



Policy Plan

2022-2025



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Introduction and Summary

Introduction

This policy plan for 2022-2025 replaces the previous one that covered the period of 2019-2023 (a four-year period with an update every two years). The delay of one year for its completion was entirely due to the COVID-19 pandemic, which led to the priorities of the Franciscan Sisters of St. Joseph (FSJ) shifting accordingly.

We have evaluated the previous policy plan and our activities and have drawn the following conclusions:

- The policy plan was comprehensive and solid in terms of themes, projects, and approach.
- We have been able to successfully launch and execute projects for schools as well as a Safe & Clean program for improving sanitation and a Maintain & Renovate program for maintenance & renovation.
- The collaboration with FSJ has remained good and communication has been intensified.
- Donations have remained stable.

Several topics deserve our attention:

- The architectural supervision by the sisters themselves is lagging behind because one key function is still unfilled.
- The number of new donors is low. The possibilities of financing projects from India, for example through CSR (Corporate Social Responsibility) programs, where we have been able to gain some experience, are limited and require perseverance. The congregation also has no experience with this yet.
- COVID-19 has negatively affected the qualitative execution of project planning and control.
- We lack the information that is often requested in the Netherlands about the impact of our projects on poverty reduction and improvement of educational outcomes.

We can conclude that our main strengths lie in defining, setting up and executing construction projects for the FSJ organization within the limits set by donation income. In this way, we support the congregation's policy of providing quality education to children from poor families. The long-term and reliable collaboration with FSJ is professional and effective. This strength will continue to be the main pillar of our policy plan.

In some environmental factors, we anticipate a number of uncertainties in the short, medium and longer term that may influence the approach and priority setting.

- COVID-19: FSJ will need its people and finances to catch up on the students' backlog, bring children back to school (for example, girls who have been married during this period) and restore the quantity and quality of teachers. We will cooperate



to ensure that this can happen in a good infrastructure of buildings, with a safe and clean environment for girls and boys.

- Uncertainties in the medium term:
 - National Education Policy:
 - The state determines in which languages instruction must be given, especially in grades 1 through 5. In principle, no English-language education in these grades.
 - Introduction of a "vocational training" pathway from grade 5 (11/12 years) within the regular education program. This may lead to possible adjustments to school buildings.
 - Starting education from "pre-primary" = 3 years.
 - The requirement that teachers have a minimum of 4 years of B-Ed. (Bachelor of Education) education.
 - Extensive digitization requires investments. Will available government funding also come to low cost private schools?
 - Politics: there is increasing uncertainty whether groups with a minority religion will receive fewer rights/state support than those with the majority religion.
- Uncertainties in the longer term:
 - There is a chance that FSJ will have to collaborate with other school institutions for better positioning in the future. STB believes that with good and up-to-date infrastructure there are more opportunities for FSJ to play a leading role in this.

Summary

In this policy period, we will prioritize:

- Supporting the policy of our partner organization FSJ in building or modifying schools, as well as, if necessary, boarding schools and hostels for both Primary, Secondary, Higher, and vocational education. Improving the situation for poor girls in particular is given priority.
- Providing infrastructure adjustments to enable both Higher Secondary Education in multiple schools and the full implementation of the National Education Plan.
- Continuing to carry out Maintain & Renovate projects to make the buildings future-proof, including for alternative uses. These M&R projects are partially financed jointly.
- Transferring full responsibility for maintenance to FSJ at the end of this policy period.
- In consultation with FSJ, prioritizing other projects, such as support for social or health programs, but also for investments in digital infrastructure.
- Training the architecturally trained sister appointed by FSJ.
- Maintaining and expanding our donor base in the Netherlands and, if possible, in India.

Chapter 1

1. Purpose of the Foundation: Mission, Vision, and Strategy

Mission

The articles of the foundation include the following objective:

- To contribute to the establishment and guidance of development projects in the social and medical sectors in order to promote the opportunities for underprivileged population groups in India;
- To improve the perception of development issues in India within Dutch society.

The board of the foundation endorses the above objectives as its mission.

Vision

In 2015, the United Nations presented the program "Transforming our world - the 2030 agenda for Sustainable Development." The goals of this program are outlined in the Sustainable Development Goals (see the figure below).

