

Rome, May 16, 1969

To the Superiors General
To their Delegates for Sedos
To the members of all Sedos Groups

Enclosed please find:

1. Working Group for Development
 - Report on meeting re Seminar Credit Unions page 458
2. Varia
 - Summary of discussion with Professor Carl Taylor " 460
 - Summary of the first Sedos 3 year plan " 466
 - Memorandum on the second Sedos plan " 471

Please note the following date:

Friday May 23, 1969, at 16.00 at the Sedos Secretariat

Meeting of the Working Group for Development

Sincerely yours,

Joan Overboss

Miss Joan Overboss
Director

WORKING GROUP FOR DEVELOPMENT.

Report of the meeting of 8 May 1969.

Present were: Frs J. van den Dries mhm, J. Maertens cicm, P.J. Schotte cicm
J. Boberg svd, Br Climacus cfx, Srs Maryann Panevaska scmm-m
A.M. de Moraes crsa, Fr B. Tonna, Miss Joan Overboss

Credit Union Seminar

The purpose of this meeting was to discuss with Rev. J. van den Dries the proposed conference on credit unions (refer to Sedos 69/15 & 69/50 & 69/232).

Goal of the Seminar

The seminar is not aimed at giving information or theory, although sufficient background would be included for those needing it.

The goal is to make a plan of action for extending and intensifying credit union endeavors on a global scale, and to show the missionary institutes where and how they can participate.

Participants of Seminar

These would include a wide representation of resource persons directly from the developing countries who are already involved in credit union work (perhaps 25-30). Father van den Dries already has a long list of such people, which could be added to and a selection of definite invitees made later.

It was also proposed to have resource persons from those countries in which no credit union activity exists yet to enable them to see the possibilities for their areas.

There would also be some representation from CUNA, CRS, the World Council of Churches, etc.

A question was raised whether it is necessary that priests and religious be the ones to carry out credit union programs, and Fr Van den Dries said that it is the missionaries who have been and should continue to be the initiators.

Suggested Program

- 1) In advance of the seminar, sufficient but not excessive background papers would be sent to the participants.

- 2) One day would be spent in general session for the Generals and their Assistants to explain to them the credit union ideas, why the Church should be involved in this, how they are organized, what is expected from this seminar, etc. (This could be in the week preceding the actual seminar).
 - 3) About 3 days for workshops - the participants would be divided into 3 or 4 groups according to area: Africa, Latin and Central America, Asia and the Pacific. These work groups would meet simultaneously to study the credit union activity of their area, find what is still needed, consider relationships and support expected from the Bishops' Conferences, consider ways of funding the staff expenses, and come up with concrete proposals to the mission institutes (eg. the number and, if possible, the names of persons needed for credit union work in each area).
- In addition to the resource persons from the countries, the mission institutes should have one of their members present at the area meetings.
- 4) One free day for the secretariat to prepare the reports and conclusions of the work groups.
 - 5) One or two days for the reports of the work groups to the general meeting.

Conclusion of the meeting: In view of the fact that the participation of this credit union seminar is primarily from the mission institutes and that the results are intended to help the work of the mission institutes, the Working Group for Development felt that the organization of this seminar could be considered within the scope of Sedos. Fr van den Dries confirmed that he would like Sedos to take on the organization of this seminar, and he would see to it that the sponsors (CUNA, CRS, and possibly some others) provide all the finances to cover the budget. \$ 15.000.- have already been ensured.

To present some concrete plan of how Sedos could handle the organization of the seminar, the Working Group will meet on Friday, May 23, at 4 p.m., and invites any Sedos member to this meeting who would be interested in helping draft an organizational plan for the seminar. At the same time, the Secretariat will draft a budget for the seminar.

The draft organizational plan and budget will then be presented to the Executive Committee for consideration at their meeting, before the Assembly of Generals on June 10.

Fr van den Dries will be back in Rome on June 20, at which time a decision on Sedos' commitment will be discussed with him.

Sr. Maryann Panevaska scmm-m
Secretary

Summary of the discussion of the Sedos Superiors General and their Assistants with

Professor Carl Taylor, of Johns Hopkins University, on May 12, 1969 at the Generalate of the SVD.

