede e il discernimento vocazionale. Documento finale. Il frutto dell'Assemblea Sinodale.</i> Invito alla lettura di don Rossano Sala, Torino, Elledici, 2018.
SYM	Salesian Youth Movement.
SMV	<i>Salesian Missionary Volunteering (2019).</i>
UN	United Nations.
UPS	Pontifical Salesian University.
WCD 2013	BENEDICT XVI, Message for the 47th World Communications Day (12 May 2013).
YaR	Young at Risk Network.
YM	Youth Ministry and Family. Acts of the International Congress (Madrid, 27 November-1 December 2017).
YMFR	Youth Ministry Frame of Reference (2014).
YSA	Departments of Formation and Youth Ministry. <i>Young Salesians and Accompaniment. Orientations and Guidelines</i> , Rome, 2019.

VICAR OF THE RECTOR MAJOR

AREA 1 - **SALESIAN OF DON BOSCO FOREVER.**
Six years for growth in Salesian identity.
NOW IS THE TIME
FOR GREATER GENEROSITY
IN THE CONGREGATION.
A universal and missionary Congregation.

OBJECTIVES	PROCESSES	
1.1. Foster radical witness, both personal and communal, to consecrated life according to the Constitutions.	1.1.1. Helping to deepen the identity of vocation in fidelity to the Lord, safeguarding our vocation, both personal and communal in all of life's stages.	

	ACTION GUIDELINES
	<p>1.1.1.1. Offer guidance in the Acts of the General Council (AGC) regarding fidelity to our vocation and to the mission in all of life's stages, by taking care of our vocation through formation.</p> <p>1.1.1.2. Support initiatives and interventions that foster the assimilation and implementation of the characteristics of our charismatic identity: a happy Gospel-based life, a strong faith anchored in God, a communion that makes community life attractive, a prophetic attitude (cf. guideline 1 second proposal in AGC 433, 20).</p> <p>1.1.1.3. Accompany the provinces in the process of reshaping presences, so as to strengthen the witness of consecrated life, growing in the universal and missionary dimension of the Congregation.</p> <p>1.1.1.4. Help provincials, especially in regional meetings, to take on a change of mentality regarding the vision of the Congregation and active and conscious participation in a universal dimension that is implemented through "generosity" and synergy in the Congregation (cf. guideline 7 in AGC 433, 45), living the missionary dimension with provincial and regional missionary projects.</p>

AREA 2 - Looking after religious discipline

OBJECTIVES	PROCESSES	
<p>2.1. Continue the work of raising awareness with provincials regarding the care of religious discipline.</p>	<p>2.1.1. Fostering a culture of vocational fidelity and prevention of the lack of religious discipline, and addressing the various difficult personal and community situations.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. With provincials and at regional meetings, continue to study how to prevent situations of lack of religious discipline in the various aspects of our vocation. Deepen and look after the culture of accompaniment for the life of each confrere (cf. AGC 433, 93-94).</p> <p>2.1.1.2. Accompany the provincials in dealing with situations of confreres in difficulty and irregular situations and ask the Extraordinary Visitors for a report on such situations in the provinces.</p> <p>2.1.1.3. Help the provinces to formulate guidelines for the safeguard and protection of children and for the prevention of cases of abuse.</p> <p>2.1.1.4. Ensure that the provinces follow the protocol of the Rector Major and the General Council in dealing with cases of abuse and have a commission examine allegations.</p> <p>2.1.1.5. Enable the provinces to prepare the procedures concerning dispensations, dismissals, secularisations, exclaustations in a correct and thorough way.</p>

AREA 3 - Coordination of the General Council

OBJECTIVES	PROCESSES	
<p>3.1. Ensure the identification of common objectives and synergies between sector councillors, and the coordination of interventions with regional councillors for fulfilling and applying indications that have come to us from many members of the General Chapter.</p>	<p>3.1.1. Fostering information, sharing reflection, planning and evaluation, the willingness to change established practices and by “carrying out” a synergy of action for the benefit of the animation of the whole Congregation.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Coordinate the shared drafting of the <i>Vademecum</i>, with a transformation that means the <i>Vademecum</i> will become a true Directory of the Rector Major and the General Council, to be implemented and disseminated in the Congregation.</p> <p>3.1.1.2. Coordinate the drafting of the Project of the Rector Major and General Council for the six-year period, regional calendars, guidelines for extraordinary visitations.</p> <p>3.1.1.3. Ask the sector councillors to provide six-monthly information to the General Council on the work of the sector.</p> <p>3.1.1.4. Meet with the sector and regional councillors each semester and encourage the General Council to exchange reflections, proposals and situations that have emerged.</p> <p>3.1.1.5. Ensure coordination in the General Council of interventions to accompany provinces and vice-provinces in difficulty.</p> <p>3.1.1.6. Begin to reflect with sector councillors on the formation of the laity, identifying forms of coordination between sectors and further exploring the results with the whole General Council.</p> <p>3.1.1.7. Foster spiritual experiences, fraternal life in the council, commitment to the service each one offers.</p> <p>3.1.1.8. Strengthen the moments of formation for the General Council by scheduling and planning them with foresight.</p>

COUNCILLOR FOR THE SECTOR

COUNCILLOR
FOR FORMATION

AREA 1 - Formation in mission

OBJECTIVES	PROCESSES	
<p>1.1. Carry out formation in mission (cf. point 29 in AGC 433, 95).</p> <p>[Note: we have chosen to follow the Constitutions by using the word “formation” to indicate a process that lasts a lifetime (C. 98). This is why, although the phrase “ongoing formation” or “continuous formation” does not recur very often in this Project, what this terminology points to is very much there. For a comment on this, cf. AGC 425.]</p>	<p>1.1.1. Clarifying “formation in mission”.</p> <p>1.1.2. Promoting pastoral accompaniment as the way to ensure formation in mission (AGC 433, 34).</p> <p>1.1.3. Giving attention to the missionary dimension of our vocation (cf. line 7 in AGC 433, 45-48).</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Dedicate the 2021 Regional Formation Commission (CRF) joint meeting with the Youth Ministry sector to a better understanding of formation in mission, promoting the pastoral orientation of initial formation, and rethinking institutional and formative structures (cf. AGC 433: guideline 4, 34; point 46d, 113).</p> <p>1.1.1.2. Letter in the AGC on formation in mission, pastoral accompaniment and discernment.</p> <p>1.1.1.3. Letter in the AGC, together with the Social Communication sector, on formation in mission within the digital world.</p> <p>1.1.2.1. Train formators, through the regional formation centres, for pastoral accompaniment and discernment (cf. point 30d in AGC 433, 96).</p> <p>1.1.2.2. Ensure, through provincial formation delegates (PFD) and Rectors, the pastoral accompaniment of confreres in practical training and in the quinquennium (cf. point 29d.h in AGC 433, 95).</p> <p>1.1.3.1. Dedicate the 2023 CRF joint meeting with the Missions sector (2023) to reflection on the shared mission in multi-religious contexts and its impact on formation (cf. AGC 433, 44).</p> <p>1.1.3.2. Together with the Missions sector, give greater attention to young missionaries <i>ad gentes</i> in all phases of discernment, preparation and insertion, also through a revision of the text <i>The Missionary Formation of the Salesians of Don Bosco</i> (2014).</p>

<p>1.2. Young people as active agents of the mission (AGC 433, 29).</p>	<p>1.2.1. Reflecting on how to favour the active agency of the young in the mission.</p> <p>1.2.2. Promoting ecological conversion (AGC 433, 49-51).</p> <p>1.2.3. Rethinking Salesian formation in the digital world (cf. AGC 433, 28-29).</p> <p>1.2.4. Involving confreres in initial formation in the process of renewal of formation.</p>	
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1.2.1.1. Reflection meetings at world and regional level, involving Salesians, lay people, members of the Salesian Family and young people, to promote formation programs for growing in fidelity to the model of youthful protagonism requested by *Christus Vivit* (ChV).

1.2.2.1. Promote small seminars at the regional level, involving confreres, laity and young people, on the universal call to ecological conversion, leading to educational-pastoral formation programs.

1.2.3.1. Organize small regional seminars, involving the Social Communication sector, confreres in initial formation, formation guides, laity and young people, to reflect on Salesian formation and mission in the digital world.

1.2.4.1. Involve confreres in initial formation in the process of reception and implementation of *Young Salesians and Accompaniment: Orientations and Guidelines* (2019) and *Animating and Governing the Community: The Service of the Salesian Rector* (2019) (cf. point 14d in AGC 433, 80).

1.2.4.2. Involving them, along with other confreres, laity and young people, in the process of updating the *Ratio* (AGC 433, 34).

AREA 2 - A formation that is synodal

OBJECTIVES	PROCESSES	
<p>2.1. A formation that is synodal, capable of touching the heart.</p> <p>[Note: From the Greek SYN-'ODOS, walking together. Synodal formation is 'walking together' in the EPC, with lay collaborators and with the young people themselves, but also in the initial and ongoing formation of Salesians, where all confreres – including those in initial formation – are subjects and not objects of formation, and where, within the shared vocation, there is dialogue, patience and mutual respect.</p> <p>2.2. Joint formation in the shared mission (cf. AGC 433: guideline 6, 39-44; point 42 and 43, 108-109).</p> <p>2.3. Improvement of communication and collaboration.</p>	<p>2.1.1. Deepening our understanding of the Preventive System as our model of formation (cf. AGC 433: point 27, 93; point 28f, 94; point 34, 101-102).</p> <p>2.2.1. Promoting theological and charismatic conviction regarding the shared mission.</p> <p>2.2.2. Encouraging joint formation of Salesians and laity (AGC 433, 44).</p> <p>2.2.3. Promoting the involvement of women and families in initial formation processes (cf. point 29g in AGC 433, 95).</p> <p>2.3.1. Fostering greater collaboration with the sectors.</p> <p>2.3.2. Improving the processes of animation.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Disseminate the document <i>Young Salesians and Accompaniment: Orientations and Guidelines</i> in order to ensure that formation is based on the Preventive System (cf. AGC 433: point 14d, 80; point 28e, 94; point 34, 101-102).</p> <p>2.1.1.2. Ensure initiation to meditation and <i>Lectio Divina</i> as a fundamental preparation for discernment.</p> <p>2.1.1.3. Promote in every province the preparation of a group of confreres for the service of personal spiritual accompaniment as well as other forms of personal and group accompaniment, taking advantage of the <i>School of Salesian Accompaniment</i> and other such experiences (cf. point 34 in AGC 433, 101-102).</p> <p>2.2.1.1. Dedicate part of the 2022 CRF to reflecting on the shared mission and joint formation, not forgetting multi-religious contexts.</p> <p>2.2.1.2. Ask PFDs to find ways of reflecting on the shared mission and joint formation at provincial level.</p> <p>2.2.2.1. Ask PFDs to ensure that provincials and their councils as well as educative-pastoral communities (EPC) study and implement the third part of <i>Animating and Governing the Community: The Service of the Salesian Rector</i>.</p> <p>2.2.2.2. Encourage regional formation centres to become receivers, creators and disseminators of best practices and materials for joint formation.</p> <p>2.2.3.1. Ensure that the 2022 CRF works out contextualized ways of involving women and families in initial formation.</p> <p>2.3.1.1. Follow the indications of the present Plan.</p> <p>2.3.2.1. Prepare a <i>Salesian Formation Handbook</i> to define the World Advisory Council, regional coordinators, PFDs, and the regional and provincial formation commissions.</p>

	2.3.3. Accompanying inter-provincial formation communities (cf. point 30h in AGC 433, 97).	
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2.3.2.2. Strengthen communication both through the official channels of the Congregation and other initiatives (video, MP3, newsletter, formazione.sdb.org, email, etc.).

2.3.3.1. Ensure that the *curatoriums* of inter-provincial formation communities and of the regional formation centres are strengthened.

AREA 3 - Salesian consecrated identity

OBJECTIVES	PROCESSES	
<p>3.1. Ongoing rediscovery of the beauty of the sequela Christi that is Salesian consecrated life in its two forms (AGC 433, 17-20).</p> <p>3.2. Formation of open and balanced people.</p>	<p>3.1.1. Deeper reflection on our identity.</p> <p>3.1.2. Attending to the Salesian charismatic dimension of our identity.</p> <p>3.1.3. Taking care of vocational discernment, aspirantates, and prenovitiates.</p> <p>3.2.1. Taking advantage of/creating relevant formation programs.</p>	

ACTION GUIDELINES

3.1.1.1. Disseminate the first part of *Animating and Governing the Community: The Service of the Salesian Rector* which deals with the Salesian consecrated identity, and the letters about the Salesian Brother (AGC 424) and the Salesian priest (AGC 431; AGC 433, 20).

3.1.2.1. Prepare confreres in each province for the animation of the Salesian dimension of our identity.

3.1.2.2. Prepare Salesian experts for a theologico-spiritual reading of Don Bosco.

3.1.2.3. Update the curriculum of Salesian studies for all stages of initial formation, making sure to include the spiritual patrimony of St. Francis de Sales.

3.1.2.4. Make use of the centenary of the death of Paolo Albera (2021), the 400th anniversary of the death of St. Francis de Sales (2022) and the bicentenary of the 'Dream at the age of nine' (2024) as opportunities for animation.

3.1.3.1. Give attention, in collaboration with the Youth Ministry sector, to vocation discernment and aspirantates, especially in certain regions.

3.1.3.2. Prepare prenovitiate formators for a good presentation of the Salesian consecrated vocation in its two forms.

3.1.3.3. Collaborate with the Youth Ministry sector in the seminar on vocational discernment.

3.2.1.1. Elaborate, in collaboration with the Youth Ministry sector, proposals for an affective and sexual education of Salesians and lay people (cf. point 15d in AGC 433, 81).

3.2.1.2. Update *Criteria and norms for Salesian vocational discernment: Admissions* (2000). (AGC 433, 34)

COUNCILLOR FOR YOUTH MINISTRY

1 - Priority commitments

OBJECTIVES	PROCESSES	
1.1. Promote a Salesian Youth Ministry that has the vocation dimension as a unifying principle (cf. ChV 254; AGC 433, 24).	<p>1.1.1. Develop educative-pastoral guidelines and processes (reflection and implementation) that help promote the vocational dimension in each and every environment.</p> <p>1.1.2. Creating the right conditions of a vocational culture where every person can discover, accept and responsibly follow their true vocation.</p>	
1.2. Strengthen the option for the poorest young people in all areas of the Salesian mission as a fundamental expression of our Salesian charism (cf. AGC 433, 35-38).	1.2.1. Promoting and supporting a prophetic attitude of the EPC in the option towards the poorest and the excluded as an underlying choice in our Salesian mission.	

	ACTION GUIDELINES
	<p>1.1.1.1. Develop guidelines and promote reflection (including seminars, meetings, courses, articles, ...) for the accompaniment of Salesians and lay people in Salesian Youth Ministry in a vocational perspective (cf. AGC 433, 21-22.80).</p> <p>1.1.1.2. Focus our attention on helping young people in their discernment of a possible religious or priestly vocation and accompany them to their full realisation of it.</p> <p>1.1.1.3. Properly integrate into the Provincial SEPP the vocational proposal into the itinerary of faith education as a point of convergence of all educational and evangelising efforts.</p> <p>1.1.2.1. Empower the concrete and effective forms of integrated accompaniment of young people towards the path of maturity in different aspects where the human and social aspects are integrated with the spiritual aspects (cf. ChV 222).</p> <p>1.1.2.2. Contribute to the organisation of meetings or formation initiatives on spiritual accompaniment and direction in the Provinces, in order to identify guidelines and new 'good practices' towards generous service and vocational discernment (ChV 170; 240).</p> <p>1.1.2.3. Encourage the reflection of the Educative-Pastoral Community with a special focus on meaningful vocational testimonies within the family environment.</p> <p>1.2.1.1. Identify the criteria and guidelines for the study of pastoral action among the poorest young people (AGC 433, 79), at provincial and local level, as a principle attitude and choice.</p> <p>1.2.1.2. Pay more attention to the phenomena of youth mobility (refugees and migrants) (ChV 91-94) and the world of work (ChV 268-273) to offer concrete ways of welcome and help, beginning with the least (cf. FT 233-235), through an articulated collaboration in the network.</p>

<p>1.3. Deepen co-responsibility between Salesians and lay people in the common mission with young people, within the dynamics of EPC (cf. AGC 433, 39-44.99-113).</p>	<p>1.2.2. Living and interpreting the mission to the “poorest and most abandoned” young people in all the works with institutional openness to the existential peripheries where the poorest young people find themselves.</p> <p>1.3.1. Giving more attention to strengthening the centrality of the lived EPC as an experience of family and Church.</p> <p>1.3.2. Reflecting and accompanying different models of animation and management of the works with the participation and active involvement of lay people.</p> <p>1.3.3. Ensuring the overall educative-pastoral formation of the Salesians and lay people together to ensure charismatic identity in our Works (cf. AGC 433, 17-20.43).</p>
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1.2.1.3. Collaborate with the implementation of socio-political formation courses in collaboration with the various branches of the Salesian Family in harmony with the Church's social doctrine.

1.2.1.4. Promote the awareness among Youth Ministry Delegates to include in the itineraries of education to the faith the commitment to the poor in the light of an integral ecology, as a great cultural, spiritual and educational challenge (cf. LS 202-232; AGC 433, 49-51).

1.2.1.5. Accompany and promote in every Province and Salesian House the development of a code of ethics for the care, prevention and protection of children entrusted to us, with the commitment to protect them from all kinds of abuse, wherever it comes from (cf. AGC 433, 38.79).

1.2.2.1. Accompany the provinces in coordinating the various initiatives for young people in need through the OPP and the provincial SEPP.