The activities of Thomas Bouwprojecten particularly support the objectives of:

1. No Poverty
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
10. Reduced Inequalities





Due to the impressive economic growth of India over the past years, with a rate of 5% per year, Indian companies enjoy high international prestige. Furthermore, investments have been made in both public and private schools and universities, as well as in improving sanitation facilities for everyone. In parts of India, this has led to a higher standard of living. Tamil Nadu (TN) and Andhra Pradesh (AP), the states where the FSJ congregation operates, rank 2nd and 8th (out of 33 states) within the country. However, poverty is still high in these states, especially in rural areas.

We present below some data from reports on the Sustainable Development Goals (SDG) [SDG_3.0_Final_04.03.2021_Web_Spreads.pdf](#) (niti.gov.in) and on the state of education in rural areas (<http://www.asercentre.org/>) in their 2021 report: Cover Page.cdr (asercentre.org).

SDG 1 (no poverty): In TN, 11% and in AP, 9% of the population live below the "national poverty line" (between 1.90 and 3.20 USD per day). It is alarming that the trend lines are flattening, and it is questionable whether the SDG goals for 2030 will be met.

SDG 2 (no hunger): The same applies to SDG-2, "zero hunger". 30% of children under 5 years of age are malnourished or have stunted growth, which will certainly negatively affect their further development and success in society.

SDG 4 (quality education): Poverty often leads to lower school participation. The government has launched powerful campaigns to get and keep students in school. The influx into state schools is increasing, and almost every child starts with primary school. However, school dropout rates start after that: 15 to 30% of students do not complete grade 10 (lower secondary). The transition to further education varies from 32% in AP to 49% in TN. Within this group, the number of girls is now equal to or slightly higher than the number of boys. However, this probably applies more to higher than lower-income groups. Moreover, many schools still suffer from a shortage of teachers and absentee teachers.

The COVID-19 pandemic has led to prolonged school closures. The impact of this on learning gaps, particularly among poor children, is not yet well understood. As of the end of 2020, 5-6% of children were still not in school. This group also missed out on meals that are often provided at school. In TN, only 55% of students received learning materials at home. Fortunately, the availability of sufficient learning materials at school has increased to 92% (source: ASER report 2021). More concerning is the fact that during the pandemic, more young girls were married off by their families, often due to concerns about food and income.

Girls and women still have significantly fewer opportunities. While the number of girls in vocational education is now equal to the number of boys, girls still only receive 60% of the number of years of education that boys receive up to the age of 25, and there is not much improvement in this number.

Poverty leads to lower school attendance, and more attention is needed for girls and their parents to create opportunities for completing education up to vocational level.



The foundation supports the mission of its partner, the Congregation of the Franciscan Sisters of St. Joseph, in facilitating the integral liberation of girl children and women.

It is our vision that the congregation's approach (100 schools, more than 50,000 students, and 20 children's homes/internships) leads to a good quality of education and upbringing, delivered by well-educated staff, and to a low dropout rate. As a result, educated girls will have a greater chance of further education and of getting a paid job. The congregation's schools are often attended by children from poor families. They are open to children of all religions and to girls as well as boys. The congregation pays extra attention to guidance and cooperation with parents. The education curriculum provides ample space for personal development, computer lessons, sports and dance, and social activities.

The schools and children's homes we build meet the standards of the state in which they are located and provide enough space to accommodate the expected number of students. Equally important is our attention to hygiene, sanitation, and safety, especially for girls. In "Maintain & Renovate" projects, we also adjust existing buildings on these points.

Strategy

What do we support?

1. Considering the significant educational disadvantage for rural girls and enabling progression to higher education, we believe that support for education up to grade 12 should be encouraged, including the expansion of schools.
2. We support children's homes/boarding schools for children under 12 years old only in situations where the family circumstances of the children make no other solution possible. For older children, boarding schools can provide an opportunity for girls to continue studying up to grade 10 and 12 in the same school.
3. Projects for vocational education (such as St. Joseph's Women Arts and Science College and St. Thomas Hospital - B.Sc., School of Nursing). This includes projects under the National Education Policy to offer lower vocational education from grade 5.
4. Maintain & Renovate (M&R): Where the state of maintenance of the buildings hinders future improvements in education (for example, due to permits not being renewed), we define M&R projects together with the congregation that are jointly funded. Buildings may also receive (partial) new functions.
5. Other projects, such as support for social or health programs, but also for investments in digital infrastructure and other NEP requirements, may be considered in consultation with FSJ.