Present at the meeting:

Fathers - Brothers

V.R. H. Mondé sma
V.R. Ch. H. Buttimer fsc
R. J. Mulhern fsc
R. Aloysius fsc
R. Th. Walsh mm
V.R. J.J. King omi
R. F. Sackett omi
R. I. Tourigny omi
V.R. J. van Kerckhoven msc
R. J. Westhoff msc
R. K. Müller svd
R. V. Fecher svd
R. J. Boberg svd
R. W. Hunter svd
V.R. W. Goossens cicm
R. P.J. Schotte cicm
R. J. Maertens cicm
R. Th. Stanley sm
R. H. Boyle cfx
R. Climacus cfx

R. B. Tonna
Miss J. Overboss

Sisters

V.R. J. Gates scmm-m
R. A.M. de Vreede scmm-m
V.R. M.M. Gonçalves rscm
R. M. Keenan rscm
R. Blandine sa
R. M. Alexis sa
R. A. Schellekens sa
V.R. Th. M. Barnett scmm-t
R. A. M. de Moraes crsa
R. E. Mayer sds
R. L. Scheffer sds
R. M. Lavender fmm
R. M. Duarte fmm
R. M. Conroy fmm
R. V. Morris msv
R. E. Gazzaniga msv
R. M. Cecilia ofm
V.R. M. Hellweg suore francescane
R. L. Beltfens suore francescane
R. I. Gauci francescane di Malta
V.R. M. Helena osf
R. M. Redempta osf
R. M. de Lourdes osf
R. M. Leonora osf

1. Planning was defined by Professor Taylor as the rational utilization of limited resources in order to achieve desired objectives. The two main concepts involved were
 - a - rationalization
 - b - well defined objectives.
2. Both required a good dose of humility: we were inclined to think that planning on an international scale could make things happen while, in actual fact, things happen only if the local people involved move - or if the Spirit moved men to act.

3. Protestants were often quite willing to talk about rationalization but were never enthusiastic about defining objectives. This situation created two main types of planning:
 - a - the more common type, based on cost effectiveness analysis, in which the objectives were taken as given and, consequently, only the resources were considered carefully
 - b - the less common but only fully effective type, in which the whole equation was considered by applying cost benefit analysis (which measures the cost of input - output objectives).
4. Under the heading of rationalization (or optimizing resources) one could consider three components: people, money and facilities.
5. The study of manpower planning - the special focus of the International Health Dept of Johns Hopkins University - often uncovered a serious deficiency: we were unwilling to think in terms of new or different roles, with the consequence that we often had to deal with substitute abilities. A health manpower study of Turkey revealed that there were more doctors than necessary and less nurses than required, simply because the role of nurse was not socially acceptable. The consequence was that many doctors had to do the work of nurses (substitute abilities). Manpower planning thus involved the functional analysis of the manpower situation. It must start with the description of the jobs which need to be done - not with the jobs which people would like to do.
6. Money was always a problem but rarely solved the whole problem. It was useful to remember that planning was not the privilege of the affluent society. Indeed, it was more necessary than ever when financial (and other) resources were very limited. Another obvious consideration was that it was unwise to pay for what could be paid for by others. Sheer inertia could make us do exactly this: because we have always been doing this or that, we keep on doing it, forgetting that others might be willing to do it.
7. Existing facilities were often found to be the toughest obstacles of effective planning. A building could become a long term plan and this was sad. In themselves buildings were not that important and we must never allow them to become a straightjacket.
8. The first step in planning was to determine our resources in terms of men, money and facilities. The next was to attempt projections. This involved the difficult (particularly for Church leaders) process of thinking in quantitative terms. And yet it remained the necessary condition for producing specific alternatives of action. Church leaders, for instance, often passed over the rates of population growth. And yet it made all the difference: Carey motivated missionaries by reminding them that only one third of the world population was Christian. Today

only one fifth believed in Christ. And the underdeveloped - and non Christian - countries were doubling their population every generation. This was clearly a challenge. We must build this calculation into our priorities. Such projections were a necessary condition for the clear definition of our objectives.