1.2.2.2. Accompany and promote reflection on the reality of the poorest young people (studies, congresses, courses, proposals, meetings at provincial and regional level) to help reflect on the regions and the province towards proposals of responses.

1.3.1.1. Share the tried-and-tested criteria and experiences already in place regarding the roles and responsibilities of Salesians and lay people within the EPC (AGC 433, 112), as an expression of the ecclesiology of communion.

1.3.1.2. "Strengthen the understanding of the educative pastoral community by taking care of the formation of its members and the preparation of the Salesian educative and pastoral project" (AGC 433, 112).

1.3.2.1. Encourage the exchange of experiences and "best practice" that are concrete and real (cf. AGC 433, 44), related to the gradual choice and inclusion of lay staff and the shared management of works.

1.3.2.2. Accompany and support specific preparation referring to the leadership of lay people who have institutional roles of responsibility (cf. AGC 433, 43).

1.3.3.1. Together with the Formation Department, verify that there is a careful pastoral preparation in the stages of initial formation in view of a concrete preparation oriented to the Salesian mission (cf. AGC 433, 30-34; 95-96).

1.3.3.2. Offer formation journeys together (SDB, lay people and young people.) in Salesian pedagogy and spirituality.

1.3.3.3. Accompany provincial policies for formation proposals aimed at qualifying people for the animation of YM in the province (School of Delegates and others).

1.4.1.1. Share reflections and initiatives with the general council's YM Team that offer a better understanding of the digital world and new languages (cf. ChV 86-90; AGC 433, 29).

1.4.1.2. Study SDB and lay formation programs for pedagogical-pastoral competence and to live the "Salesian sacrament" of presence (AGC 433, 25-29) in the midst of young people (return to the play-ground, word in the ear, listening, personalised accompaniment).

1.4.2.1. Promote a mentality and practice of creating or renewing times and spaces that encourage the participation of young people in the planning, animation and evaluation of pastoral activities, and in moments where young people come together with the Salesian community.

1.4.2.2. Motivate the establishment of communities of believers in the EPC where the experience of faith is visible and credible: a community that is friendly, close, committed and open to all young people who seek their destiny in life.

1.5.1.1. Help Youth Ministry delegates to provide spaces for sharing in the EPC, to deepen and practice discernment as an attitude and method in the proposal of faith education pathways.

1.5.1.2. Animate the accompaniment of young people in the provinces with proposals that lead to the discovery of the meaning of their lives and the joyful acceptance of their own existence.

1.5.2.1. Help to initiate systematic experiences of spirituality and service (volunteering) in collaboration with the Salesian Family.

1.5.2.2. Lead and animate an educative-pastoral proposal using youthful language and symbols to share the message of the Gospel, paying special attention to the real life of young people (cf. ChV 71).

<p>1.6. Enhance the synergy between youth ministry and family, within the Salesian educative pastoral model (cf. YM 15-192).</p>	<p>1.5.3. Promoting the Inculturation of faith as a gradual approach to the values and ideals of the Gospel in contexts that are non-Christian, secularised and indifferent to faith.</p> <p>1.6.1. Further exploring the journey to enhance the role of the family as a subject in the EPC and an active agent in the development of the SEPP.</p> <p>1.6.2. Forming our educators so that they can accompany young people in the development and maturation of their affective and emotional realms (cf. AGC 433, 81).</p>
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1.5.2.3. See that there is the promotion and dissemination of personalised educative journeys in the educative-pastoral formation meetings that provide experiences for the care of creation and the common home as part of what they offer.

1.5.3.1. Share the differentiated processes underway for the growth of the young with the different National Centres, Ongoing Formation Centres and the UPS, in order to respond to the challenges of the different contexts.

1.5.3.2. Accompany the initiatives that educate young people to ethical discernment, transcendence and commitment to justice as a concrete expression of the option for the poor (cf. EG 188).

1.5.3.3. Support and promote places for reflection on ecumenical, inter-religious and social dialogue in the youth context (cf. EG 255-258).

1.6.1.1. Reflect on the challenges, resources and opportunities that emerged from the World Congress (SYM FAMILY) for consequent reflection and animation in the provinces cf. AGC 433, 80).

1.6.1.2. Promote and enhance family groups inspired by Salesian spirituality and foster their apostolic involvement (vocational ministry, new forms of evangelisation and family catechism) and their active involvement in the EPC.

1.6.2.1. Look for appropriate paths and experiences of formation for lay people and Salesians (together with the Formation sector) so that they can accompany young people in the education of love (ChV 81; 261) and the formation of a new family (ChV 259-267).

A. Areas and settings of pastoral animation

2 - Oratory - Youth Centre

OBJECTIVES	PROCESSES	
2.1. Promote the Oratory-Youth Centre as a place of welcome and proposal, with a preference for poor areas and popular youth settings.	2.1.1. Re launching the Oratory towards decisions that translate these new frontiers/peripheries in the lives of the young into concrete ways of living. 2.2.1. Giving attention to the processes of formation and accompaniment aimed at young leaders.	
2.2. Develop educative-pastoral activity that becomes a path for growth in shared responsibility between all educators working in the Oratory-Youth Centre EPC.	2.2.2. Making young people promoters of life in the Oratory-Youth Centre.	

	ACTION GUIDELINES
	<p>2.1.1.1. Propose a reflection in regional meetings on how to set up the oratory in synergy with the other various settings of Salesian work and, at the same time, as a space that animates the neighbourhood together with the other educational and pastoral circumstances.</p> <p>2.1.1.2. In the national YM centres encourage a rethinking of oratory ministry today as a relevant place of human growth and vocational discernment.</p> <p>2.2.1.1. YM sector to collect the formation modules already widely tested in the regions, and will make available suitable aids and animation tools for the leaders/animators (proposals, activities, experiences).</p> <p>2.2.1.2. YM sector to put together a list of the educational skills leaders/animators need in their neighbourhood, highlighting in every house the attention given in every area to disadvantage and marginalisation.</p> <p>2.2.1.3. Open a space for sharing in the regions to study innovative and alternative forms and activities for the animation of the playground and free time.</p> <p>2.2.2.1. In regional meetings examine the degree of active involvement that young people have in the Oratory Youth-Centres and in serving showing leadership for other young people.</p> <p>2.2.2.2. Encourage the provinces in their formation and accompaniment of young couples and young families attending the Oratory-Youth Centre, in collaboration with other settings.</p> <p>2.2.2.3. Promote a reflection with the Social Communication Sector on different forms of youth expression (theatre, dance, music, painting, cinema and literature).</p>

3 - School and Vocational Training Centres

OBJECTIVES	PROCESSES	
<p>3.1. Promote the identity and quality of Salesian presence in schools and in vocational training centres, having the culture and the vocational dimension as a unifying principle of the educative-pastoral project.</p> <p>3.2. Promote the formation and accompaniment of the lay people who share responsibility for the Salesian mission in the Schools and Vocational Training Centres.</p> <p>3.3. Consolidate reflection on and practice of educational and evangelisation processes within the school and the vocational training centre, in the various cultural, social and ecclesiastical contexts.</p> <p>3.4. Strengthen the option for the poorest in our Schools and Vocational Training Centres.</p>	<p>3.1.1. Encouraging educative-pastoral quality in our Schools and Vocational Training Centres.</p> <p>3.2.1. Promoting shared responsibility between SDB and lay people in the animation and management of Schools and Vocational Training Centres.</p> <p>3.3.1. Ensuring the increasing integration of educational and evangelising processes in the School and Vocational Training Centre ECPs.</p> <p>3.4.1. Encouraging our Schools and Vocational Training Centres to agree on the perspective of openness and service to the poorest.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Reflect on the identity of the Salesian School and Salesian Vocational Training today, in different regions and contexts.</p> <p>3.1.1.2. Accompany the processes of provincial, inter-provincial or regional structures of Salesian educational institutions, consolidating existing groups of reflection and action.</p> <p>3.1.1.3. Promote a reflection capable of generating and fostering guidance processes in the school to meet the needs of the future vocational life of the young people.</p> <p>3.2.1.1. Encourage joint formation processes (SDB, lay people and young people) in Salesian spirituality and pedagogy oriented to the shared mission.</p> <p>3.2.1.2. Promoting the development of documents that present educational and pastoral skills for lay people who share responsibility with us.</p> <p>3.3.1.1. Encourage educative-pastoral choices that transform our scholastic “structures” into a field of mission and evangelisation, by offering young people gradual and diversified processes of growth and maturing in their education in the faith.</p> <p>3.3.1.2. Promote the creation, in schools and vocational training centres, of processes of culture and ecological and solidarity-based education.</p> <p>3.4.1.1. Encourage initiatives aimed at developing the most disadvantaged young people.</p> <p>3.4.1.2. Encourage socio-political formation courses in tune with the encyclicals <i>Laudato Si</i> (LS) and <i>Fratelli Tutti</i> (FT) to give concrete form to a process that leads to a commitment to integral ecology (AGC 433, 49).</p> <p>3.4.1.3. Promote vocational training as a privileged means of attention to people in need and their inclusion in society and the world of work.</p> <p>3.4.1.4. Strengthen the accompaniment and privileged rapport with families for their mutual involvement and collaboration.</p>

<p>3.5. Ensure a greater visibility of the Salesian Schools and Vocational Training Centres outside our own circumstances (Church, society, civil institutions).</p>	<p>3.5.1. Encouraging an institutional presence of the YM Sector, the Schools and Vocational Training Centres Office at forums for ecclesial, political and social education.</p>	
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	<p>3.5.1.1. Continue development and participation in Church-based educational forums, or other international civil educational institutions.</p>
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4 - Salesian institutes of higher education (IUS) - Salesian University Colleges

OBJECTIVES	PROCESSES	
<p>4.1. Promote the application of the Policies for 2021-2025.</p> <p>4.2. Consolidate the application of the “Orientations for Campus Ministry in the IUS”, emphasizing the vocational dimension in such a way as to ensure the educational-evangelising processes in the different contexts of Salesian higher education.</p> <p>4.3. Strengthen the option for the poorest young people in the context of Salesian higher education.</p> <p>4.4. Promote communication, collaboration and institutional, academic and staff exchange at all levels.</p>	<p>4.1.1. Ensuring the development of the 2021-2025 policies and the functioning of coordination and animation structures at a global and continental/regional level.</p> <p>4.2.1. Strengthening pastoral care as a dimension that runs across all of Salesian higher education.</p> <p>4.2.2. Encouraging reflection on the vocational dimension in the educative-pastoral processes of Salesian higher education.</p> <p>4.3.1. Promoting reflection and decisions on the option for the poor as an underlying choice involving the triple university mission: teaching, research and social mission (extension).</p> <p>4.4.1. Providing wider dissemination of information on IUS within the network, in the Congregation, in the Church and in wider society.</p>	

	ACTION GUIDELINES
	<p>4.1.1.1. Prepare the policies for the 2021-2025 period with the General Assembly.</p> <p>4.1.1.2. Organise and/or accompany the various IUS meetings, conferences and assemblies.</p> <p>4.1.1.3. Accompany the application of common programmes at global and continental/regional level.</p> <p>4.1.1.4. Plan animation visits to the various IUS institutes, especially those facing greater challenges.</p> <p>4.2.1.1. Ensure the establishment of pastoral animation teams in every IUS.</p> <p>4.2.1.2. Motivate the preparation of the Pastoral Plan at the level of each of the IUS.</p> <p>4.2.1.3. Accompany proposals for continental and regional formation in university pastoral work.</p> <p>4.2.2.1. Ensure the subject of vocation is addressed in various continental and regional meetings.</p> <p>4.2.2.2. Offer reflections and resources on the subject of vocation in university campus ministry.</p> <p>4.3.1.1. Ensure reflection on the option for the poor in the various continental and regional meetings.</p> <p>4.3.1.2. Ensure institutional mechanisms to guarantee continued access to our IUS for young people from popular sectors and young university students marginalised for various reasons.</p> <p>4.4.1.1. Develop IUS websites as strategic communication resources.</p> <p>4.4.1.2. Disseminate information on best management, academic and pastoral practices and experiences among the IUS.</p>

<p>4.5. Promote reflection on the application of the youth ministry model in university colleges.</p>	<p>4.4.2. Promoting academic exchange and best practice within IUS.</p> <p>4.5.1. Helping to understand university colleges more as an educative-pastoral proposal than as a simple service to young university students.</p>	
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| <p>4.4.2.1. Develop the work of the various academic networks.</p> <p>4.4.2.2. Promote visits and collaborative initiatives between IUS managers, staff or lecturers.</p> <p>4.4.2.3. Promote exchange between students who are part of Salesian university associations.</p> <p>4.5.1.1. Put the analysis of the statistical survey on Salesian university colleges into context.</p> <p>4.5.1.2. Contribute to reflection on the application of the EPC model in university colleges.</p> <p>4.5.1.3. Accompany this area by attending meetings of managers and also visiting university colleges at provincial level.</p> |
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5 - Parishes and Shrines entrusted to the salesians

OBJECTIVES	PROCESSES	
<p>5.1. Value and make parish pastoral bodies operational as an expression of communion and an exercise in shared responsibility.</p> <p>5.2. Promote an up-to-date reflection on the Salesian parish to ensure its originality and its educative and pastoral specificity as a place of welcome and missionary service.</p> <p>5.3. Give greater attention to the local area and the social dimension of charity.</p>	<p>5.1.1. Placing all members of the EPC in a real situation of participation, dialogue and shared responsibility in the ordinary dynamics of the parish community.</p> <p>5.2.1. Focusing on the crucial issue of pastoral life and, in particular, the challenges of evangelising young people.</p> <p>5.2.2. Making the parish community attentive to the active role of the family in the educative-pastoral mission and supporting it in its educative role.</p> <p>5.3.1. Prioritising parish pastoral workers tackling concrete problems of those who live in the area.</p>	

	ACTION GUIDELINES
	<p>5.1.1.1. In the provincial SEPP, evaluate the role of councils, assemblies, groups, pastoral committees (liturgical, charitable, family, etc.), ordinary bodies of communion, programmes and the coordination of all the pastoral activity of the parish.</p> <p>5.2.1.1. Try to be present as a Sector at the national and regional meetings of parish priests for a more refined animation of the area.</p> <p>5.2.1.2. Initiate further reflection with provincial councils on the opportunities offered to young people and the working classes by our parish communities, in terms of welcome, leadership and witness.</p> <p>5.2.1.3. Study with youth ministry delegates the commitment of parish communities to launching programmes for rediscovering the faith, catechesis for Christian Initiation and vocational accompaniment.</p> <p>5.2.2.1. To give impetus in provincial/national commissions to the study of reciprocity between the family and the Salesian parish in order to pool resources, energy and shared responsibility.</p> <p>5.2.2.2. A Sector study of existing best practice aimed at forming and establishing proposals to support individuals and families in parishes.</p> <p>5.3.1.1. Check and evaluate carefully in the Provincial EPPs whether the different forms of the social dimension of charity in parishes respond to the new forms of poverty in which they live and work.</p> <p>5.3.1.2. Offer a reflection on Parish Pastoral Councils.</p>

6 - Works - Social services for young people at risk

OBJECTIVES	PROCESSES	
<p>6.1. Strengthen the animation and coordination of the youth marginalisation and disadvantage areas at regional and provincial level.</p> <p>6.2. Develop shared responsibility between Salesians and lay people in the common mission with young people, within the dynamics of the EPC.</p> <p>6.3. Consolidate the reflection and practice of the processes of education and evangelisation in the various cultural, social and ecclesial contexts.</p>	<p>6.1.1. Identifying the criteria and guidelines for pastoral action among children, adolescents, young people and other adults at risk, who are vulnerable and poorer, at the provincial and local level, as an attitude and choice across all areas.</p> <p>6.2.1. Ensuring the overall educative-pastoral formation of Salesians and laity to guarantee charismatic identity in our Works (cf. AGC 433, 17-20).</p> <p>6.3.1. Promoting a mentality of and commitment to the Educative-Pastoral Project in the SSW (Social Service Works).</p>	

	ACTION GUIDELINES
	<p>6.1.1.1. Giving continuity to reflection and application of the World Advisory Council on Social Services Works (SSW) in the World Congress.</p> <p>6.1.1.2. Consolidate synergy and networking in the Youth Ministry sector, through the DBI and DB-UN, with other <i>advocacy</i> bodies.</p> <p>6.1.1.3. Help the SSW provincial coordinator to verify and update the pastoral interventions and structures at the province level to ensure significant presence among the poorest of our works.</p> <p>6.1.1.4. Evaluate and bring up-to-date the collection of statistical data from GC28 on the SSW for young people at risk and in situations of marginalisation.</p> <p>6.1.1.5. Encourage public awareness by producing tools for the dissemination of our works/services (website updates).</p> <p>6.1.1.6. Establish a relationship with civil bodies, and even international church bodies, in work on marginalisation and troubled youth.</p> <p>6.2.1.1. Encourage and accompany vocational training in the provinces as an effective tool for prevention, and the integral human maturing of disadvantaged youth.</p> <p>6.2.1.2. Initiate or strengthen the formation paths of pastoral workers and staff, both professional and voluntary, at provincial level, in the spirituality and pedagogical practice of the Preventive System in the SSW.</p> <p>6.2.1.3. Help to support a defined pedagogical model with Salesian identity and professional competence.</p> <p>6.3.1.1. Assisting provinces in the development and animation of the four dimensions of the SEPP in the SSW which make it easier for every young person to consciously and responsibly take up the values which guide and give meaning to his or her life.</p> <p>6.3.1.2. Accompany differentiated approaches to human and spiritual growth in the SSW closely linked to daily life and following a graduated approach that respects the rhythms and differences in starting points.</p>

B. Other pastoral animation areas

7 - Mission volunteers

OBJECTIVES	PROCESSES	
7.1. Accompany the experiences of the volunteer movement with a clear Salesian identity.	<p>7.1.1. Encouraging provinces to organise, form and accompany the experience of volunteering in a systematic way according to the <i>Salesian Missionary Volunteering</i> (SMV) 2019.</p> <p>7.1.2. Encouraging the use of existing models in the world of volunteering, fostering a network at an inter-provincial level and between regions.</p>	

	ACTION GUIDELINES
	<p>7.1.1.1. Accompany the application of the SMV 2019 document in collaboration with the Mission Sector.</p> <p>7.1.1.2. Help to ensure the training and accompaniment processes of volunteers at national and regional level.</p> <p>7.1.1.3. Foster an attitude that the experience of volunteering is not just about the work to be done but an integral evangelical and charismatically inspired experience.</p> <p>7.1.1.4. At the annual meetings of YM delegates discuss the convergence between volunteering and vocation animation.</p> <p>7.1.2.1. Encourage the sharing of best practice and contacts between YM delegates and the provincial coordinator for the volunteer movement.</p>

OBJECTIVES	PROCESSES
8.1. Promote and accompany the SYM by giving priority to the vocational dimension of Salesian Youth Ministry.	<p>8.1.1. Strengthening the coordination of the SYM in its identity and visibility through the practice of networking between provinces and regions.</p> <p>8.1.2. Initiating formation processes in spiritual direction and discernment as an effective means for discovering God's plan.</p>
8.2. Strengthen and deepen the spirituality of responsible service in order to respond efficiently and effectively to new forms of youth poverty as an expression of the new evangelisation.	8.2.1. Fostering a path of formation with the aim of assimilating the social teaching of the Church.