On the relationship with the congregation:

- The foundation focuses primarily on projects located in areas of India where the congregation of the Franciscan Sisters of St. Joseph, located in Chennai, India, is



active. To use the capacity of project leaders more efficiently, Tamil Nadu and Andhra Pradesh are our preference.

- The projects that the foundation undertakes are selected in consultation with the leadership of the congregation. The priority list, updated twice a year and signed by the leadership of the congregation, forms the guideline for the chosen approach. The congregation sets its own priorities. The foundation has additionally formulated a number of priority criteria and discussed them with the congregation:
 - Education: primary, secondary, and vocational education, particularly for girls
 - Boarding schools, taking into account special situations as described above.
 - Poor children: projects are assessed, among other things, based on the percentage of children who cannot pay school fees and a description of the parents' background.
 - Quality: the quality of the local organization is assessed based on the percentage of dropouts, possibly supplemented by exam results, the availability of sufficient sanitary facilities, and safety.
 - Continuity: Will the local leadership be able to manage the institution on a continuous basis, given the available staff and income, and maintain the buildings in good condition, including necessary maintenance?
 - Financing: are there opportunities for additional and local financing of the project?
 - Social development: to what extent does the project contribute to the further development of the local community?
- The contractual responsibility for the selection and implementation of projects lies with the leadership of the congregation in India. The foundation accepts moral and substantive responsibility for the projects it carries out. The project leaders ensure that the projects are executed properly.
- The congregation appoints a contact person who can make agreements on priorities and financing at the level of the leadership of the congregation.
- The congregation appoints a "building sister" who can provide construction guidance in the pre-construction phase and during construction. She will also be responsible for maintenance planning. The congregation is expected to have filled these positions by the end of this policy plan period at the latest.
- The congregation is responsible for the ownership of the land on which the buildings are constructed and the buildings that are constructed on that land. The congregation is also responsible for the financing of the buildings and their maintenance. The foundation provides financial and substantive support for the projects. Furthermore, the congregation is responsible for complying with national and regional laws and requirements (including legislation on child labor) as well as for building permits.

About the project approach:

- For the foundation, a project means the complete design and guidance of the construction of a building or infrastructure facility, including the bidding process and delivery.



- Bidding is done by requesting quotes from multiple contractors. The selection of the contractor always happens after approval by a project manager.
- The foundation's board ensures that as much local expertise as possible is used in the design and implementation of projects.
- Design and guidance of projects are done by expert project managers, and local expertise is hired when necessary. Locally trained engineers and project managers from the Congregation receive active support from our own project managers.
- The foundation aims to keep the portfolio of projects in preparation and projects in progress balanced so that there is a balance between the needs in India on the one hand and the personnel capacity of the project managers and the available resources on the other.
- After delivery, the building is transferred to the Congregation, after which the foundation still feels responsible for maintenance. It is our strategy to completely transfer this maintenance responsibility, including its financing, to the Congregation at the end of this policy period.
- For a project, the foundation only incurs obligations once one or more sponsors for the project have been found and have also deposited their contributions into one of the foundation's accounts or contractually secured them.
- After the larger projects, the foundation conducts a formal project evaluation. This evaluates the activities within a project, as well as the contributions of those involved (foundation, Congregation, project management, contractors) against the set goals and quality requirements.
- In exceptional cases, the foundation may also include other projects in its program, meaning with other local partner organizations.

About the relationship with sponsors:

- Sponsors are sought among individuals, companies, and other institutions; the foundation also seeks to expand the support for development cooperation and expand the existing network of donors. This will also be done using "social media." We will try to generate interest in the "construction industry."
- The foundation prefers a one-on-one relationship with sponsors. The foundation has no experience or expertise in public campaigns.
- The foundation will regularly collaborate with other non-governmental organizations in the Netherlands, such as Oxfam-Novib, Cordaid, Wilde Ganze, in order to also acquire contributions from those organizations for projects that fit within their work scope.

Other:

- The foundation aims to provide the most open and transparent information possible and feel responsible to its sponsors and donors.