9. As regards resources, there were two ways of improving work output. The most popular was to increase the number of our workers. But this inevitably involved a lag: men had to be recruited, selected, trained and deployed, all long term considerations. The less popular but more effective way - at least in the short term view - was that of improving the efficiency of the utilization of what we already had.
10. All such considerations had to be confronted with the concrete situations which called for planning. Professor Taylor's team had developed types of such situations as regards the health sector:
 - a - Before the introduction of modern health services, there existed an intricate indigenous system of medical care, often tied to religious considerations. It was wrong to assume a vacuum and to start from scratch.
 - b - The provision of modern medicine, at least in its initial stages, was often restricted to the élites. Though missionaries decry this, their clinics often betray it.
 - c - The introduction of mass preventive measures (often from egoistic motives e.g. to control dangerous epidemics) always had a maximum impact: no known disease has been controlled through merely curative measures. Mass preventive medicine was the area of highest priority.
 - d - The introduction of mass curative measures. From our own Western background we had created a split in the developing countries between the mass preventive and the curative efforts of our missionaries. While it was true that curative efforts of the missionaries did contribute immensely a generation ago, we must not let such contribution blind ^{us to} the current issues. The cost of modern medicine is simply beyond our traditional financial resources.
11. We were now facing two acute dilemmas: The qualitative versus the quantitative polarization (élite versus mass curative care) - and the high cost of modern medicine which is too expensive for the masses. It would be unrealistic to assume that the difficulties could be overcome by spontaneous action. The two-fold dilemma was driving us to planning. The first step in such planning was getting together, but then the implication had to be considered: what are we going to do about the difficulties?
12. The planning experience of Johns Hopkins University had revealed a split between the young rational academics and the experienced pragmatic administrators. The

solution seemed to lie in starting with the actual situation and then in developing an information system which would provide the data required to develop rational (conceptual) models of the goals to be achieved.

13. The actual planning process involved a number of, often overlapping, aspects:

- a - The definition of policy. Somebody, somehow, must put on paper a statement of what the group set out to do. Such statement must periodically be reconsidered: planning is a process, not a single act.
- b - The definition of resources, as stated above under 4 - 7.
- c - The setting up of a data system. The flow of information must be organized; it would not be useful for the first plan. But it would make possible studies of performance which lead to the definition of needs (and thus of objectives) and to model building.
- d - The constructing of an outline of the plan, clearly defined in terms of the objectives.
- e - The definition of priorities. This is often hard but with the definition of resources it is the heart of planning.
- f - The implementation of the plan. This must not be left to chance, but needs careful consideration.
- g - The evaluation of performance, which should be built into the planning process right from the beginning.

14. The core problems of the planning process seemed to be

- a - the dilemma centralization versus decentralization
- b - population growth and its control
- c - the definition of the role of the planners.

15. Answering Fr Stanley's sm comment on the human problems involved in re-training, Professor Taylor admitted that there were serious difficulties in switching to the required roles. It was agreed that our objective is to train present and future personnel for the jobs required by the objective needs of the local population. But there was no agreement on the best way to do it. In general, however, we must insist that our missionaries accept the actual situation and desist from imposing pre-established roles ("job specifications") upon it. The judicious use of the data system could also help "re-train" the more rigid of the personnel - especially if its nerve centre was healthily situated between the centre and the periphery.

16. Taking up the problem of "where to start" raised by Fr Fecher svd, Professor Taylor agreed that one must begin with the organization which was already operational. This could always be used to initiate a self study, which, in turn, would require a general

overhaul of the data system of the organization. This system would be geared to answer the questions raised by the stated policy (e.g. Special Chapter) of the group. One of the pitfalls to avoid would be over-information: the flow of data which was not relevant to such questions must be killed. Few were willing to do this: most continue to add to the information.

17. Commenting on Fr Sackett's omi point that, after the Special Chapter, the role of the Generalate was often not very well defined, Professor Taylor noted that, with decentralization a different kind of data system was required. This often required the introduction of modern data processing equipment; in any case, no group who introduced the latter regretted the step.

Fr Sackett thought that planning could be the specific role of Generalates. Professor Taylor noted that each of the aspects of planning required a fresh treatment of the issue of centralization/decentralization. Thus, policy making (a), the definition of resources and of priorities (b and e) seemed to call for centralization and thus for a more dynamic role on the part of Generalates. The data system (c) and implementation (f) called for a less dynamic role because they could be more efficiently ensured through decentralization.