	ACTION GUIDELINES
	<p>8.1.1.1. Promote reflection on the SYM, in accordance with the “Framework of Reference”, towards a clearer understanding of its identity and function, especially the vocational dimension.</p> <p>8.1.1.2. Participate in international events that strengthen the identity and experience of the SYM.</p> <p>8.1.1.3. Support the coordination of the SYM in the European Region and the Middle East and strengthen the SYM in those Regions where it is weaker.</p> <p>8.1.1.4. Promote the active involvement of youth in the animation and coordination of the SYM at the various levels: local, provincial and regional.</p> <p>8.1.1.5. Promote the cooperation of the SYM with other groups or movements of the Salesian Family or of Salesian inspiration, and with other platforms aimed at young people such as the Youth Section of the Vatican’s Laity, Family and Life Dicastery.</p> <p>8.1.1.6. Prepare a worldwide directory and data collection on SYM.</p> <p>8.1.1.7. Present the SYM, its identity and presence in a creative way: documentary, films and more.</p> <p>8.1.2.1. Offer young leaders formation processes in the experience of discernment and spiritual direction.</p> <p>8.1.2.2. Provide monthly or bi-monthly reflection on the themes of discernment and spiritual direction.</p> <p>8.1.2.3. Encourage volunteering and other experiences within the SYM journey to help young people in vocational discernment.</p> <p>8.2.1.1. Promote the learning of the Church’s social teachings in SYM animation.</p> <p>8.2.1.2. Launch service programmes for victims of new forms of poverty.</p> <p>8.2.1.3. Encourage the participation in the SYM of groups from our priority SSW works.</p>

	8.2.2. Following up initiatives to grow in sensitivity towards our common home and the digital world.	
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8.2.2.1. Participate in national or international meetings that carry forward the proposals referred to in Pope Francis' Encyclical Letter *Laudato Si'* (LS).

8.2.2.2. Encourage coherent thinking and lifestyles for young people to grow as responsible citizens who care for creation.

8.2.2.3. Strengthen the evangelising proposal in the digital world where young people live.

9 - Advocacy and institutional representation

OBJECTIVES	PROCESSES	
<p>9.1. Ensure the contribution of the Congregation to the work of Church and civil bodies engaged in the education of young people and youth ministry worldwide.</p> <p>9.2. Encourage communication and cooperation between the Congregation's Representative Offices at the International Institutions and the General Council, the Provinces and other bodies promoted by the Congregation.</p>	<p>9.1.1. Continuing and strengthening co-operation with Church bodies involved in the field of education and youth ministry regionally and worldwide.</p> <p>9.1.2. Ensuring resources and accompaniment for personnel in charge of the Salesian presence at the United Nations (DB-UN) and Don Bosco International (DBI) in achieving the objectives for which these Offices are responsible.</p> <p>9.1.3. Encouraging the Advocacy and Representation Offices of the Congregation and the Cooperation and Development Bodies it promotes to undertake information and awareness-raising activities for international institutions responsible for youth policy, and who promote education, social inclusion and the integral development of all young people, especially the poorest.</p> <p>9.2.1. Promoting the exchange of information and opportunities for mutual involvement between DB-UN, DBI and the various levels of government and animation of the Congregation.</p>	

	ACTION GUIDELINES
	<p>9.1.1.1. Participate in and contribute to international and regional initiatives promoted by Church bodies and involve representatives of these Church organizations in the relevant initiatives of the Congregation.</p> <p>9.1.2.1. Periodically review DB-UN and DBI Strategic Plans, and continually monitor their implementation.</p> <p>9.1.2.2. Identify suitable people to represent the Congregation in the UN's regional centres and facilitate their participation in the initiatives that take place there.</p> <p>9.1.3.1. Promote policies for the poorest of young people at various levels (cf. AGC 433, 79).</p> <p>9.1.3.2. Involve young people from the Salesian Youth Movement, Salesian-inspired youth organisations (e.g. Don Bosco Youth-Net) and the poor young people who are beneficiaries of Salesian works in the activities of DB-UN, DBI and Don Bosco Network.</p> <p>9.1.3.3. Promote the participation of young people representing Salesian work around the world in the UN Youth Forums.</p> <p>9.1.3.4. Carry out a study to identify the civil bodies where it is strategic for the Congregation to be in order to participate in significant processes in the field of education.</p> <p>9.2.1.1. Send regular newsletters of DB-UN's activities, both from New York and from the regional centres, and of DBI, to the General Council of the Congregation and to the provinces.</p> <p>9.2.1.2. Involve DB-UN and DBI staff in relevant processes and events at the various levels of government and animation of the Congregation.</p> <p>9.2.1.3. Involve Salesians and lay collaborators from the provinces in the activities of DB-UN and DBI.</p>

<p>9.3. Promote reflection in the Congregation on the social and political dimension of Salesian educative and pastoral action.</p>	<p>9.3.1. Promoting initiatives and tools at various levels that foster a culture of reflection and study of the social and political dimension of the educative and pastoral action of the Congregation and the bodies promoted by it.</p> <p>9.3.2. Strengthening DB-UN and DBI's ability to articulate the position of the Congregation on relevant issues in the service with and for young people.</p>	
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9.3.1.1. Involve the *advocacy* and Representation Offices of the Congregation, Cooperation and Development Bodies, Provincial Youth Ministry Offices and the IUS in the promotion of initiatives and drawing up of tools for reflection and critical study of the social and political dimension of Salesian educative and pastoral action.

9.3.1.2. Ensure that the care of creation and our common home is the object of reflection and the criterion of discernment for Salesian educative and pastoral action.

9.3.2.1. Form or strengthen groups of experts, Salesians and lay people, at regional and international level on relevant thematic areas, to support the Congregation's *advocacy* and representation Offices.

9.3.2.2. Disseminate the initiatives of the *advocacy* and Representation Offices of the Congregation through the Congregation's social networks and communication agencies.

COUNCILLOR FOR SOCIAL COMMUNICATION

AREA 1 - Charismatic communication and the salesian mission

OBJECTIVES	PROCESSES	
1.1. Live communication in an evangelical (Cf. Jn 1:1-5; 1:14), synodal (SyG 121-122), Salesian (C. 6) and convergent (cf. Fbic) manner.	<p>1.1.1. Accompanying and prioritising the study of new implementation strategies for anthropological, biblical, ecclesial, educational and pastoral communication (cf. LS 69; 89 and 92).</p> <p>1.1.2. Offering the tools and means at various levels for a constant process of verification, updating and inculturation of the Salesian mission in the digital habitat where today's young people live (cf. AGC 433, 29).</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Carry out formative meetings involving Salesians and lay people at a personal and community level, to enhance a vision of communication from an educative and pastoral perspective in the youth ecosystem.</p> <p>1.1.1.2. Develop the anthropological, biblical, ecclesial, educative and pastoral basis of Salesian communication with the help of scholars and educators and in an interdisciplinary way.</p> <p>1.1.1.3. From the perspective of the spiritual and educational pedagogy of the disciples of Emmaus (SyG 58), build formative paths of accompaniment of communication, together with Salesians, lay people and young people from the provinces.</p> <p>1.1.1.4. Integrate the new proposal of Salesian communication (anthropological, biblical, ecclesial, educational and pastoral) as part of the formation of Salesians, laity and the curriculum for the evangelisation and education in the faith of young people (SyG 145).</p> <p>1.1.2.1. Carry out a joint reflection process with other sectors through seminars, meetings of delegates, studies on inculturation and educational accompaniment of young people in the digital continent (WCD 2013).</p> <p>1.1.2.2. Provide spaces for reflection, and formation sessions with communication delegates and local teams to further explore, integrate and implement communication proposals within the province's and community's communication plan.</p> <p>1.1.2.3. Develop shared working strategies between delegates and local communication teams to create dialogue, processes and integration of new communication proposals within the OPP and provincial and local SEPP.</p>

**AREA 2 - Institutional communication
and shared management**

OBJECTIVES	PROCESSES	
<p>2.1. Support communication in view of animation and government for the Salesians, the Salesian Family and external Institutions.</p>	<p>2.1.1. Continuing to guarantee the visibility of the Congregation in the Salesian Family, in the Church and in the world.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Organise and update institutional communication (internally and externally) in an institutional, professional and technical manner (SSCS 2011, 54-68).</p> <p>2.1.1.2. Accompany the Rector Major's spokesperson through the Communication sector.</p> <p>2.1.1.3. Coordinate the production and dissemination of the Rector Major's messages in the media on the basis of content and recipients.</p> <p>2.1.1.4. Collaborate in preparations for the celebrations of the Congregation (Bicentenary of the <i>Dream at nine years of age</i>, Fr Paul Albera, St Francis de Sales, Centenary of the Salesian Presence in North East India, 150th Anniversary of the first Salesian Missionary Expedition and others).</p> <p>2.1.1.5. Support the Rector Major's communication with a press office, and through communication and social network channels.</p> <p>2.1.1.6. Organise the policy, logistics and technical means to support the sectors in information, interactivity and instant communication with provinces and regions.</p> <p>2.1.1.7. Accompany those responsible for communication in the different Regions or continents through meetings to encourage opportunities for unity, collaboration and shared management (publishing houses, radio, printing houses, SB, magazines, websites, multimedia, video, music, theatre and film productions).</p> <p>2.1.1.8. Organise a group of expert translators, both SDB and lay.</p> <p>2.1.1.9. Study and define how to establish institutional and personal security protocols for Salesians on the Internet and social networks.</p> <p>2.1.1.10. Organise a Crisis Management Team with the participation of people from the legal and international communication area.</p>

AREA 3 - Collaborative and solidarity-based management

OBJECTIVES	PROCESSES	
<p>3.1. Give structure to the institutional, political and governance communication of the Salesian Congregation.</p>	<p>3.1.1. Contributing with projects and campaigns for social, economic, educational and sustainable future development, to raise awareness of the situation of the poorest and most needy (cf. guideline 7, AGC 433, 45-48).</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Ensure an educational policy of digital inclusion rights for young people in poorer regions, using digital platforms for distance learning and educational-professional opportunities (SyG 89).</p> <p>3.1.1.2. Support the Missions sector in spreading awareness in the Congregation of the situation of refugees and displaced persons in refugee camps, of gypsies and indigenous peoples, promoting greater coordination for a more effective and robust commitment.</p> <p>3.1.1.3. Give more visibility and circulation to the <i>Don Bosco Green Alliance</i> project together with the Youth Ministry Sector (SyG 89).</p> <p>3.1.1.4. Create a Salesian Digital Forum where all those who have an interest in spreading the faith in a “Salesian” way, or who wish to deepen their knowledge of Salesian spirituality and the Salesian educational system, can meet.</p> <p>3.1.1.5. Accompany the Congregation’s request concerning ethics and protection of children so that in every Salesian province and house there may be a code of conduct for the care, prevention and defence of the children entrusted to us, with the commitment to protect them from any kind of abuse, wherever it may come from (cf. LS 137).</p>

AREA 4 - Salesian identity and the youth world

OBJECTIVES	PROCESSES	
<p>4.1. Experience communication as a “Salesian sacrament” of presence (cf. guideline 3, AGC 433, 25-29), in an effective and affective way among young people (cf. CEC, Circular Letter to schools, universities and educational institutions. Prot. N. 553/10 September 2020) with the heart of the Good Shepherd.</p>	<p>4.1.1. Adopting a style of listening, dialogue and personal and community discernment (cf. guideline 3, AGC 433, 27) to be a joyful and free presence among young people in a digital world</p> <p>[Note: the Salesian “is a living reminder of a presence in which availability, listening, joy and dedication are the essential features which give rise to processes... a joyful and gratuitous presence among young people”, Pope Francis’ message, in AGC 433, 67].</p>	

	ACTION GUIDELINES
	<p>4.1.1.1. Promote pastoral approaches through communication that reach out to today's youth culture in practical ways, to relive the same experience of spiritual fatherhood that Don Bosco lived with his young people (SyG 145).</p> <p>4.1.1.2. Be present in the digital world with a clear Salesian identity, announcing the Good News with the joy and simplicity of being disciples of the Lord (cf. guideline 3, AGC 433, 25-29).</p> <p>4.1.1.3. Adopt the educative spirituality and pastoral methodology of communication to outline educational processes and steps, in loving and compassionate listening to young people, helping them to seek and meet the Lord through the great questions of life.</p> <p>4.1.1.4. Integrate the new dynamics of digital communication such as interactivity, immediacy, convergence and the active role young people play, within education courses (SyG 145).</p>

AREA 5 - Evangelisation and the digital environment

OBJECTIVES	PROCESSES	
<p>5.1. Inculturate the faith, in communication and the digital world of young people, by giving priority to the centrality of the person (cf. CEC, Ibidem).</p>	<p>5.1.1. Supporting the accompaniment of the initial and ongoing formation of Salesians, lay people and educators to make known the new challenges and opportunities that young people experience in today's new social, cultural and communicative eco-systems.</p>	

	ACTION GUIDELINES
	<p>5.1.1.1. Develop a formation project for communicators as “experts in humanity” who are capable of fostering educational dialogue in the youth habitat.</p> <p>5.1.1.2. Involve our universities in networking with other centres and agencies in the study of the transformations that the digital world is bringing about within the new generations (cf. EG 132).</p> <p>5.1.1.3. Carry out some studies in collaboration with Youth Ministry on themes concerning the world of youth (young people and intelligent hypermedia, artificial intelligence, algorithms, psychological and sociological aspects resulting from the virtual world).</p> <p>5.1.1.4. Organise an integral and ongoing formation course for Communication delegates and teams with suitable programmes and structures.</p> <p>5.1.1.5. Support the Missions sector in its vision and implementation of Initial Proclamation of the Gospel in the digital environment.</p> <p>5.1.1.6. Organise an International Conference on the Bicentenary of Don Bosco’s <i>Dream at nine years of age</i> from the perspective of communication.</p>

AREA 6 - Collaborative formation and mission with the laity

OBJECTIVES	PROCESSES	
<p>6.1. Collaborate with the other sectors in the processes of formation of Salesians and lay people, to increase basic skills in evangelisation and education of young people in the digital world (AGC 433, 29).</p>	<p>6.1.1. Developing the initial and ongoing formation of Salesians, the laity (cf. point 32. Reciprocal relations between Salesians and lay people in AGC 433, 100), to inhabit the digital world with competence and a renewed missionary spirit.</p> <p>6.2.1. Encouraging the updating of Salesians in the shared mission of the Sectors.</p>	

	ACTION GUIDELINES
	<p>6.1.1.1. Integrate the anthropological, theological, spiritual and Salesian aspects of digital communication within the <i>Ratio</i>, in collaboration with the Formation sector.</p> <p>6.1.1.2. Educate Salesians and young people in the knowledge and use of artificial intelligence from an educational, social, pastoral and human governance perspective.</p> <p>6.1.1.3. Accompany the older Salesians (confessors, spiritual guides) in ongoing formation regarding the virtual world today (ethical aspects, language).</p> <p>6.1.1.4. Promote cultural and artistic communication in formation communities (music, theatre, literature, painting) (cf. SyG 47).</p> <p>6.1.1.5. Complement the YMFR with a chapter on media communication and the SSCS with a chapter on YM principles and methodology.</p> <p>6.1.1.6. Collaborate with the various sectors and the person in charge of the Salesian Family in the creating a communication course/training in EAD (Video Conference) format for Salesians, educators and young people.</p> <p>6.2.1.1. Contribute with communication projects that promote opportunities for active involvement and visibility for young migrants and homeless people, together with the Youth Ministry Sector.</p> <p>6.2.1.2. Implement, together with Youth Ministry, the organisation of distance formation courses for the ongoing formation of the laity.</p> <p>6.2.1.3. Create a commission of scholars and researchers (Salesians and laity) from the IUS to contribute directly to the Sector in the study of new human, social and cultural phenomena of young people in the digital habitat.</p>

AREA 7 - Technology, information and networking

OBJECTIVES	PROCESSES	
7.1. Promote digitilisation in Salesian works and networking for a charismatic, co-responsible and cross-sectoral vision of the mission (FT 142).	7.1.1. Supporting digital transformation and modernisation and technological innovation in the provinces.	