- The foundation is a recognized charity by the CBF (Central Bureau for Fundraising).
- The foundation is registered with the Tax and Customs Administration as a Public Benefit Organization (ANBI), which means that no gift, inheritance, or estate tax needs to be paid on donations, bequests, or inheritances, and under certain conditions, donations are tax-deductible (especially for periodic gifts).
- The foundation's board endorses the international position on (the prohibition of) child labor and supports social developments related to the use of sustainable materials and energy.
- The foundation's board values the independent role of the Advisory Council (see organizational structure).
- The foundation's board actively maintains contact and collaborates with the Thomas Foundation for Youth and the Thomas Foundation for Microcredits.

2. Organization and collaboration

Organs of the foundation

As of July 1st, 2022, the foundation has the following organs

- I The **board**, consisting of:
 - 1 Jac Braat, Chairman
 - 2 Wilma Martens, Secretary
 - 3 Snam Vromans, Treasurer
 - 4 Leo Verhagen, Sponsorship
 - 5 Leo Uittenbroek, PR and Communication
- II The **advisory council**, consisting of:
 1. Antoinette Gelton-Schiebroek
 2. Job van Manen
 3. Niels van den Beucken
 4. George Henkens
- III The **project team**, consisting of:
 1. Jos Dijkers, Project Leader
 2. Sterre Maessen, Project Leader
 3. Pieter Keeris, Advisor

The **board** is the legal and decision-making body of the foundation and represents the foundation in and out of court.

Twice a year, there is a meeting with the **advisory council** to discuss the policies, financial, administrative, and operational activities, and the planned activities of the foundation. One of these two meetings is held jointly with our "sister organizations," the Thomas Foundation for Youth and the Thomas Foundation for Microcredits, with which we share the same advisory council.



The **project team** plays an indispensable role in achieving the objectives of the foundation. The members of the project team are appointed by the board. The task of the project team is primarily to design buildings, create construction drawings, make specifications, bid and deliver the buildings. At least once, but preferably twice a year, a trip to India is made. During these trips, the buildings are checked on-site for compliance with the specifications and contracts, and compliance with applicable building regulations and conditions regarding working conditions (especially: no child labor). Furthermore, this team assists as much as possible with the construction work together with the on-site supervisor and liaison sister Sister Prudentia. The team also advises the board regarding the actual start of the construction activities and the amount and timing of payments to the congregation in India, so that the latter can pay its contractors and suppliers within the payment terms agreed with them contractually. Where possible and effective, the project team performs these tasks not only if the project is fully financed by our foundation, but also if it is fully or partially financed by the congregation. The project team is also important as an advisory body of the foundation. It investigates the policy and vision of the sisters with regard to the construction of schools and related buildings on-site and tests them against the foundation's objectives. This is done formally on the basis of a priority list drawn up by the congregation, which appears twice a year. The project team ensures that the construction activities are beneficial to disadvantaged children, checks whether the right priorities are set, and whether there is sufficient urgency to build or expand schools and dormitories, and related sanitary facilities. It also happens that other organizations working in the field of development cooperation in India call upon the expertise of the project team, and possibly carry out advisory and control work for these activities.

Volunteers

All activities related to the foundation are carried out by volunteers. They receive no compensation for these activities, so that almost all incoming revenue goes to the objectives. Actual expenses can be reimbursed if approved by the board in advance.

Side functions

The members of the board and project team do not hold any relevant side functions that could conflict with the interests of the foundation and its beneficiaries in any way. Such side functions will be mentioned in the annual report.

The same applies to such side functions of the members of the advisory board.

Collaboration with other Thomas foundations

There are three different Thomas foundations that collaborate while maintaining their specific objectives and related processes and procedures. These Thomas foundations, in order of their year of establishment, are:



1. Thomas Foundation for Youth (1987). Activity: Financial support for educational facilities and living expenses for children in children's homes of the FSJ Congregation in India.
2. Thomas Building Projects Foundation (1992). Activity: Financial and construction support for building and maintenance of schools and children's homes of the Partner in India.
3. Thomas Foundation for Microcredits (1997). Activity: Encouraging participation in vocational education and entrepreneurship through the provision of microcredits.