Br Aloysius fsc thought that the periphery should be actively involved in setting priorities.

18. Finally, Professor Taylor noted that planning was less expensive than it seemed. The only condition was to "plan the planning process" - in terms of available resources (of men, money and facilities). In general, a planning unit could be usefully set up by seconding a few full timers. Otherwise the planning function would be undertaken (often as an afterthought) by the normal legislative and administrative sides of the organization. For religious institutes the formula could be spelled out as follows:

- a - Legislative function: the Special Chapter - which sets policies, and priorities - both at the Generalate and Provincialate level.
- b - Administrative function: the day to day execution of policy and decision making by the Superior General and his/her staff.
- c - Planning function: the planning unit which ensures data gathering definition of needs, evaluation, and the other aspects of planning.

Conclusions

19. Before leaving for Beirut and New Delhi, Professor Taylor discussed the outcome of the Monday meeting with Fr Schotte cicm, Fr Tonna and Miss Joan Overboss. He pointed out that
- a - In drawing up the second Sedos plan, serious consideration should be given to the development of the Sedos group and its secretariat as a planning unit, to service the common missionary effort of the Institutes.

- b - In tackling specific issues, Sedos could develop the concept of the Working Groups by coopting members according to the subject under discussion. The Medical Working Group for example, would invite all members of the Generalates interested in comprehensive medical care in Nigeria, when its "core" members decided to study this topic. This would link the "functional" (medical work, development work etc.) with the "geographical" dimension.
- c - Sedos could consider the organization of a seminar for planning, geared to meet the specific needs of its member Generalates. The topics it could discuss would include data systems, evaluation, operation research, programme budgeting, communications, attitude change.
- e - The actual data system of Sedos could be made more effective if the Secretariat, after listening carefully to the various Working Groups, draws up a list of unanswered questions.

N.B.

The following documents (pages 466-473) are annexed to show the Sedos approach to planning. The first document (RE-LNT-11-2-BT-25.6.66) has helped Sedos rationalize its initiatives during the period 1966-69. The second document (EC/3/69) is intended to help formulate the second plan (1970 - ?).

V/11/69

VARIA

SEDOS 69/466

SUMMARY OF THE FIRST SEDOS 3 YEAR PLAN (approved in 1966)

SUMMARY OF CONCLUSIONS

RE-INT-11-2-BT-25.6.66

Sedos has not lived up fully to its promise to satisfy the interests of the member Institutes. The cause can be traced to the exploratory nature of its activities during the first two years.

It should now define these interests as the good management of the common apostolic effort of the Institutes.

Its contribution would then be a technical service to the planning process of such good management.

The specific objectives of such contribution should be limited to the:

- accumulation of information about the needs (Documentation) and the personnel (Census and Interviews);
- coordination of the common effort;
- application of such information to the common, day to day needs of the Institutes (Study);
- promotion of the missionary idea in the Church (Opinion and Formation);
- the mobilization of basic resources (Vocation and Finance).

The objectives and the corresponding programs (listed in brackets above) should be incorporated and coordinated in a three year plan for the development of Sedos, proposed in this report and to be approved by the General Assembly and later activated and periodically evaluated by the Permanent Secretariat.

The General Assembly should adjust its decision making procedures by introducing delegation whenever a member is unable to attend.

The Permanent Secretariat should assume the function of planning Sedos activities through the development of the present communication system.

The other organs of Sedos (Technical Council and Work Groups) should continue as at present.

The plan proposed makes possible

- rational investment in Sedos viability
- systematic mobilization of Sedos resources
- general improvement of Sedos efficiency,

aspects which have been considered only sporadically, to the detriment of Sedos performance.

The investment stipulated by the Plan is \$ 100.000 and 10 executives spread over 3 years. It would be higher if more Institutes join Sedos but, in this case, the pro capita contribution of the Institutes would be lower.

Proposals for such a plan have been drawn in the light of the experience of the exploratory phase. They are organized in a number of programs grouped under four heads.