	ACTION GUIDELINES
	<p>7.1.1.1. Collaborate with the provinces in updating plans for digital transformation of networking among provinces and regions.</p> <p>7.1.1.2. Implement, together with the Economer General, a Salesian communications platform as an institutional and pastoral service, designing Apps that facilitate organisation, multilingual content (news, texts, video, audio).</p> <p>7.1.1.3. Build a new digital-social communications platform at the service of the Rector Major and his Council, the animation sectors and departments and Salesian Family services.</p> <p>7.1.1.4. Coordinate the updating and technical, graphical and aesthetic reorganisation of the www.sdb.org, ANS and SB sites, taking into account the multicultural nature and linguistic diversity of the Congregation.</p> <p>7.1.1.5. Ensure the coverage and involvement of ANS, SB, www.sdb.org, so that information reaches the Congregation and the Salesian Family and society in general in a creative, professional and convergent way.</p> <p>7.1.1.6. Update strategic, collaborative and sustainable business management guidelines for publishing houses, radio stations, printing houses and press agencies.</p>

**AREA 8 - Historical memory, artistic
and patrimonial heritage**

OBJECTIVES	PROCESSES	
8.1. See to the artistic heritage and the memory of the Salesian mission and works, throughout its history and today.	8.1.1. Encouraging a scientific (systematic) management of Salesian historical heritage and artistic production (music, theatre, dance, literature).	

	ACTION GUIDELINES
	<p>8.1.1.1. Organise a Don Bosco database of Salesian music collected from all over the Salesian world and make these items available on <i>YouTube</i> and other networks for the animation of Youth Ministry and the Salesian Family (cf. GP99).</p> <p>8.1.1.2. Implement film production, <i>Salesian Radio Network</i>.</p> <p>8.1.1.3. Organise Salesian choral, musical and literary productions.</p> <p>8.1.1.4. Offer support for the publication of texts by the <i>Associazione dei Cultori di Storia Salesiana</i> (ACSSA) [Salesian History Association].</p> <p>8.1.1.5. Organise Salesian cultural and religious heritage.</p>

COUNCILLOR FOR THE MISSIONS

AREA 1 - Missionary vocation

OBJECTIVES	PROCESSES	
<p>1.1. Help give rise in every Salesian to the discernment of the missionary call <i>ad gentes, ad exteros, ad vitam</i> by responding to the missionary appeals of the Rector Major (AGC 433, 48)</p> <p>1.2. Ensure Salesian missionary formation at its different levels and in its various forms.</p>	<p>1.1.1. Moving from a sense of belonging to the Province of origin to missionary generosity (AGC 433, 47)</p> <p>1.2.1. Moving from considering missionary formation for only a handful, to conceiving of it as an essential element of the Salesian charism.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Make known the life and missionary approaches of the Salesian missionary saints, in collaboration with the Postulator General.</p> <p>1.1.1.2. Foster the rediscovery and a deeper understanding of the missionary spirit as an essential element of Don Bosco's charism through visits to formation houses, days of recollection, retreats by members of the Missions Sector.</p> <p>1.1.1.3. Visit the Provinces, giving priority on the part of the General Councillor to those most in need of missionary animation, those with a greater number of missionary candidates <i>ad gentes</i>, with new frontiers.</p> <p>1.1.1.4. Foster the possibility of missionary experiences <i>ad tempus</i> (3 or 5 years) through temporary agreements between the Provinces (GC20, 477).</p> <p>1.1.1.5. Promote the acceptance of the Rector Major's missionary appeals and foster missionary availability.</p> <p>1.2.1.1. Encourage and accompany the Provincial Delegates for Missionary Animation (PDMA) in the preparation of resources and materials for missionary animation for the members of the Educative Pastoral Community (EPC), youth groups and at every level of Salesian formation.</p> <p>1.2.1.2. Review the document <i>The Missionary Formation of the Salesians of Don Bosco</i> (2014) and promote its better understanding and assimilation, in collaboration with the Formation Sector.</p> <p>1.2.1.3. Accompany the PDMA's in the development of missionary groups in the Salesian houses of formation to foster missionary zeal among formands, in close collaboration with the Provincial Delegate for Formation.</p> <p>1.2.1.4. Consolidate the <i>Orientation Course for New Missionaries</i> (September) and evaluate all phases of missionary discernment, the insertion of missionaries and their accompaniment, within the first five years of arrival.</p>

<p>1.3. Qualify the formation in spirituality and mission, of lay missionaries (RM 71) and lay partners engaged in missionary animation (cf. guideline 6, 39ss.; point 46 in AGC 433, 112).</p>	<p>1.3.1. Moving from functional collaboration to a shared mission and joint missionary formation (cf. point 38 in AGC 433, 105; AGC 433, 43).</p>	
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1.2.1.5. Enhance the *Course on Missionary Pastoral Ministry* (alternatively in Italian and English) in collaboration with UPS (September-December), exploring the possibility of opening it to lay missionaries.

1.2.1.6. Organise a one-month '*Sorgente*' (back to the sources) Course for "veteran missionaries" (alternately in English and Italian) at Colle Don Bosco (May).

1.2.1.7. Promote the qualification of confreres in missiology, anthropology and inter-religious dialogue, in dialogue with the Provincials.

1.2.1.8. Accompany and promote missionary formation courses at regional and inter-provincial level to keep aflame the missionary ardour of Salesian and lay participants (example: courses in Quito and Shillong).

1.3.1.1. Encourage the involvement of lay missionaries in the missionary courses and activities of the EPC and of Salesians in formation (cf. point 42 in AGC 433, 108; AGC 433, 43).

1.3.1.2. Promote the realisation of a systematic, progressive, gradual and permanent accompaniment of lay missionaries to help them carry out their own missionary project of life.

1.3.1.3. Foster synergy among the formator guides of the Salesian missionary volunteers, in close collaboration with the Youth Ministry Sector.

1.3.1.4. Formulate guidelines that foster the formation of catechists in the missions by highlighting the importance of Initial Proclamation.

1.3.1.5. Contribute to the theme of participation of the laity in the Salesian mission with our reflection on collaborators belonging to other religions or beliefs (AGC 433, 44).

OBJECTIVES	PROCESSES	
<p>2.1. Foster and deepen the missionary culture throughout the Congregation (AGC 433, 47).</p>	<p>2.1.1. Moving from a pastoral ministry of conservation to an integrated missionary ministry as an option touching all areas of life.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Continue the deepening of reflection on Initial Proclamation and its application in missionary contexts (AGC 433, 23).</p> <p>2.1.1.2. Promote the circulation and dissemination of Salesian missionary news at all levels, in collaboration with the Social Communication Sector.</p> <p>2.1.1.3. Ensure a significant and continuous presence in the digital continent through the <i>social media</i> of the Missions Sector (<i>Facebook, Instagram, YouTube</i>) and the section of our website www.sdb.org dedicated to the Missions.</p> <p>2.1.1.4. Supervise the publications of the Missions Sector and ensure the monthly dissemination of the missionary animation bulletin <i>Cagliero 11</i>.</p> <p>2.1.1.5. Strengthen spiritual cooperation through prayer by means of the missionary intention of the month, especially on the 11th of each month.</p> <p>2.1.1.6. Organise and launch the annual <i>Salesian Mission Day</i> (SMD).</p> <p>2.1.1.7. Provide materials to the Social Communications sector for the production of videos, commercials, clips and advertising clips on our projects.</p> <p>2.1.1.8. Assist the PDMAs in the promotion of missionary groups as bearers of the missionary spirit within the EPC and the Salesian Youth Movement, through programmes and formative pathways, in close collaboration with the Provincial Delegate for Youth Ministry.</p> <p>2.1.1.9. Promote and accompany the development of Salesian Missionary Volunteering as an integral experience that is evangelically and charismatically inspired, fostering better coordination in every Province, in close collaboration with the Youth Ministry Sector.</p> <p>2.1.1.10. Collaborate with the Regional Concillors and Visitors (R. 104) to evaluate the level of the quality of missionary culture in the Provinces, especially during the Extraordinary Visitation.</p> <p>2.1.1.11. Collaborate with the local Provinces for the celebration of the <i>Centenary of the Salesian Presence in North East India (2022)</i> and the <i>150th Anniversary of the First Salesian Missionary Expedition (2025)</i>.</p>

<p>2.2. Promote and enhance missionary animation in each province.</p>	<p>2.2.1. Moving from sporadic animation to a systematic process of sensibilisation and animation in view of a deeper missionary awareness.</p>	
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2.1.1.12. Promote a critical study of Don Bosco's missionary dreams and the figure of Cagliero as a missionary (1875-1904), in collaboration with the Salesian Historical Institute.

2.1.1.13. Organise meetings of Salesian missiologists (2022, 2025) to reflect on *Salesian missionary spirituality* and *missionary synodality*.

2.1.1.14. Accompany the *Missionary Museums* in elaborating their own Salesian identity as an instrument of initial proclamation, evangelisation and missionary animation, as well as foster synergy among them by creating an international network, organising at least one meeting during the six-year period with their directors.

2.1.1.15. Reflect with the groups of the Salesian Family on ways of deepening the missionary spirit in the *Charter of Communion of the Salesian Family* (2012).

2.2.1.1. Develop better ways of missionary animation through regular and systematic formation of Regional Delegates for Missionary Animation (RDMA) and PDMAs, meeting them by region each year.

2.2.1.2. Accompany the RDMAs in each region to ensure that the PDMAs and the Provincial Commissions for Missionary Animation work together to draw up a six-year plan in line with that of the Sector, to be evaluated in the middle and at the end of the six-year period.

2.2.1.3. Coordinate and convene the Missions Sector Consultative Assembly every two years, inviting the other Sectors when the topic is relevant to their areas.

2.2.1.4. Encourage in each province a better understanding and assimilation of the guidelines contained in the document *Volunteering in the Salesian Mission* (2019) and foster the networking of the provincial coordinators on volunteering, in close collaboration with the Youth Ministry Sector.

2.2.1.5. Deepen the reflection on the different missionary contexts (e.g. *Amazon region, Orthodox context, Afro-American context*, etc.), in collaboration with the groups of the Salesian Family, particularly with the Missions Sector of the FMA.

<p>2.3. Collaborate with the other Sectors in the spirit of missionary synodality for the animation of the whole Congregation (AGC 433, 37).</p> <p>2.4. Provide sound support to the Councillor in his task of promoting the missionary spirit and commitment in the Congregation (C. 138).</p>	<p>2.3.1. Moving from sectoral work to joint and synodal work.</p> <p>2.4.1. Moving from a departmental mentality to an overall view of service for the Congregation.</p>	
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2.3.1.1. Foster sharing with the teams of the Sectors of Youth Ministry, Communication, Formation and Economy by promoting meetings on a regular basis.

2.3.1.2. Strengthen synergy by organising a joint meeting of the Provincial Delegates of the other sectors, at least once during the six-year period, to share best practices and further explore different pastoral choices and activities.

2.4.1.1. Ensure the continuing formation of the Sector's team members in matters related to the service that is rendered.

2.4.1.2. Foster sharing within the team through regular meetings.

2.4.1.3. Organise adequate time for fellowship each year among the sector's team members in order to enhance communion.

2.4.1.4. Ensure that members of the sector's team has the opportunity to nourish their own spiritual life and psycho-physical health.

OBJECTIVES	PROCESSES	
<p>3.1. Contribute to the coordination of solidarity towards the most needy areas (AGC 433, 48).</p>	<p>3.1.1. Moving from sporadic solidarity to coordinated solidarity with transparency and accountability.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Coordinate the ongoing process of deepening the Salesian identity of Mission Offices and their role within the Provinces and the Congregation.</p> <p>3.1.1.2. Strengthen the coordination, capacity building and professionalisation of local Mission Offices in view of the self-sustainability of the Provinces, convening their directors at regional level at least every two years.</p> <p>3.1.1.3. Promote regular contacts and exchanges between the Mission Offices at different levels, making full use of the capabilities offered by new technological development.</p> <p>3.1.1.4. Organise a world meeting of all Mission Offices twice during the six-year period.</p> <p>3.1.1.5. Convene the directors of “Mission Offices to serve the whole Congregation” (R. 24.1) each year to coordinate their operation, strengthen their relationship with the Rector Major and his Council and promote synergy among them.</p> <p>3.1.1.6. Help the Provinces improve their capacity for self-sustainability and mobilisation of local resources on behalf of poor youth.</p> <p>3.1.1.7. Encourage the Mission Offices and the Salesian NGOs to support the Provinces in finding economic resources for the use of renewable energy (AGC 433, 51).</p> <p>3.1.1.8. Review the <i>System of Emergency Response</i> in the light of the experience of “<i>Don Bosco Worldwide Solidarity vs COVID-19</i>”, in dialogue with the Economy sector.</p> <p>3.1.1.9. Process the proposals for the distribution of funds for the Missions together with the Commission appointed by the Rector Major.</p> <p>3.1.1.10. Represent the General Council, through the Councillor for the Missions, at the Don Bosco Network and coordinate relations with it, other NGOs and Mission Offices.</p> <p>3.1.1.11. Collaborate closely with the Youth Ministry sector on advocacy through <i>Don Bosco International</i>, <i>Don Bosco at the United Nations</i> (DBUN) and the Mission Offices.</p>

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3.1.1.12. Accompany the Apostolic Prefectures, Apostolic Vicariates, Prelatures entrusted to the Congregation and the Provincial Delegations (C. 159) in their <i>capacity building</i> in view of attaining self-sustainability and the mobilisation of local resources.

OBJECTIVES	PROCESSES
<p>4.1. Nurture the missionary dream of the Congregation in order to keep alive its gaze towards new frontiers.</p>	<p>4.1.1. Moving from inertia to missionary audacity that guarantees a real presence among those we minister to (AGC 433, 28)</p>
<p>4.2. Accompany the Provinces in opening a missionary project within their own territory (AGC 433, 48).</p>	<p>4.2.1. Moving from a pastoral ministry of preservation to a provincial missionary project (AGC 433, 48)</p>

	ACTION GUIDELINES
	<p>4.1.1.1. Collaborate with the Rector Major and his Council as sentinel for the new missionary frontiers of the Congregation (social situations, existential peripheries, geographical frontiers, etc.).</p> <p>4.1.1.2. Ensure an effective presence of Salesian missionaries in the new missionary frontiers.</p> <p>4.1.1.3. Spread greater awareness in the Congregation about the situation of refugees and displaced persons in refugee camps and of the Rom/Gypsies, with the support of the Social Communication Sector, in order to foster better coordination in view of our more incisive and effective commitment (AGC 433, 38; 48).</p> <p>4.1.1.4. Foster the study and promotion of Initial Proclamation in the digital continent as a new missionary frontier, in close collaboration with the Social Communication Sector (AGC 433, 23).</p> <p>4.1.1.5. Collaborate with the two Regional Councillors of Europe to promote the “endogenous revitalisation of the Salesian charism”, especially in the choice of missionaries and of specific of projects to be implemented within <i>Project Europe</i>.</p> <p>4.1.1.6. Collaborate with the Regional Councillors in discerning the new missionary frontiers, to be presented to the General Council.</p> <p>4.1.1.7. Reflect on the new aspects and missionary dynamics that the Church is called to take on in today’s world.</p> <p>4.2.1.1. Encourage reflection and greater awareness within the Provinces towards a missionary reality in view of formulating or developing a shared Province project, involving young confreres and lay people in this process.</p> <p>4.2.1.2. Support the Provinces that have received responsibility for a new missionary frontier from the Rector Major.</p>

ECONOMER GENERAL

AREA 1 - Salesian identity (AGC 433, 19-20)

OBJECTIVES	PROCESSES	
1.1. Rethinking the theme of evangelical poverty as part of Salesian identity.	<p>1.1.1. Initiating a process of evaluation of our works according to Salesian charismatic identity.</p> <p>1.1.2. By embarking on a management path based on the principles of effectiveness and efficiency.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Draw up an evaluation form for the works to monitor their effectiveness and efficiency and their adherence to Salesian charismatic identity.</p> <p>1.1.1.2. Create a property [real estate] registry in every province, preparatory to an effective and efficient management of property, including with the help of dedicated software.</p> <p>1.1.1.3. Ask the provinces for each individual building to proceed with an evaluation of its functionality in relation to the social pastoral needs of the works.</p> <p>1.1.1.4. Strengthen the monitoring system, on the part of Headquarters for financial statements, and carry out targeted <i>audits</i> in cases where it is necessary to pursue an in-depth examination of the state of accounts and the organisation of the Province.</p> <p>1.1.2.1. Re-read the prescriptions in Chapter documents (GC23-GC28) regarding principles of effectiveness and efficiency and consider that the Youth Ministry Frame of Reference of our Congregation is an integral part of the formation of local and provincial bursars/economers.</p> <p>1.1.2.2. Monitoring by the Economist General of the Provinces' management processes, including through a revision of the system of provincial visitations, a pre-study of the "Provincial Directory" and the drafting of a standard preparatory letter for the provincial visitation announcing the monitoring and verification activities that will be carried out.</p> <p>1.1.2.3. During visits to provinces, and after having surveyed the property assets, the Economist General's Office will ask for minutes of the meetings of the Provincial Council in which matters concerning the individual works were discussed (C. 190; R. 192; 196).</p>

<p>1.2. Improve the social condition of the young (AGC 433, 79).</p>	<p>1.2.1. Creating a “culture of care” within the administration and calling the confreres to personal and managerial moderation.</p> <p>1.2.2. Integrating young people into society and the world of work.</p>	
<p>1.3. Create an atmosphere of collaboration and sharing (AGC 433, 105).</p>	<p>1.3.1. Creating a climate of collaboration and decision sharing.</p>	

1.2.1.1. Begin to strengthen the dialogue with representatives of young people and lay staff at all levels to verify the correct use of resources (money, personnel, material, facilities, ...) in communities and works.