1. Surveys three programs will be directed at accumulating relevant knowledge of needs and resources (Documentation, Census, Interviews (Questions 1 and 2 of paragraph 203);
2. Reflection on Surveys one program will be aimed at applying such knowledge to the day to day needs of the Sedos Institutes (Study);
3. Education Two programs will help Sedos recommend on the training needs of the member Institutes (Opinion Forming and Formation);
4. Re-organization Two programs will help Sedos in its services to planning (Vocations and Finance).

The eight programs will be proposed as an answer to the first two questions put at the beginning of this Chapter, paragraph 203.

The objectives of the Development Plan being proposed are:

- to provide the frame in which the recommendations proposed by the present report can be implemented;
- to specify in clear terms the purposes of Sedos activities and to spell out over time the ways in which they can be achieved;
- to start providing the Institutes with basic services which they require to govern their common apostolic effort, namely information, communication, planning services.

The organization of the various recommendations into one plan helps ensure balanced development of the various, largely connected, aspects of Sedos.

Top priority is assigned to the objectives listed last. Among the three types of services listed within it, priority is assigned to planning.

Second in order of priority is the clear specification of the output of Sedos.

The main requisites of the Development Plan are:

- Plan involves doubling the amount of money currently being invested by the Member Institutes.

This will hold true if the strength of the present membership of nine remains static.

If it is increased to 25 over the three years, the costs will be smaller.

- The Plan requires that the Institutes send ten men and agree to let Sedos ask forty more for periodical services.

Ideally, each Institute will second one of its members to Sedos.

The assignment of work of these men will be spread out over the three years.

It will not imply the cutting off of the seconded member from his normal duties in his own Institute. But specified demands on his time will be made by Sedos.

It is assumed that these persons will not be on the Sedos payroll. (The total costs of a minimum salary for the three years have been estimated at dollars 66,000).

- The Plan demands a slow but constant expansion of the Permanent Secretariat. The latter will gradually evolve into the coordinating agency of the eight programs.

The expansion of its office facilities will be synchronized with the expansion of the load of the programs and of the membership of Sedos.

SUMMARY OF INPUT AND OUTPUT

INPUT 1967	OUTPUT 1967
<u>MEN</u>	<u>DOCUMENTATION</u>
4 executives	250 documents and exchange
2 Perm. Secretariat	<u>CENSUS</u>
40 part timers	Returns
<u>MONEY</u>	<u>INTERVIEWS</u>
\$ 18.000 for Perm. Secretariat	100 interviews with missionaries
\$ 15.800 for developments	<u>STUDY</u>
<u>FACILITIES</u>	2 study desks. Africa desk.
Expanded office space and equipment.	<u>OPINION</u>
	Form opinion of Theologians
	<u>FORMATION</u>
	Survey of formation curricula
	<u>VOCATIONS</u>
	Survey of recruitment procedures
	<u>FINANCE</u>
INPUT 1968	OUTPUT 1968
<u>MEN</u>	<u>DOCUMENTATION</u>
8 executives	250 documents 100 abstracts, Exchange
2 Perm. Secretariat	<u>CENSUS</u>
40 part timers	Reports and sampling frame
<u>MONEY</u>	<u>INTERVIEWS</u>
\$ 18.500 for Perm. Secretariat	250 interviews 2 reports
\$ 15.800 for developments	<u>STUDY</u>
<u>FACILITIES</u>	2 study desks Africa, Latin America desks
Expanded office space and equipment	<u>OPINION</u>
	Form opinion of Institute members
	<u>FORMATION</u>
	Recommendations
	<u>VOCATIONS</u>
	Recommendations
	<u>FINANCES</u>

INPUT 1969	OUTPUT 1969
<u>MEN</u>	<u>DOCUMENTATION</u>
10 executives	500 documents.250 abstracts Exchange
2 Perm. Secretariat	<u>CENSUS</u>
40 Part timers	Deployment data and central Index.
<u>MONEY</u>	<u>INTERVIEWS</u>
\$ 20.000 for Perm. Secretariat	500 Interviews.4 reports
\$ 15.800 for Developments	<u>STUDY</u>
<u>FACILITIES</u>	2 study desks Africa, Latin America, Asia desks
Expanded office space and equipment	<u>OPINION</u>
	Form opinion in Church
	<u>FORMATION</u>
	Adjustments
	<u>VOCATIONS</u>
	Adjustments
	<u>FINANCE</u>