1.2.1.2. Promote within provinces a process of periodic verification of management, both of the works and of the community, with the aim of reducing and gradually eliminating waste and excesses; make the culture of moderation and management efficiency a “model of good management of the works” such that it is an example for young people and their families and a vehicle for the message that the money received or generated by Salesian works is actually spent for the good of the youngsters.

1.2.2.1. Review the organisational and management structure of the works at provincial level to ensure the “voice” of young people in decision-making processes (AGC 433, 145).

1.2.2.2. Consider the need for ongoing updating of the staff in the economist’s office (Salesianity, social development, Church doctrine...).

1.2.2.3. Once a year, the Province to produce and publish a social report indicating the beneficiaries of our mission, the resources used, the results achieved and those to be achieved.

1.2.2.4. Create the right conditions (tools) for monitoring the integration of young people within society, the world of work, the Church.

1.3.1.1. Proceed, during the visits of the Economist General’s Office to the provinces, with the verification of the effective sharing of strategic choices in the financial area, both with the Salesians involved because of their role in management processes, and with the laity who play important roles in the province’s organisation chart (some indications will be given in the letter announcing a visit from the Economist General’s Office).

1.3.1.2. Recommend the parts of the SDB Constitutions which indicate the collegial bodies with the competence for making management decisions (e.g. Board of Directors, House Council, Council of the Work, etc.), in order to prevent those involved in the decision-making process from making personal decisions.

1.3.1.3. Check the presence of formation plans for lay and Salesian personnel.

1.4. Pay attention to the choice of provincial economists and administrative staff.	1.4.1. Giving priority to Salesian identity.	
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	<p>1.4.1.1. Prepare a professional profile for each individual sought, whether they be Salesian or lay personnel.</p>
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	<p>1.4.1.2. Provide a differentiated process of ongoing formation in the provinces for the economers (bursars, treasurers...) both for the houses and the province. Headquarters should assist this process with ongoing accompaniment.</p>
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OBJECTIVES	PROCESSES	
2.1. Promote the development of a ministry-centred mentality within the economic sector, so that people are oriented towards Christ and the Good Shepherd (AGC 433, 88-90).	<p>2.1.1. Providing an ongoing formation curriculum for Salesians.</p> <p>2.1.2. Improving the transparency of ordinary management within the Salesian community, the EPC and towards benefactors.</p>	
2.2. Overcome the divide between formation and mission (AGC 433, 84).	2.2.1. Encouraging the overcoming of the same gap within the economists' offices (House/Works) and within communities.	

	ACTION GUIDELINES
	<p>2.1.1.1. Include Financial Education courses, starting with the Houses of formation, aimed at promoting a development programme that guarantees the younger generation of Salesians has the skills to make informed choices in the future in administrative, economic and financial areas.</p> <p>2.1.1.2. Revise the manual of the Provincial Economist's Office, including new insights into Salesianity, Church doctrine, social development, etc.</p> <p>2.1.2.1. Make the Salesians and their collaborators understand the importance of adopting a strategic plan (OPP; Provincial SEPP, budget and financial report) so that they learn to use these tools for the management of the works.</p> <p>2.1.2.2. Periodically inform those in charge of the works, who in turn are informed about the economic situation in the various sectors of the mission (e.g. financial report, budget preparation).</p> <p>2.2.1.1. Identify, necessarily in the economic-financial field, structured formation courses for Salesian personnel, starting with formation houses and arriving at the courses that Headquarters provides for the new provincial economists. Formation in this sector can only be entrusted to lay specialists. There should be periodic monitoring by the Economist General of the adoption of these formation courses.</p> <p>2.2.1.2. The Economist General's Office undertakes to update its contribution to the formation of provincials.</p> <p>2.2.1.3. Adopt an ongoing formation process within provinces aimed at bursars/economists in the houses/communities and the lay staff involved in administration.</p> <p>2.2.1.4. Allocate a share of the province's budget to the ongoing formation of Salesians and employees, and in this way also encourage responsibility on the part of individuals.</p>

<p>2.3. Respect a code of ethics for Salesian Economy at the service of the charism and mission (AGC 433, 38).</p> <p>2.4. Strengthening networking capacity in the economic field.</p>	<p>2.3.1. Guaranteeing an ethical approach in management in the field of economics, adopting actions and behaviour that distinguished for its moderation, effectiveness, efficiency and solidarity.</p> <p>2.3.2. Following the Holy Father's Magisterium on the management of ecclesiastical goods.</p> <p>2.4.1. Sharing best practice and using IT tools and operational procedures in the administrative and economic field.</p>
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2.3.1.1. Re-read and analyse the *Scrutinium paupertatis* document (cf. AGC 345 [1993]), which must be adopted in each local community.

2.3.1.2. Verify, through the Economer General's Office, the management efficiency of the province by means of an in-depth and timely analysis of financial statements and their comparison over time.

2.3.1.3. Adopt a code of ethics within every province that gives indications on the fundamental rights and duties that must characterise the actions of people within Salesian works (respect, fairness, confidentiality and protection of the individual and the environment, honesty, impartiality and transparency) and ensure that this code embraces Christian and Salesian values (ChV 98).

2.3.1.4. Each province shall identify the individual(s) responsible for personnel management and entrust them with the task of informing and forming all personnel in the adoption of the code of ethics.

2.3.1.5. Each provincial economer shall ensure compliance with the law and civil society standards in matters of employment contracts and workplace safety, as well as in places dedicated to young people (e.g. by upgrading buildings where the activities are carried out).

2.3.2.1. Use and management of movable assets, property and investments, always respecting ethical criteria in harmony with the Social Doctrine of the Church and the mission to young people.

2.3.2.2. The provincial economer shall provide his provincial/superior and the Economer General at least once a year with a report on investments and use of real estate, taking into account the "financial risk assessment criteria" indicated by Headquarters (R 202).

2.4.1.1. Sharing experiences and management tools between provinces belonging to homogeneous geo-political areas.

2.4.1.2. Support and promote connections and sharing among economers/bursars, by having meetings at regional level or on a more restricted local basis and preparing international seminars (SDB *Change Congress* in September 2022 and September 2025).

2.4.1.3. Digitise province documents at the Economer General's Office level, starting in 2021.

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2.4.1.4. Encourage the development of collaboration/synergy within each province between the provincial economist's office, administrative/management control office; personnel office, PDO; legal office.
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**AREA 3 - Sharing the salesian mission with lay people
(AGC 433, 39, 99-102)**

OBJECTIVES	PROCESSES	
<p>3.1. Qualify the economic sector with specialised lay people (cf. 40. Works entrusted to Salesians and lay people in AGC 433, 107).</p>	<p>3.1.1. Promoting the inclusion of lay people within the economic sectors of the province (e.g. bursars) and the process of delegating management responsibilities to lay people.</p> <p>3.1.2. Encouraging trust in and trustworthiness of lay personnel.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Include specialised lay personnel (both as employees and external consultants) in the economic, administrative, management and legal sectors.</p> <p>3.1.1.2. Share and gradually assign responsibilities for the management of a mission area or an entire work to lay personnel, where possible.</p> <p>3.1.2.1. Provide processes for selection, formation and professional growth of lay personnel within each province in order to encourage their involvement and responsibility in the management of the works. During the visits, the Economist General's Office will verify the existence and application of these processes.</p>

**AREA 4 - Greater generosity in the Congregation
(AGC 433, 45)**

OBJECTIVES	PROCESSES	
4.1. Increase awareness of the real situations and challenges within the Congregation in order to encourage greater generosity.	4.1.1. Strengthening the dialogue between the provinces and the Economer General's Office to support those in financial difficulties; recourse to external financial backers should only be made in extremely necessary cases.	

	ACTION GUIDELINES
	<p>4.1.1.1. Create regional networks on the subject of solidarity and sharing, together with PDOs and provincial economists, with the aim of supporting social projects, formation of Salesians, care of the sick and elderly with the provinces' own resources. The Economist General's Office will act as promoter, supervisor and <i>auditor</i> of these initiatives.</p> <p>4.1.1.2. Make the principle of subsidiarity the framework for action in case of emergency or economic need, as provided for in the Church's social doctrine.</p> <p>4.1.1.3. Each province, involving its local communities, will contribute to the Rector Major's Global Solidarity Fund and, where possible, support the Distribution of Funds on behalf of provinces in need (R. 197).</p>

**AREA 5 - Accompanying the young
towards a sustainable future (AGC 433, 49)**

OBJECTIVES	PROCESSES	
5.1. Translate the encyclical Laudato Si (LS) into the daily activity of every Salesian and every Salesian work.	5.1.1. By each Province preparing a plan to implement a policy that eradicates poverty while respecting the environment and timing activities up till 2032 (AGC 433, 51).	

	ACTION GUIDELINES
	<p>5.1.1.1. Reflect on the possibility of achieving the objective of LS in the formation and education of economists.</p> <p>5.1.1.2. Each <i>Planning and Development Office</i> (PDO) and economist's office will commit to presenting their concrete strategy for achieving high level eco-sustainability at the <i>SDB Change Congress</i> in 2022.</p> <p>5.1.1.3. The Economist General's Office and each provincial economist's office should try to find as many resources as possible to update each formative curriculum on environmental issues.</p>

SECRETARIAT FOR THE SALESIAN FAMILY

AREA 1 - Formation in mission

OBJECTIVES	PROCESSES	
<p>1.1. Deepen the charismatic, spiritual, apostolic and family experience of Don Bosco, founder of the Salesian Family and of a vast movement for the salvation of youth (cf. AGC 433, 19).</p> <p>1.2. Make each Group and all the Groups grow in awareness of being a charismatic Family in the Church (cf. AGC 433, 150).</p>	<p>1.1.1. Making known and encouraging participation in the formative proposals on Salesianity of the various Centres of spirituality and other formative instances, both in presence and online.</p> <p>1.1.2. Creating space and time for reflection on Don Bosco, founder of the Salesian Family.</p> <p>1.2.1. Continuing the deeper understanding of the Charter of Charismatic Identity.</p> <p>1.2.2. Promoting awareness of the different groups of the Salesian Family.</p> <p>1.2.3. Sharing common aspects of Salesian spirituality and those specific to individual groups.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Compile a list of centres and proposals by region, communicate these proposals to the groups in the regions, contact the teachers/animators for any new initiatives.</p> <p>1.1.1.2. Organise meetings of the Secretariat as far as possible in Salesian places.</p> <p>1.1.2.1. Prepare an essential bibliography on Don Bosco as founder, and Salesian spirituality.</p> <p>1.1.2.2. Promote study seminars on concrete aspects concerning the Salesian Family, involving scholars, consecrated and lay experts.</p> <p>1.2.1.1. Produce aids for information, formation and common spirituality that help achieve a deeper appreciation of being a charismatic family in the Church.</p> <p>1.2.2.1. Disseminate the new edition of the book <i>The Salesian Family of Don Bosco</i> (2019, printed and online) and give groups the opportunity to present themselves at regional or world meetings.</p> <p>1.2.2.2. Provide the presentation of events, activities, testimonies and short interviews of people belonging to the different groups of the Salesian Family on the website.</p> <p>1.2.3.1. Take the Rector Major's Strenna as an instrument of charismatic communion, inspiration and common action.</p>

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<p>1.2.3.2. Hold the World Council and Spirituality Days each year, seeing to their influence on the provinces and groups, and see the value of similar experiences in regions and provinces.</p>

<p>1.2.3.3. Promote prayer together at local, provincial or world level (reflection days, retreats, novena of Mary Help of Christians...).</p>
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AREA 2 - Shared Mission and Formation

OBJECTIVES	PROCESSES	
<p>2.1. Animate, form and increase the sense of belonging to the Salesian Family in confreres (AGC 433, 34).</p> <p>2.2. Interact with those responsible for sectors in reflection and joint action at global, regional and provincial level (AGC 433, 108-109).</p>	<p>2.1.1. Seeing to an understanding and positive experience of our being members of the Salesian Family in initial and ongoing formation.</p> <p>2.2.1. Looking after communication and interaction between those responsible for the sectors (particularly Youth Ministry, Missions and Formation) and the members of the Secretariat.</p> <p>2.2.2. Encouraging thinking together, planning together, working together, in response to the challenges of the local area and valuing the resources of the Salesian Family.</p> <p>2.2.3. Collaborating with shared formation initiatives worldwide, regionally and at province level.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. To guarantee young confreres, in collaboration with the Formation Sector, a theoretical and experiential formation in the Salesian Family within their study of Salesianity, making the most of the programmes and experiences already in place.</p> <p>2.1.1.2. Promote participation in shared experiences of spirituality and formation among the Salesians and among the groups of the Salesian Family present in the area.</p> <p>2.1.1.3. Involve Salesian confreres in the accompaniment of the local groups of the Salesian Family.</p> <p>2.2.1.1. Participate at all levels in the proposed reflections and offer reflections that more specifically concern the Salesian Family.</p> <p>2.2.1.2. Establish an opportunity with Youth Ministry and Formation (SDB, FMA and other interested Groups) for reflecting together on aspects common to youth ministry, formation and the Salesian Family (among which vocational proposal and accompaniment), involving other members of the Salesian Family.</p> <p>2.2.1.3. Promote the participation of members of the Groups of the Salesian Family in the study seminars organised by the sectors.</p> <p>2.2.2.1. Make known the positive experiences (best practice) where groups of the Salesian Family work together.</p> <p>2.2.2.2. Identify common areas and engage in initiatives for a significant educational and apostolic intervention (attention to families, animation of the SYM in vocational terms, promotion of civil and missionary volunteering, causes for the most needy, spiritual accompaniment, care of creation, apostolic commitments beyond Salesian areas in a sense of belonging to the Church...).</p> <p>2.2.3.1. Collaborate in initiatives of the various Sectors of the Congregation, and of the other Groups if required, in the areas of formation, spirituality, youth ministry, mission <i>ad gentes</i>, communication.</p> <p>2.2.3.2. Actively participate in the development of shared formation programs for Salesian identity.</p>

AREA 3 - Life of communion

OBJECTIVES	PROCESSES	
<p>3.1. Engage in the accompaniment of the Salesian Family as a whole, promoting growth in the life of communion between the Groups, respecting their specificity and autonomy (cf. <i>Charter of the Charismatic Identity of the Salesian Family of Don Bosco</i>, 2012, 10).</p> <p>3.2. Qualify the animation of the Salesian Family at regional and provincial level as also the accompaniment of the groups for whom we Salesians have a particular responsibility.</p>	<p>3.1.1. Renewing how the Secretariat for the Salesian Family functions.</p> <p>3.1.2. Organising a service of effective communication.</p> <p>3.1.3. Celebrating significant dates for the Groups of the Salesian Family.</p> <p>3.2.1. Ensuring the formation and accompaniment of provincial delegates for the Salesian Family, as well as the quality of their service.</p> <p>3.2.2. Seeing to the implementation of Salesian Family advisory bodies at all levels.</p>	

ACTION GUIDELINES
<p>3.1.1.1. Carry out with dedication the tasks that the Rector Major indicates to the Secretariat.</p> <p>3.1.1.2. SDBs, FMAs, SSCC, ADMA will reflect together on the accompaniment of delegates/animators of the SSCC, ADMA groups.</p> <p>3.1.2.1. Check the communication system currently in place and with the help of the Social Communication Sector, implement its effective renewal.</p> <p>3.1.2.2. Create channels of awareness, information and common formation for all the groups of the Salesian Family where they can share reflections, experiences, initiatives, materials, best practice...</p> <p>3.1.3.1. The events to be celebrated will be: the Centenary of the death of Fr Paul Albera (2021); the Centenary of the CSMA Congregation (2021); the 4th Centenary of the death of Saint Francis de Sales; the 150th anniversary of the Foundation of the FMA (2022); the 150th anniversary of John Bosco's <i>dream at nine years of age</i> (2024); the 9th International Congress of Mary Help of Christians (2024).</p> <p>3.2.1.1. Complete the drafting of the document dedicated to the identity and mission of the SDB Provincial Delegate for the Salesian Family.</p> <p>3.2.1.2. Organise the course for new provincial delegates at the time of the Spirituality Days.</p> <p>3.2.1.3. Organise a regional meeting of provincial delegates during these six years that is open to those in charge of Groups in the area.</p> <p>3.2.2.1. Direct provinces to establishing and consolidating their Advisory Bodies in the light of the Charter of identity and their experience, and offer the required assistance.</p>

AREA 4 - Salesian Family holiness

OBJECTIVES	PROCESSES	
<p>4.1. Revive the grand theme of the universal call to holiness (cf. LG 39).</p> <p>4.2. Value, in the Salesian Family, the legacy of holiness that has come from the charism of Don Bosco.</p>	<p>4.1.1. Valuing the variety and multiplicity of vocations present in the Groups of the Salesian Family.</p> <p>4.2.1. Spreading knowledge, imitation and devotion to saints and candidates for sainthood of the Salesian Family.</p> <p>4.2.2. Involving groups of the Salesian Family in accompanying and promoting the causes of beatification and canonisation.</p>	

	ACTION GUIDELINES
	<p>4.1.1.1. Promote knowledge of the specific nature of the different vocations of the Groups presented in their corresponding Statutes and Constitutions.</p> <p>4.1.1.2. Celebrate the 4th Centenary of the death of St Francis de Sales (2022).</p> <p>4.1.1.3. A deeper study of the Exhortation <i>Gaudete et Exsultate</i> and the Strenna <i>Holiness for you too!</i> from 2019.</p> <p>4.2.1.1. Present testimonies of holiness at world and regional meetings, as well as the specific nature of the various expressions of holiness lived in the Salesian Family.</p> <p>4.2.1.2. Disseminate the biographies of the Saints, Blesseds, Venerables and Servants of God and in particular make known figures of youthful holiness and others from the local area.</p> <p>4.2.1.3. Promote joint prayer initiatives to invoke the help and intercession of our Family's candidates for sainthood.</p> <p>4.2.2.1. Participate in world seminars for the promotion of causes and encourage the <i>Studium</i> promoted by the Congregation for the Causes of Saints.</p> <p>4.2.2.2. Share events related to the causes of beatification and canonisation: anniversaries, advancement of causes, beatifications...</p> <p>4.2.2.3. Disseminate the Dossier and annual Postulation Poster.</p>

Third Part

STRUCTURE OF THE PROJECT

FOR THE REGIONAL COUNCILLORS

1. Africa and Madagascar
2. America South Cone
3. East Asia and Oceania
4. South Asia
5. Central and North Europe
6. Interamerica
7. Mediterranean

REGIONAL COUNCILLORS

COUNCILLOR FOR THE AFRICA AND MADAGASCAR REGION

AREA 1 - Formation

OBJECTIVES	PROCESSES	
1.1. Prepare formators and formation teams (cf. AGC 433, 17).	1.1.1. Ensuring the qualification and specialisation of confreres and lay people suitable for formation, Salesian spirituality and accompaniment (cf. AGC 433, 50).	
1.2. Adopt a personalised style of accompaniment (cf. AGC 433, 18).	1.2.1. Strengthening consecrated Salesian identity. 1.2.2. Studying a “satellite” approach to formation houses in the Region.	
1.3. Rediscover the beauty of Salesian consecrated life (cf. VC 24).	1.3.1. Reflecting in the Provinces and in the Region on the different phases of vocational discernment and on the quality of our formative offer (cf. ChV 291-298; AGC 433, 40).	