MEMO: on : Thoughts for the second Sedos Plan
 from : the Secretariat
 to : the Executive Committee
 on : April 30, 1969

OBJECTIVES

1. The overall objective will remain, as in the statutes, a cooperative venture in the missionary activity of the Church.
2. More specifically, cooperation will be spelled out in joint projects for the field. This entails:
 - a - the choice of the field - with the 132,000 men and women in Sedos deployed in over 100 countries, a careful selection of where to co-operate must be made. It is proposed that
 - i) Sedos focus on Indonesia, Congo and Eastern Africa, where its Institutes are concentrated.
 - ii) Sedos develop the structurally (and missionarily) poor countries,
 - b - The choice of the nature of the projects. The ground has been laid by the first development plan: Sedos would continue to cultivate the fields of mission theology, development, medical work, formation, social communications, education. But it must also envisage cooperation in the development of new structures and new experiences.

METHOD

3. There can be no cooperation without communication. Sedos will therefore seek to develop still further existing communication among its members - both at the level of the Generalates and at that of the Provincialates (or equivalents).
4. There can be no worthwhile communication unless sound information is continuously made available. Sedos will therefore continue to exploit the three sources of information indicated by its first plan: documentation, statistics and opinion surveys.
5. Such communication of information will be oriented towards the formulation of joint projects, as indicated by the Statutes. At the level of the Generalates, such action will normally lead to the establishment of basic, common guidelines. At the level of the Provinces, it would lead to direct, co-operative action.

In particular, this cooperation will focus on the sectors of common concern already located by the first plan, (2 b). It will be specified still further by conducting a series of meetings by country, each working on the priorities (among the above and other sectors) established by the first plan.

6. The system of working groups will be continued. But a difference will be introduced between the groups in charge of information (4) and those responsible for action. The first will meet less often, and will only be asked to establish the objectives and procedure of the Secretariat as regards each of the three sources. Once this is established - as is already the case with documentation and with opinion survey - they will meet to study the difficulties encountered by the same secretariat and to evaluate its work.
7. The second will meet more often and will be asked to propose policy and solutions (to the Executive Committee). Eventually, they will furnish Sedos members with guidelines for each sector and the Secretariat with orientations for its day to day business. The meetings by country will belong to this type.
8. The Secretariat will thus function as the executive of both types of groups. This entails not only the follow up of their conclusions but also the preparation of the topics for their study and decisions. It will also forward their conclusions for the consideration of the Executive Committee. As such it has an eminently coordinative function (before and after approval by the Executive Committee, before and after study by the groups).
9. In order to be able to do this, the Secretariat will expand its staff - at least by part timers - so as to provide each group with a secretary. Coordination can be achieved only if all the secretaries of all the groups work together in and with the Secretariat.
10. The basic directives - and, in particular, the present plan - will be established by the Assembly, which is the supreme organ of Sedos. The Executive will divide the work entailed among the groups and the Secretariat and, periodically, will evaluate their achievements. The groups will seek to implement such directives.
11. In order to ensure such directives, the procedure of the Assembly will be reconsidered. The first plan did much to establish the basics of such procedure. This second plan will usefully introduce a distinction between study and administration. More time for study will be given to the Assembly, less to administrative problems which can be solved by the Executive. This could be done by developing the present system of breaking into small groups and by letting each group continue its collective reflection, if it so desires. The administrative issues could then be tackled on a different day and by the whole Assembly.

TECHNIQUES

12. The specific objectives, procedures and time tables of each of the following groups will be spelled out by the second Plan:

- a - Documentation
- b - Statistics (personnel)
- c - Opinion survey (interviews)
- d - Mission Theology
- e - Social Communications
- f - Formation
- g - Development
- h - Medical Work
- i - Education
- l - Meetings by country + vocations

SPIRIT

13. The spirit which would inspire the second Plan would be that of re-kindling, through the effective cooperation of the missionary sending Institutes, enthusiasm for the Mission in the whole People in God.