	ACTION GUIDELINES
	<p>1.1.1.1. Review, in all provinces, the provincial plan for the qualification of confreres and lay people, especially of the Salesian Family.</p> <p>1.1.1.2. Provide, in the formative sessions offered by the Salesian Formation Centre for Africa and Madagascar (SAFCAM), for the formation of formators, rectors and all those who collaborate in formation, discernment, accompaniment and promotion of religious discipline.</p> <p>1.1.1.3. Make pedagogical aids and qualified confreres in the field of formation and Salesianity, psychology and counselling available to the <i>curatorium</i>.</p> <p>1.2.1.1. Helping growth in the practice of the evangelical counsels and in the assimilation of the Salesian spirit (especially in young people in formation).</p> <p>1.2.2.1. Encourage the provinces to arrange various formation communities around the study centres so as not to waste energy and resources.</p> <p>1.2.2.2. Prepare the formation teams in the inter-provincial houses to accompany and form the confreres in groups (initiation into the skills required in Salesian life).</p> <p>1.3.1.1. Propose in regional meetings and in the material prepared by SAF-CAM the dissemination of the first part of the book, <i>Animating and Governing the Community: The Service of the Salesian Rector</i> (2019) which deals with the consecrated identity of the Salesians, and with letters on the Salesian brother (AGC 424) and the Salesian priest (AGC 431).</p>

	<p>1.3.2. Highlighting the complementarity between the SDB brother and priest (cf. AGC 433, 33).</p>	
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1.3.1.2. Consider ongoing formation more and more according to the different age groups of the confreres and focus on the contextual dimension (inculturation).

1.3.1.3. Strengthen and diversify the permanent team at the service of SAFCAM, and network it with other confreres and resources of the Region and the Congregation.

1.3.2.1. Involve the provinces more in how the centre at Yaoundé functions.

1.3.2.2. Encourage the participation of brothers in the various formation opportunities (Regional Formation Commission, other commissions, formation houses and/or centres, vocational animation, etc.).

1.3.2.3. Organise a second congress of Brothers from Africa and/or a network.

AREA 2 - Youth Ministry

OBJECTIVES	PROCESSES	
<p>2.1. Put Youth Ministry once again at the centre of our charismatic identity and of our mission for the poorest young people.</p>	<p>2.1.1. Strengthening the profile and skills of the Provincial Delegates for Youth Ministry (YMFR, 259).</p>	
<p>2.2. Take a prophetic position on the key themes of today's African youth (cf. AM 60-68).</p>	<p>2.2.1. Studying the potential and challenges of young Africans (cf. AGC 433, 20-24).</p>	
<p>2.3. Promote a regional network for a quality African school (cf. AM 74-78).</p>	<p>2.3.1. Working together to federate projects and offers of formation in the Region and in the Congregation.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Make the GC28 known and encourage each province to re-read its OPP and its SEPP in the light of the three Chapter themes and the Rector Major's letter (Action Programme).</p> <p>2.1.1.2. Invite all provinces to: (a) free the Provincial Delegates from other commitments incompatible with pastoral and vocational animation, (b) assign them to the Provincial House or centre and (c) involve them as members of the Provincial Councils (cf. YMFR, 273-274).</p> <p>2.1.1.3. Involve the Provincial Delegate for Youth Ministry in the discernment, planning, financing, implementation, evaluation and monitoring of all educational projects, including those developed by the Planning and Development Office (PDO) and Don Bosco Tech Africa (DBTA).</p> <p>2.2.1.1. Explore, in collaboration with the confreres of the Salesian diaspora and Salesian and other experts, the current issues relating to human rights, migration, child labour, the protection of minors, development, peace, citizen and political commitment, access and challenges of the digital world, etc.</p> <p>2.2.1.2. Promote the inculturation of the charism in the Africa and Madagascar Region with the help of the Social Communication sector (cf. the sector's plan for the six-year period) through works, round tables and publications on Salesian education at its meeting point with African anthropology (cf. AM 36).</p> <p>2.2.1.3. Propose activities that help unleash the genius and creativity of young Africans in various fields (science and technology, culture and art, sport, etc.).</p> <p>2.3.1.1. Consolidate the Conference of Salesian University Institutions (IUS) in the Region and emphasise the contribution of the charism to higher education in Africa and Madagascar (cf. AGC 361, 43-47; AGC 407, 38).</p> <p>2.3.1.2. Disseminate best practice of the provinces in school management, the digitisation of the school system, the mobility of skills and teaching staff (teachers, researchers), the creation of educational resources and interest in research and innovation.</p>

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	<p>2.3.1.3. Ensure collaboration and communication between Provinces, DBTA, DBI and DBNet, to better qualify our technical and vocational training, generalise the creation of the job service office in each centre, and the updating of structures, and offers of formation for the poorest young people.</p>
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AREA 3 - Mission**(cf. Priority 7 of the Rector Major AGC 433, 45-48)**

OBJECTIVES	PROCESSES	
<p>3.1. Ensuring discernment of the missionary call <i>ad gentes</i>, <i>ad externos</i>, <i>ad vitam</i> and Salesian missionary formation in its various levels and approaches.</p> <p>3.2. Strengthen mission solidarity towards the most needy provinces.</p>	<p>3.1.1. Broadening the sense of belonging of the confreres to the wider horizons of the Region, the Congregation and the Church.</p> <p>3.2.1. Launching missionary animation at all levels.</p> <p>3.2.2. Moving from inertia to missionary boldness that guarantees a real presence to wherever God calls us.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Make known the missionary life and methods of Salesian holy missionaries, in collaboration with the Postulator General.</p> <p>3.1.1.2. Promote the double movement of sending and welcoming confreres and lay missionaries or volunteers in each Province.</p> <p>3.1.1.3. Create and enrich, in collaboration with the delegates and the Social Communication Sector, a platform for a better knowledge and understanding of Africa.</p> <p>3.2.1.1. Increase in individual confreres and communities the mentality of a “Church going forth” to the peripheries of existence and the world, opening up to universal fraternity.</p> <p>3.2.1.2. Encourage and accompany the PDMA’s in the preparation of resources and materials for the missionary animation of the members of the EPC, of youth groups and all levels of Salesian formation.</p> <p>3.2.1.3. Appoint a PDMA coordinator for the Region, as well as a Provincial to chair the Regional Commission.</p> <p>3.2.2.1. Promote greater solidarity between the provinces for the sharing and exchange of skills and human resources (rectors, formators, volunteers, etc.).</p> <p>3.2.2.2. Establish, in dialogue with the Rector Major and his Council, the criteria for the management and possible transfers of candidates/vocations.</p> <p>3.2.2.3. Demonstrate generosity and solidarity to ensure a Salesian and generous response to the new frontiers, in particular the displaced and refugees, the dioceses and nations of the Region who await our presence.</p> <p>3.2.2.4. Accompany the restructuring processes of the provinces (cf. Provincial Chapters 2016) and of the Region.</p>

OBJECTIVES	PROCESSES	
<p>4.1. In the context of evangelical poverty, strive for greater transparency, self-financing, and professionalism in resource management (C. 190; R. 30).</p> <p>4.2. Provide for better care and management of our common home (cf. AGC 433, 27 and LS 51).</p>	<p>4.1.1. Accompanying the confreres in the direction of a transparent and solidarity-based management of resources (cf. AGC 433, 77).</p> <p>4.1.2. Decreasing dependence on foreign aid and promoting local resources.</p> <p>4.2.1. Working more carefully to protect creation for a sustainable future (cf. AM 79-80).</p>	

	ACTION GUIDELINES
	<p>4.1.1.1. Promote a simple style of life, love for a job well done and <i>scrutinium paupertatis</i> at community and provincial level.</p> <p>4.1.1.2. Draw up and disseminate in all our provinces a Manual of procedures or code of conduct.</p> <p>4.1.1.3. Help provincial eonomers, in collaboration with the vice-rector and rectors, to motivate each confrere and each local bursar/economer to present the accounts of each management situation regularly.</p> <p>4.1.1.4. Help the provinces, through external skilled individuals and/or <i>audits</i>, and the Finance Commissions, the DBTA, to assimilate Salesian management and investment criteria.</p> <p>4.1.2.1. See the value of the patrimony of our works and of every province.</p> <p>4.1.2.2. Encourage the Mission offices and PDOs to find and preserve local benefactors.</p> <p>4.1.2.3. Provide, through the discernment of the Provincial and his council, income-generating initiatives managed in collaboration with the laity, with transparency and competence, and for the mission.</p> <p>4.1.2.4. Maintain inter-community and inter-provincial solidarity to meet the extraordinary expenses of the formation houses coordinated by the <i>Curatorium</i>.</p> <p>4.2.1.1. Belong in a convinced and concrete way to the <i>Don Bosco Green Alliance</i>.</p> <p>4.2.1.2. Educate young people to ecological conversion and the safeguarding of creation.</p> <p>4.2.1.3. Respect and promote environmental policies in our facilities.</p>

COUNCILLOR FOR THE AMERICA SOUTH CONE REGION

AREA 1 - Salesian identity

OBJECTIVES	PROCESSES	
1.1. Deepen the understanding of the profile of Salesians today for young people (AGC 433, 37).	1.1.1. Growing in charismatic depth and in Salesian identity, in all phases of life, with a serious commitment in every province and in every Salesian community (AGC 433, 10).	

	ACTION GUIDELINES
	<p>1.1.1.1. Promote the growth of the Salesian consecrated identity (AGC 433, 10) lived in its two forms: brothers and clerics.</p> <p>1.1.1.2. Insist on the value of affective and effective presence among young people by accompanying the active role and leadership by young people themselves in every house and in the Salesian mission (AGC 433, 15).</p> <p>1.1.1.3. Accompany the reshaping of presences so that they can give priority to the option for the poorest young people (AGC 433, 20).</p> <p>1.1.1.4. Encourage the missionary dimension of the Region, including by volunteering (AGC 433, 25) especially in the Amazon, Patagonia and Chaco.</p>

AREA 2 - Formation

OBJECTIVES	PROCESSES	
<p>2.1. Reflect on the formation of the Salesian (AGC 433, 44).</p>	<p>2.1.1. Promoting a renewed culture of formation in mission in the Region (AGC 433, 16).</p> <p>2.2.1. Banking on the formation of the laity committed to the mission, supporting their personal growth (AGC 433, 22).</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Encourage reflection on formation <i>in</i> and <i>for</i> the mission (AGC 433, 18).</p> <p>2.1.1.2. Be present at the <i>curatorium</i> of the inter-provincial formation houses and guarantee the good formation of the teams of formators.</p> <p>2.1.1.3. In particular, accompany the two inter-regional centres: the Salesian Ongoing Formation Centre for America in Quito and the Formation Centre for Salesian Brothers (CRESCO) in Guatemala.</p> <p>2.1.1.4. See to the formation of formators in the Region (AGC 433, 18).</p> <p>2.2.1.1. Promote the ongoing formation plan for Salesians and laity in the provinces (AGC 433, 23), especially by encouraging consecrated persons to participate and to be formed together with the laity.</p> <p>2.2.1.2. Commit all the provinces to send Salesians and lay people to formation courses in Quito.</p> <p>2.2.1.3. Encourage the correct functioning of the EPCs as privileged spaces for ongoing formation between Salesians and laity (AGC 433, 23).</p>

**AREA 3 - Shared mission between salesians
and lay people**

OBJECTIVES	PROCESSES	
<p>3.1. Take care of the dimension of the shared mission between Salesians and laity (AGC 433, 52).</p>	<p>3.1.1. Encouraging the presence of lay people, young people and adults in the various sectors of the Salesian mission, evaluating their contribution and qualification (AGC 433, 23).</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Accompany the strengthening of the evangelising dimension of the mission in provincial youth ministry, proposing Initial Proclamation with more conviction (AGC 433, 12).</p> <p>3.1.1.2. Promote systematic coordination of the various sectors of youth ministry in the provinces.</p> <p>3.1.1.3. Encourage reflection in the provinces on <i>Querida Amazonia</i> and <i>Laudato Si'</i>, collaborating with the <i>Don Bosco Green Alliance</i> in the commitment to care for creation (AGC 433, 27).</p> <p>3.1.1.4. Accompanying reflection and actions relating to the inculturation of the Salesian mission in the digital environment (AGC 433, 15).</p> <p>3.1.1.5. Consolidate the work of the “<i>Escuela Salesiana América</i>” (ESA), the formation of those in charge of Vocation Training Centres and synergy between Salesian Institutes of Higher Education (IUS).</p> <p>3.1.1.6. See to the strengthening of the SYM and of vocation animation in each province (AGC 433, 42).</p> <p>3.1.1.7. Ensure that all provinces are committed to the care and defence of the rights of minors, including by developing their own code of ethics (ACG 433, 20).</p>

COUNCILLOR FOR THE EAST ASIA AND OCEANIA REGION

AREA 1 - **Being with Don Bosco (AGC 433, 9-11): Communion and solidarity (AGC 433, 8; 23)**

OBJECTIVES	PROCESSES	
<p>1.1. Strengthen the sense of belonging to the Congregation and the Region among the confreres (cf. guideline 2 in AGC 433, 24).</p> <p>1.2. Create a culture of solidarity among superiors and among the confreres (cf. AGC 433, 25).</p>	<p>1.1.1. Assisting the process of opening up to a broader vision of our mission in the wider world community.</p> <p>1.2.1. Encouraging and becoming used to the steps for consolidating more personal contacts between superiors and those responsible for the various sectors at the various levels in the Salesian family spirit.</p> <p>1.2.2. Reflecting on ways to give young people who are in a desperate situation a broader view of the world.</p> <p>1.2.3. Supporting the steps to consolidate a mentality of what I/we offer to the Congregation.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Accompany and encourage all the confreres and members of the Salesian Family to often draw on the resources of ANS, Boscolink and Australasia and help share “living testimonies” as a habitual act of communion.</p> <p>1.1.1.2. Continue contributing the monthly message of Boscolink and Australasia as a means of communicating information and building a sense (of belonging) to the Congregation and the East Asia-Oceania Region.</p> <p>1.2.1.1. Make frequent contact with the help of social media, with provincials and superiors to support their concerns and encourage hopes.</p> <p>1.2.2.1. Build a culture of social communication among sector coordinators in the East Asia-Oceania Region.</p> <p>1.2.2.2. Raise awareness of the needs of the missions in the Congregation and in the Region.</p> <p>1.2.3.1. Exploit the human and economic resources in the East Asia-Oceania Region to respond to the needs of the Congregation and of the inter-provincial formation houses.</p>

AREA 2 - **Clear salesian identity as consecrated educators and evangelisers (AGC 433, 49)**

OBJECTIVES	PROCESSES	
<p>2.1. Ensure that candidates and young confreres in initial formation assimilate the Salesian charismatic identity well (AGC 433, 10).</p> <p>2.2. Offer all confreres the opportunity to renew their fidelity to the Salesian charism (AGC 433, 10).</p> <p>2.3. Make sure that SDBs and members of the Salesian Family are active heralds of the Gospel in the multi-religious or secularised context of the East Asia-Oceania Region (AGC 433, 12).</p>	<p>2.1.1. Reflecting on the process of updating the <i>Ratio</i> with the Magisterium and its contextualisation in specific provinces.</p> <p>2.1.2. Promoting models of Salesian witnesses in study and life today as an effective means of integral formation.</p> <p>2.2.1. Promoting the processes to achieve common goals in regional formation with a focus on evangelisation in the multi-religious context of Asia and Oceania and in secularised society.</p> <p>2.3.1. Assisting and facilitating the processes of intentional, proactive and habitual proclamation of the Gospel in the local context.</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Accompany the formation plan of the province to ensure the implementation and development of guidelines in the formation sector, in particular 'Salesian accompaniment'.</p> <p>2.1.1.2. Frequently visit formation houses and provincial centres in the Region with specific points to share on Salesian charismatic identity.</p> <p>2.1.2.1. Verify the lifestyle in formation houses and study centres, the formation commission, the closeness of formators to those in formation in accordance with Don Bosco's preventive system.</p> <p>2.1.2.2. Promote and verify that the accompaniment of young confreres in initial formation is effective, especially during the holidays (summer-winter).</p> <p>2.1.2.3. Promote seminars-workshops for the exchange among educators of 'best practice' in pedagogy and spirituality.</p> <p>2.2.1.1. Accompany provincial ongoing formation plans with regard to "sabbatical courses" to deepen Salesian charismatic identity, using the resources available in 'Salesian Studies'.</p> <p>2.2.1.2. Accompany and verify formation plans of formators in accordance with guidelines from the sectors: Formation, YM, Missions and SF.</p> <p>2.2.1.3. Animate and encourage the individual provinces to contribute formators to the five inter-provincial formation houses in the East Asia-Oceania Region in the short and long term.</p> <p>2.3.1.1. Accompany and verify that the guidelines of the Missions sector are contextualised in the provinces and works.</p> <p>2.3.1.2. Encourage and facilitate the sharing of good and effective Initial Proclamation and evangelisation practices in seminars and websites.</p>

AREA 3 - Total dedication to poorer young people
(cf. guideline 4 in AGC 433, 32; point 13 in AGC 433, 79-80)

OBJECTIVES	PROCESSES	
<p>3.1. The personal and community lifestyle must be more frugal for a more effective evangelisation (cf. guideline 1 in AGC 433, 18; point 29d in AGC 433, 95).</p> <p>3.2. Offer all children and young people a safe place in all Salesian environments (cf. AGC 433, 14) with the effective presence of the Salesians.</p>	<p>3.1.1. Helping those responsible to periodically reflect on the processes of the “Return to Valdocco” as a fundamental and preferential choice.</p> <p>3.2.1. Consolidating the constant reflection process on Protocols and putting them in place at all levels for the protection of minors.</p>	

	ACTION GUIDELINES
	<p>3.1.1.1. Through communication and visits, animate the confreres and communities for a lifestyle that provides space for coming to poor young people.</p> <p>3.1.1.2. Accompany and encourage the province's redimensioning plan to ensure that works are aimed at serving the poorest young people.</p> <p>3.1.1.3. Facilitate the sharing of provinces' and confreres' experiences on how to approach young people and how to create space for young people, as well as how to help them grow.</p> <p>3.2.1.1. Accompany and verify the Protocols for the protection of minors in the provinces of the Region.</p>

**AREA 4 - More collaboration and participation
on the part of the laity
(cf. guideline 1 in AGC 433, 20; point 45 in AGC 433, 111)**

OBJECTIVES	PROCESSES	
<p>4.1. Welcome roles and service of lay people in Salesian thinking and action (cf. AGC 433, 20; 23).</p> <p>4.2. Make the shared mission between Salesians and laity become a “new normal” in the Salesian environment (cf. point 45e-f in AGC 433, 112).</p> <p>4.3. Qualify the laity in Salesian spirituality and pedagogy (cf. guideline 6 in AGC 433, 39ff; point 46d.e.f in AGC 433, 113).</p>	<p>4.1.1. Assisting the process of change in mentality and practice to achieve the conviction of synodality.</p> <p>4.1.2. Promoting the processes of eliminating expressions of clericalism, starting from a positive approach of communion in equality.</p> <p>4.2.1. Assisting the reflection processes for an effective awareness of the synergy between the Salesian sectors and between confreres and laity.</p> <p>4.3.1. Assisting in the processes of the gradual introduction and qualification of the laity in Salesian spirituality and pedagogy.</p>	

	ACTION GUIDELINES
	<p>4.1.1.1. Promote the mentality of communion with the magisterial help of the Church and the Salesian sectors.</p> <p>4.1.1.2. Accompany and verify the establishment of the EPC and SEPP in all Salesian works.</p> <p>4.1.2.1. Promote and verify the contribution of the laity in the provincial formation plan (initial formation) ensuring that the young confreres have an experience of the apostolate in various Salesian works in the province.</p> <p>4.1.2.2. Promote and verify the opportunities for young confreres to work “under” the guidance of lay leaders who animate the works.</p> <p>4.2.1.1. Accompany and verify the SEPP at the provincial and local levels, in which the role and services of the laity are appreciated and defined.</p> <p>4.3.1.1. Verify that all the guidelines of the sectors are studied and implemented in synergy with one another.</p> <p>4.3.1.2. Accompany and promote initiatives to exploit the human and material resources of <i>Don Bosco School of Theology</i> (DBST, Parañaque) and Clifton Hill (Melbourne) as ongoing formation centres of the Region, promoting their consolidation with well-trained staff as shared resources within of the Region. For example, the Mobile Team.</p> <p>4.3.1.3. Make known the needs and responses of Salesians and lay people to promote Seminars on Salesianity at the regional level, in particular the current one offered by DBST.</p> <p>4.3.1.4. Support and animate the provinces to send Salesians and lay people to participate in seminars organised by the formation sector and the formation team of the Congregation and the Region. In this way, the same seminars can be organised with a mobile team as in the past two six-year periods (2008-2020).</p>

COUNCILLOR FOR THE SOUTH ASIA REGION

**AREA 1 - Salesian of Don Bosco forever
with absolute priority for the young,
the poorest, most abandoned and defenceless**

OBJECTIVES	PROCESSES	
<p>1. Animate the South Asia Region to focus on the Salesian identity of our mission, in particular on poor, abandoned young people who are defenceless (AGC 433, 18-20; 21; 42. ChV 104. C. 26).</p>	<p>1.1. Encouraging a profound evaluation of our significance and presence among the poorest young people in our works in our provinces, according to the criteria offered by the Constitutions, Chapters and the Magisterium of the Rectors Major and by the implementation of policies and animation plans at the level of the Salesian Provincial Conference of South Asia (SPCSA) together with all the provinces, and subsequently the implementation and achievement of the objectives set with the help of the SPCSA.</p> <p>1.2. Disseminating the GC28 post-Chapter document (AGC 433).</p> <p>1.3. Encouraging and accompanying professional, technical and vocational formation in the provinces as an effective tool for the integral human growth of young people and a means of preventing the impoverishment and marginalisation of young people (cf. FT 162; ChV 268-273).</p>	

	ACTION GUIDELINES
	<p>1.1.1. Strengthen our spirituality through frequent reading of the Constitutions and study of the Salesian sources, and live according to them.</p> <p>1.1.2. Intensify animation by the provincials and the regional superior.</p> <p>1.1.3. Aim for the elimination of poverty in 500,000 families of young people through Vocational Training, education, empowerment of young people (through the achievement of the various UN Sustainable Development Goals (SDGs) (cf. Gal 2:10. FT 189; 172. SDGs, 1).</p> <p>1.1.4. Have all existing Salesian presences and ministries document the intervention indicated above with verifiable results.</p> <p>1.2.1. Motivate all communities and confreres to focus on poor young people in all our interventions through the dissemination of the documents of the GC28 and the Letter of the Rector Major (cf. AGC 433).</p> <p>1.3.1. Motivate and document vocational training and job placements for at least 250,000 young people, under the guidance of Don Bosco Tech (DBTech) and Job Placement Network (JPN). The new Education Policy in India places great emphasis on vocational training.</p> <p>1.3.2. Motivate and document the strengthening of the skills (through reading, writing, arithmetic) of poor young people to overcome the vicious circle of poverty (cf. SDGs 4).</p>

	<p>1.4. Strengthening youth ministry activity at all levels in the Provinces through close collaboration with the Youth Ministry Sector.</p> <p>1.5. Promoting youth ministry that focuses on the vocational perspective (cf. AGC 433, 12-13).</p>	
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1.3.3. Motivate and document **the intervention of the Salesians of the South Asia Region in education for rights, and prevent child trafficking and bonded labour, substance abuse and other addictions** under the guidance of the Young at Risk Network (YaR) (cf. points 13e.f in AGC 433, 79. SDGs 16).

1.3.4. Motivate and document the creativity and ability of young people to promote **sustainable development** through the promotion of skills in green energy management, under the guidance of DBTech and *Don Bosco Green Alliance* (cf. AGC 433, 27).

1.3.5. **Strengthen the SPCSA Secretariat** for Data Management.

1.3.6. Give more importance to research and work in collaboration with the government.

1.4.1. Encourage initiatives at all levels to try to serve poor young people.

1.4.2. Encourage our **schools, colleges, university centres and vocational training centres**, etc. to open up to serve the poor in a targeted way.

1.4.3. Strengthen the accompaniment of the privileged space of the Salesian Family for involvement and collaboration in the ministry to young people (AGC 433, 84).

1.4.4. **Ensure that child safety policies are in place in all areas of youth ministry** (cf. AGC 433, 20).

1.5.1. Offer young people different and incremental processes to grow and mature in **education to the faith and to life** as a response to invitation (AGC 433, 12).

1.5.2. Promote **pastoral care among young Catholics** so that they strengthen their faith and vocation. (AGC 433, 13; C. 29).

1.5.3. **Explore the possibility of setting up “Don Bosco Leadership Academies” for young Catholics**, from where vocations to Salesian life could emerge (ChV 274-277).

1.5.4. Encourage the provinces to focus more on good **catechetical formation** of young people to deepen their faith in Christ (AGC 433, 83).

	<p>1.6. Encouraging particular attention to a new form of marginalisation among young people caused by migration within India, coordinating efforts of all Provinces to take care of young migrants and studying the same types of interventions in Sri Lanka, Bangladesh, and Nepal (cf. AGC 433, 25).</p>	
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1.5.5. Provide catechetical and 'faith' formation for 100,000 young Catholics and in the process, create a new model of Salesian youth ministry (AGC 433, 12-13).

1.6.1. Make a nationwide effort to provide the best services (support systems, legal support, rights promotion, capacity building) to **young migrants in India** under the care of the YaR network.

1.6.2. Create a national team that allies itself with all the provinces to take care of young migrants, defending their rights and increasing their capacities (cf. point 13f in AGC 433, 79).

AREA 2 - Time for greater generosity in the Congregation

OBJECTIVES	PROCESSES	
<p>2. Strengthen generosity within the South Asia Region and the Congregation (AGC 433, 25; 84).</p>	<p>2.1. Accompanying initial formation processes in the provinces to encourage more vocations to Salesian religious life (Priests and Brothers).</p> <p>2.2. By better organising our services in the less served areas of the Region, such as Nepal (INC), Bangladesh (INC), Sri Lanka (LKC) and New Delhi (INN), sharing personnel and resources. Encourage creative ways to improve sharing of personnel between the provinces and study the possibilities of re-structuring the geographical areas of the provinces in order to reach the vast areas of the Region that are not sufficiently served (cf. AGC 433, 84).</p> <p>2.3. Encouraging the sharing of human resources with other Regions in the Salesian world by sending missionaries (AGC 433, 25).</p>	

	ACTION GUIDELINES
	<p>2.1.1. Plan the development of policies and strategies with the Formation sector; the SPCSA Formation Commission and the provinces, in consonance with the socio-cultural situations in Asia (consider aspirantates in a special way).</p> <p>2.1.2. Encourage special efforts in the provinces to promote the Brother vocation.</p> <p>2.1.3. Strengthen the functioning of the <i>Curatorium</i> especially in studentates of theology and philosophy (cf. point 30h in AGC 433, 97).</p> <p>2.2.1. Establish a Commission to study possibilities and propose strategies and follow up on the proposals.</p> <p>2.2.2. Share personnel among the provinces through agreements at inter-provincial level.</p> <p>2.2.3. Plan strategies to mobilise resources for our ministry at the regional level (under the leadership of the SPCSA networks).</p> <p>2.3.1. Evaluate the current situation of the two missionary aspirantates with the help of the Missions and Formation Sectors and plan for a better utilisation of structures.</p> <p>2.3.2. Promote greater cooperation and coordination between the provinces to promote the sense of being missionaries of Christ with the Salesian charism.</p> <p>2.3.3. Encourage the confreres to be missionaries within and outside the Region (even for limited periods of 3-5 years).</p> <p>2.3.4. Give opportunities to young priests and deacons to work in the missions within the Region</p>

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2.3.5. Strengthen the missionary animation sector in the provinces in order to foster a missionary culture among the confreres, a missionary culture of the Salesian vocation (cf. AGC 433, 25).

2.3.6. Improve the quality and participation in the Missionary Course (including a change of time/month for the course).

2.3.7. Celebrate well **the centenary of the arrival of the Salesians in North East India** and use this event to promote the attitude of being missionaries (AGC 433, 25).

AREA 3 - Together with lay people in the mission and in formation

OBJECTIVES	PROCESSES	
<p>3. Carry out the mission together with the laity, especially those of the Salesian Family (cf. AGC 433, 20-23).</p>	<p>3.1. Strengthening the ongoing formation of Salesians and the joint formation of Salesians and lay people, passing from an attitude of being already formed to a humble and daily listening to the Word of God, to the signs of the times and to young people in an attitude of constant learning (cf. point 46d, g in AGC 433, 113).</p> <p>3.2. Strengthening collaboration within the Salesian Family to deepen Salesian spirituality and to give greater visibility to the Salesian charism in the Region (C. 47; AGC 433, 23; cf. point 45i in AGC 433, 112).</p> <p>3.3. Reflecting on the collaboration of the laity in the Salesian Mission in the multi-religious context of South Asia (cf. point 46e in AGC 433, 113).</p>	

	ACTION GUIDELINES
	<p>3.1.1. Ensure there is a competent team of animators for the <i>Don Bosco Renewal Centre</i> (DBRC) Bangalore (cf. point 30i in AGC 433, 97).</p> <p>3.1.2. Plan new content for the joint formation of Salesians, the Salesian Family, lay adults and young people directed to the shared mission in Salesian pedagogy and spirituality (cf. point 46g in AGC 433, 113).</p> <p>3.1.3. Improve the physical structures of the DBRC which is 30 years old (cf. point 30i in AGC 433, 97).</p> <p>3.1.4. Coordinate the qualification of other confreres in various provinces of the SPCSA as guides and leaders in reflection, teaching and publication on the Salesian charism and the preventive system.</p> <p>3.1.5. Encourage and strengthen the functioning of the EPCs in all our contexts (AGC 433, 23).</p> <p>3.1.6. Encourage the formation of faith communities in the EPCs where the experience of faith is visible and credible, open to all young people who seek their vocational destiny in life.</p> <p>3.2.1. Encourage synergy through mission-oriented collaboration, especially in the poverty eradication proposal, and work for young migrants led by the SPCSA and the activities of <i>Don Bosco Green Alliance</i>.</p> <p>3.2.2. Encourage the formation of new groups of Salesian Cooperators and the formation of existing groups with a possible offer of online formation modules.</p> <p>3.2.3. Strengthen the Association of Salesian Past Pupils and encourage their active engagement in the Salesian mission.</p> <p>3.3.1. Hold a <i>Symposium</i> on the topic in 2023 with the aim of developing a good theoretical framework for the commitment of lay people belonging to other religions or non-religious in the Salesian mission.</p>

	3.4. Reflecting on the Salesian charism and on mission as shared mission.	
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| <p>3.4.1. Guarantee collegial decision-making and fidelity to Salesian traditions in governing institutions and presences (role of rectors, administrators, etc.).</p> <p>3.4.2. Encourage the study of the manual on animation and governance of communities in all provinces (AGC 433, 23).</p> <p>3.4.3. Participate well in the various inter-religious meetings.</p> |
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AREA 4 - Salesian charism and mission in the Region

OBJECTIVES	PROCESSES	
<p>4. Increase the impact and visibility of the Salesian charism and mission in South Asia (AGC 433, 9-11; 83).</p>	<p>4.1. Moving from being individual networks and institutions to the power of synergy through attention to common causes, shared objectives, and effective animation.</p> <p>4.2. Entering the digital world, where young people in particular are at home, in a meaningful and educational way, ensuring an adequate professional and ethical formation of the confreres and collaborators (AGC 433, 15; 34-35).</p> <p>4.3. By increasing the quantity and quality of our digital presence among young people.</p>	

	ACTION GUIDELINES
	<p>4.1.1. Strengthen the inter-provincial and regional commissions and networks with sufficient staff, structures and basic or work tools, and train them to be professional in their services, and promote the thematic collaboration of these networks with other agencies of the Church, other religions, and civil society (cf. point 13g in AGC 433, 79).</p> <p>4.1.2. Build and establish the Regional Secretariat in Delhi as a Resource, Research and Animation Centre.</p> <p>4.1.3. Create consultation groups to advise SPCSA on finance, new policies, new legal requirements, etc.</p> <p>4.1.4. Regularly evaluate the effectiveness of the animation quality of the SPCSA network and strengthen it for greater impact.</p> <p>4.2.1. Build more effective collaboration within the Salesian Family and lay collaborators (cf. point 45i in AGC 433, 112).</p> <p>4.3.2. Create a dynamic communication network, in particular a website, for the South Asian Region.</p> <p>4.3.3. Encourage many units within the Provinces to work synergistically to create content and to be present on digital campuses/digital oratories (under the leadership of the Social Communication Sector and Boscom).</p>

COUNCILLOR FOR THE CENTRAL AND NORTH EUROPE REGION

AREA 1 - Salesian charismatic identity

OBJECTIVES	PROCESSES	
1.1. Sensitise the confreres to deepening their understanding of the GC28 “What kind of Salesians for the youth of today?”, strengthening their Salesian charismatic identity.	1.1.1. Encouraging reflection and study of issues concerning the identity of the Salesian priest and Salesian brother.	

AREA 2 - Salesian formation

OBJECTIVES	PROCESSES	
2.1. Emphasise the ongoing formation of the confreres starting from initial formation and the formation of lay collaborators.	2.1.1. Supporting the formation of the confreres regarding Salesian religious life and collaboration with the laity.	

	ACTION GUIDELINES
	<p>1.1.1.1. Together with the provincial, encouraging a deeper understanding of Salesian identity.</p> <p>1.1.1.2. Reflect on the GC28 theme during Extraordinary Visitations and other moments of meeting with the confreres.</p> <p>1.1.1.3. Help the provinces to organise reflection meetings on the GC28 them, e.g. conferences, retreats, etc.</p> <p>1.1.1.4. Propose a reflection and sharing on the GC28 theme during the Team Visit.</p>

	ACTION GUIDELINES
	<p>2.1.1.1. Reflect, together with the provincials in Region meetings and with the confreres during the Extraordinary Visitations, on the formation theme, underlining its community and personal importance.</p> <p>2.1.1.2. During the Extraordinary Visitations, propose reflections on the role of the Rector of the community, on the importance of the commitment of each confrere in the community as well as of lay collaborators.</p> <p>2.1.1.3. Promote the importance of and synergy between EPC, Community Council, Council of the Work, EPC Council, SEPP during the Extraordinary Visitations, for gaining an overall perspective on the Salesian mission.</p>

AREA 3 - Salesiana Youth Ministry

OBJECTIVES	PROCESSES	
3.1. Reflect on the various forms, both traditional and new, of how to be and remain in the midst of young people today, and how to be significant in educative and pastoral activity, emphasising the Salesian vocation of consecrated life.	3.1.1. Qualifying our way of being and remaining among young people: school, parish, oratory, etc., creating unity/synergy in educative and pastoral activity.	

AREA 4 - Social communication

OBJECTIVES	PROCESSES	
4.1. Continue to support and promote the Salesian presence in <i>social media</i> .	4.1.1. Qualifying the confreres and lay collaborators to participate in <i>social media</i> .	

AREA 5 - Salesian missions

OBJECTIVES	PROCESSES	
5.1. Strengthen “Project Europe” in collaboration with all the European provinces by opening up to new missionaries.	5.1.1. Raising awareness of the confreres in the Region of the missionary call in all its various forms: <i>ad gentes, ad vitam</i> .	

	ACTION GUIDELINES
	<p>3.1.1.1. Together with the provincials during the Extraordinary Visitations Region meetings, promote reflection on the youth reality theme in Europe, e.g. the challenges of the youth world.</p> <p>3.1.1.2. Promote Salesian vocational activity among young people.</p> <p>3.1.1.3. Promote knowledge of Salesian Family Saints.</p> <p>3.1.1.4. Give particular emphasis to the Salesian character of the parish.</p> <p>3.1.1.5. Promote meetings of young people from the provinces in the Region, e.g. knowledge of significant Salesian works...</p> <p>3.1.1.6. Promote ecological commitment and culture.</p>

	ACTION GUIDELINES
	<p>4.1.1.1. Together with the provincials in the individual provinces, encourage reflection by confreres and lay collaborators on ways to be present in the world of <i>social media</i>.</p>

	ACTION GUIDELINES
	<p>5.1.1.1. Together with the provincials in the individual provinces and in the Region, promote meetings of missionaries with young people, helping them to reflect on missionary spirit.</p> <p>5.1.1.2. Value the presence of Salesian missionaries who have returned to their provinces of origin, and of lay missionary volunteers.</p>

AREA 6 - Salesian Family

OBJECTIVES	PROCESSES	
6.1. Foster collaboration in the Salesian Family: FMA, Salesian Cooperators, Past Pupils of Don Bosco, VDB, CDB, DMA, etc.	6.1.1. Supporting the Salesian Family in mutual collaboration at the provincial and regional level.	

AREA 7 - Economy

OBJECTIVES	PROCESSES	
7.1. Live the Salesian religious life with a sense of shared responsibility in the use of material goods.	7.1.1. Sensitising the confreres to accept the radical nature of the Gospel, practising solidarity with the most needy.	

	ACTION GUIDELINES
	<p>6.1.1.1. Together with the provincials in the individual Provinces and in the Region meetings, promote awareness of the Salesian Family, identifying possible forms of collaboration.</p> <p>6.1.1.2. Together with the provincials in the individual provinces, support the provincial delegates of the various groups of the Salesian Family, in particular Salesian Cooperators, Past Pupils of Don Bosco, VDB, CDB, ADMA.</p> <p>6.1.1.3. Collaborate together with: the Presidents of the two Regions of the Salesian Cooperators, the World President of the Past Pupils of Don Bosco, the Heads of VDB and CDB at Central and Regional level and the World President of the ADMA.</p>

	ACTION GUIDELINES
	<p>7.1.1.1. Reflect, during the Extraordinary Visitations and other moments for meeting with confreres, on the Salesian evangelical life and on the ways of being closer to the poorest young people.</p>

AREA 8 - Accompaniment of the Centre North Europe Region

OBJECTIVES	PROCESSES	
8.1. Support collaboration between the Provinces of the Central and North Europe Region.	8.1.1. Supporting projects and initiatives at the level of the individual provinces and the Region.	

AREA 9 - Salesian Europe

OBJECTIVES	PROCESSES	
9.1. Support collaboration between the two Regions of Salesian Europe and also with other provinces of the Salesian world.	9.1.1. Participating in the service of the “Salesian Places” and in other possibilities for collaboration in the Salesian world.	

AREA 10 - Salesian animation sectors

OBJECTIVES	PROCESSES	
10.1. Collaborate with the Salesian animation sectors at the level of Headquarters and the other Regions.	10.1.1. Supporting collaboration and participation in the various meetings of the animation sectors.	

	ACTION GUIDELINES
	<p>8.1.1.1. Promote, together with provincials, some initiatives of support and collaboration: e.g. continue the experience of practical training for confreres in other provinces of the Region; exchange of some confreres between provinces in the Region, etc.</p> <p>8.1.1.2. Meetings of provincials of the Region and of the individual Zones: Atlantic-German Zone, CIMEC Zone, KSIP Conference, to promote mutual knowledge and collaboration.</p>

	ACTION GUIDELINES
	<p>9.1.1.1. Together with the provincials, supporting the preparation of some confreres to serve the “Salesian Places” and the organisation of pilgrimages to the “Salesian Places”.</p> <p>9.1.1.2. Support novitiates and initial formation in Salesian Europe with Salesian personnel.</p> <p>9.1.1.3. Value the specific formation centre for Salesian brothers in Spain.</p>

	ACTION GUIDELINES
	<p>10.1.1.1. Together with the provincials, valuing the collaboration and participation of provincial delegates in animation meetings of the Sectors at the level of Headquarters, the Region, Regions of Europe and other Regions.</p> <p>10.1.1.2. Collaborate in synergy with the General Councillors of the various animation sectors and the Regional Councillors.</p>

COUNCILLOR FOR THE INTERAMERICA REGION

AREA 1 - Charismatic depth and salesian identity

OBJECTIVES	PROCESSES	
<p>1.1. Encourage charismatic identity and apostolic passion, the joy of being Salesians of Don Bosco (cf. “Rector Major’s Action Programme” in AGC 433, 20).</p> <p>1.2. Encourage the priority commitment of the provinces to the Salesian mission among the poor young people of our Region.</p> <p>1.3. Encourage missionary spirit and generosity as an important feature of our identity.</p>	<p>1.1.1. Accompanying provincials to ensure care for the Salesian consecrated identity.</p> <p>1.2.1. Accompanying and promoting concrete expressions for the education and evangelisation of young people at risk, or who are abandoned or excluded.</p> <p>1.3.1. Motivating the missionary generosity that Don Bosco always promoted among his Salesians and his young people.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Promote study, appropriation and <i>follow-up</i> regarding the Post-Chapter reflections on GC28 and its connection with the Overall Province Plan in the Region (cf. AGC 433, 67).</p> <p>1.1.1.2. Encourage the revision and adaptation of re-dimensioning projects of the provinces in the Region by identifying the areas of opportunity in the short, medium and long term, from the point of view of the “Valdocco option” to which Pope Francis invites the Salesians of Don Bosco (cf. “Message of His Holiness Pope Francis to the members of the GC28” in AGC 433, 55).</p> <p>1.1.1.3. Encourage the study and appropriation at all levels of guidelines found in the book <i>Animating and Governing the Community: The Service of the Salesian Rector</i> (2019).</p> <p>1.2.1.1. Promote provincial strategies for caring for the rights of children and young people, as well as policies, protocols and best practice in the prevention of abuse.</p> <p>1.2.1.2. Encourage study, reflection and approaches that assist provincial decision-making processes aimed at qualifying the Salesian presence in evangelisation and education in the faith.</p> <p>1.2.1.3. Promote concrete commitment and regional synergy as Pastors-Educators, with priority given to three issues: youth migration, integral ecology and job training.</p> <p>1.3.1.1. Recognise and thank the missionaries <i>ad vitam</i> sent to the Region over the past 20 years.</p> <p>1.3.1.2. Encourage and stimulate the contribution of the Salesians of Don Bosco of the Interamerica Region as missionaries <i>ad vitam</i> for the Congregation.</p> <p>1.3.1.3. Promote missionary volunteer service by SDBs and young people within and outside the provinces of the Region.</p>

AREA 2 - Formation in the mission

OBJECTIVES	PROCESSES	
2.1. Encourage new processes of formation for the profile of today's Salesian, on the basis of the criteria and guidelines of GC28.	2.1.1. Accompanying specific and joint proposals and initial and ongoing formation regional teams as a priority.	

	ACTION GUIDELINES
	<p>2.1.1.1. Promote the renewal of formation projects of the provinces in the Region in the light of the GC28 Post-Chapter guidelines (cf. AGC 433, 83ff).</p> <p>2.1.1.2. Promote the formation of formators with a renewed mentality and attitude, inspired by the ability to accompany (cf. GSA) in harmony with the planning of the formation sector.</p> <p>2.1.1.3. Plan and accompany the regional initial and ongoing formation teams, guaranteeing formation communities and the mission perspective (cf. point 28h-j in AGC 433, 94).</p> <p>2.1.1.4. Accompany the development, synergy and impact of regional training centres in the Region: the “Centro Salesiano de Formación Permanente America” in Quito, Ecuador and “Don Bosco Hall” in Berkeley, California, US.</p> <p>2.1.1.5. As a Salesian Family, promote the proposals for joint formation in three priority topics: Salesianity, accompaniment and Salesian mission in the digital field.</p>

AREA 3 - Shared mission

OBJECTIVES	PROCESSES	
3.1. Encourage the different mission processes shared across the provinces of the Region.	3.1.1. Accompanying the provincial processes and projects that make the shared mission concrete.	
3.2. Encourage and stimulate the perspective of integral ecology proposed in the Encyclical LS.	3.2.1. Promoting the institutional appropriation of the commitment to our “common home” proposed by LS.	

	ACTION GUIDELINES
	<p>3.1.1.1. Motivate the evaluation and adaptation of each province's Lay Project in the light of the GC28 Post-Chapter guidelines, and verify the perspective of the Salesian Family (cf. AGC 433, 111-113).</p> <p>3.1.1.2. Accompany the Region's various networks as real opportunities for shared mission and joint formation.</p> <p>3.1.1.3. Motivate the configuration and functioning of the EPC in accordance with the guidelines and planning of the Youth Ministry Sector (cf. YMFR 2014, 108-131).</p> <p>3.1.1.4. Ensure that a joint formation project exists</p> <p>3.2.1.1. Motivate the study and concrete appropriation of the Encyclical LS in the OPP and the EPP.</p> <p>3.2.1.2. Recognise best practice and motivate the importance of the SYM in its commitment to the care of creation.</p> <p>3.2.1.3. Promote awareness of and participation in the multi-year plan for the implementation of LS (cf. LSAY).</p>

COUNCILLOR FOR THE MEDITERRANEAN REGION

AREA 1 - Building up our Region

OBJECTIVES	PROCESSES	
1.1. Continue the process of building the identity of our Region.	<p>1.1.1. Building, in the Region, mutual knowledge, attention and listening, sharing of multiple and rich experiences through meetings, synergies, and by developing aid materials.</p> <p>1.1.2. Accompanying the two provincial conferences, the provincials and the provinces, respecting their peculiarities, listening to and in dialogue with European culture and the ecclesial context (cf. AGC 433, 118; R. 135).</p> <p>1.1.3. Promoting the development of work networks and shared projects.</p>	

	ACTION GUIDELINES
	<p>1.1.1.1. Develop knowledge and collaboration by organising meetings of the National Youth Ministry Centres (CNPG) and delegates from the various fields of activity, in synergy with the YM sector.</p> <p>1.1.1.2. Promote reflection on formation houses, within the project for reshaping initial formation in Europe, encouraging greater internationality, reflection on the formation model and on relocation, and improving the process of formation and selection of formators in collaboration with the Formation sector (cf. point 20, 86-87; points 26 and 27, 92-93; point 30, 96 in AGC 433).</p> <p>1.1.1.3. Build a sense of regional identity in formation houses, in meetings of young confreres, rectors and provincial councils and broaden dialogue and synergy with the other Regions in Europe.</p> <p>1.1.2.1. Accompany the courageous process and path of re-dimensioning as a road to the future, implementing GC27 criteria and GC28 Post-Chapter reflection.</p> <p>1.1.2.2. Accompany the meetings of the conferences of the Region, the <i>Curatorium</i>, and possibly Provincial Councils through the presence of the Regional (cf. AGC33, 118; R. 135).</p> <p>1.1.2.3. Share experiences and create greater synergies between the national YM centres through meetings, reflections, moments of sharing and formation.</p> <p>1.1.3.1. Initiate a reflection on the possibility of coordination between publishers, participation in civil organisations that will allow us to be present in European institutions to share and propose projects in the various sectors, etc.</p>

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1.1.3.2. Continue to seek synergies and common reflections among the CNPG in order to be able to creatively and boldly rethink evangelisation and proclamation to the poorest, and so that they are better connected with the provinces and local scenes (cf. AGC proposals 433, 28-29; 37-38).

1.1.3.3. Take steps in *advocacy* on the rights of minors and in defence of the smallest and poorest (cf. AGC 433, 38; 79).

1.1.3.4. Promote the dissemination of the SB and the publication of a regional newsletter.

AREA 2 - Building our vocational identity

OBJECTIVES	PROCESSES	
<p>2.1. Continue animation of the provinces of the Region by promoting the assimilation and development of the “Post-Chapter GC28 Reflection”, the knowledge and implementation of the Rector Major’s Letter (Action Programme), and the plans of the various Sectors.</p>	<p>2.1.1. Addressing the vocational challenge from the twofold perspective of the vocational fidelity of the Salesian, who rediscovers and deepens his own charismatic identity (cf. AGC 433: guideline 1, 17-19; line 4, 30-38; point 18, 85), and the perspective of the fruitfulness and vocational orientation of our YM (cf. AGC 433: point 9, 75-76; point 14, 80-81).</p> <p>2.1.2. Promoting initiatives and strategic options that allow themselves to be challenged by the poverty of young people, inside and outside the Region (cf. AGC 433: guideline 5, 35-38; message of Pope Francis, 58-60; point 8, 74-75; point 13, 79-80).</p>	

	ACTION GUIDELINES
	<p>2.1.1.1. Promote and accompany the updating of OPPs and provincial planning in accordance with the GC28 guidelines and the Rector Major's "Action Programme" letter.</p> <p>2.1.1.2. Continue along the path of reflection on the vocational challenge, on our model of life in community, on what role the Salesians have, given the need for greater vocational "impact" in the mission shared with the laity (cf. AGC 433: proposal, 19-20; 61-62; point 28, 93-94; point 45, 111-112), on the sense of belonging to the Salesian Youth Movement and its continuity into adulthood; and valuing the holy/charismatic places of the Region from a vocational perspective.</p> <p>2.1.1.3. Consolidate the ongoing formation of confreres and communities and joint Salesian-lay formation, so that this touches the heart and becomes the hermeneutic key to formation in mission (cf. AGC 433: guideline 6, 39-44; message of Pope Francis, 60-61; paragraph 17, 84; paragraph 29, 95; paragraph 46, 112-113). Sharing best practice.</p> <p>2.1.1.4. Schedule moments of reflection and sharing on youth ministry, vocation promotion, the management of works and communities, involving the Salesian Family.</p> <p>2.1.2.1. Increase reflection on immigration and refugees. Create a reflection and work group on the presence of young immigrants and refugees in Salesian communities, in order to know and share best practice in this, coordinate their work and encourage the communities of the Region to open up to these experiences (cf. AGC 433: message of Pope Francis, 58-60; paragraph 13, 79).</p> <p>2.1.2.2. Develop the dialogue with cultures (cf. AGC 433, 63-64), with Islam, and promote the defence and development of the Christian presence in the Middle East (cf. AGC 433, 110).</p> <p>2.1.2.3. See to the presence of international communities, the MOR twinning project and the missionary dimension ad gentes in the Region.</p>

	<p>2.1.3. Encouraging the taking on of the other challenges of our mission within the Region in synergy with the various Sectors: the journey of evangelisation and initial proclamation (cf. AGC 433, 21-24; 59; 61-62), the “sacrament of presence” (Cf. AGC 433, 25-28), inter-religious dialogue (cf. AGC 433, 40; 110-111), families (cf. AGC 433, 77-78; 81-82), care for creation (cf. AGC 433, 49-51).</p>	
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2.1.3.1. Implement reflection in the CNPG and in the various commissions in synergy with the various Sectors.

2.1.3.2. Organise regional meetings involving the Salesian Family to share reflection and best practice and to arrive at shared strategic lines.

2.1.3.3. Promote study courses on inter-religious dialogue by enhancing the great potential already existing within the Region: UPS, Granada, MOR.