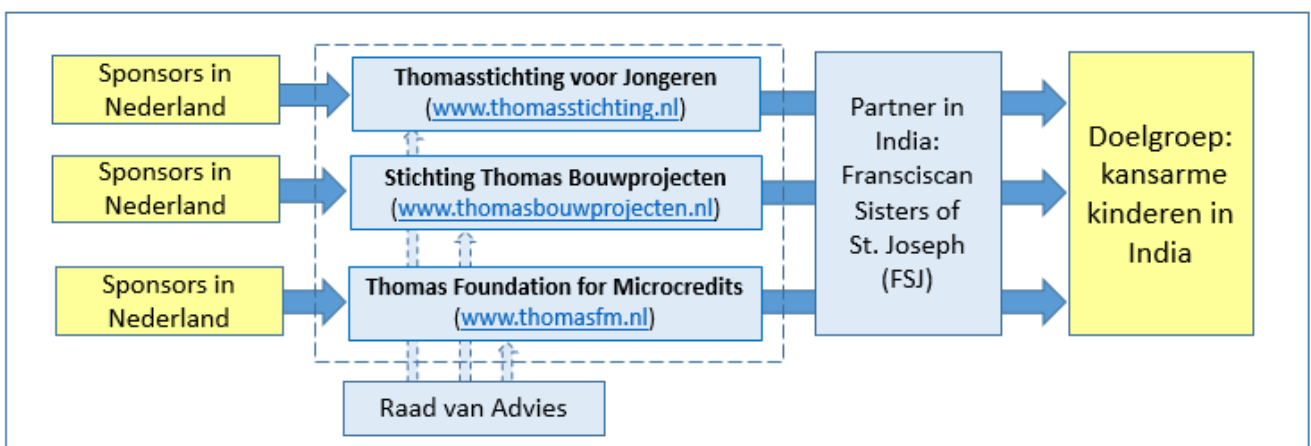
Our collaboration with the Thomas Foundation for Youth and the Thomas Foundation for Microcredits is operationalized as follows (see also the diagram on the next page):

- Sharing a common Advisory Board that meets annually with each of the three foundations individually to discuss policies, financial, administrative and operational activities, and planned activities of the respective foundation.
- An annual joint meeting of the three Thomas foundations with the advisory board to align general policies.
- Sharing of important communication with the Congregation such as the "priority list" and the "boarding reports".
- Each foundation regularly visits its projects. The travel schedule and travel report are shared so that any issues of another foundation can be taken into account.
- Exchange of ideas at the board level to increase the number of underprivileged children supported by the foundations.

The Thomas Building Projects Foundation also aims to collaborate with other foundations in the Netherlands and Belgium that have similar objectives and are active in the same regions in India, and with which collaboration can result in joint benefits for underprivileged children in India.

Collaboration with other foundations is operationalized as follows:

- If a project is executed for the benefit of the Congregation, financing and/or project control can be conducted through our foundation. For this, STB will receive a cost reimbursement to be agreed upon.





3. Privacy policy

In 2018, stricter laws and regulations came into effect in Europe for the protection of personal data, known in the Netherlands as AVG (General Data Protection Regulation). To comply with this, we have reviewed and revised some of our processes as necessary. We have also drafted and published a Privacy Statement required by law (also available on our website: <https://thomasbouwprojecten.nl/documenten>).

This allows all parties involved with the foundation, particularly our sponsors and recipients of our publications, to trust that we handle their personal data with the necessary care and confidentiality.

4. Policy on Integrity and the Prevention of Abuse

At the beginning of 2018, the media caused a stir over wrongdoing by a number of aid organizations, including insufficient integrity, financial errors, and even sexual abuse by aid workers. Although these incidents are more the exception than the rule, we must always remain vigilant, as every such incident is one too many. The former Minister of Development Cooperation, Kaag, drew attention to this issue and instructed all aid organizations to take effective measures. Thomas Building Projects Foundation has also followed up on this, to ensure that our donors' support is spent in a good, honest, and safe way for the recipients of our aid. All of our board members and project team members have a Statement of Good Conduct.

In addition, an Integrity Policy has been formulated, which has been coordinated and approved with the Congregation (also available on our website: <https://thomasbouwprojecten.nl/documenten>).

5. Policy regarding the Law on Governance and Supervision of Legal Entities; UBO registration

Law on Governance and Supervision of Legal Entities

On July 1, 2021, a new law came into effect in the Netherlands regarding the governance of legal entities and the supervision thereof (WBTR), aimed at improving the governance and oversight of associations and foundations. Rules have been established regarding tasks, powers, obligations, and liability. In order to fully comply with the requirements of this law, in addition to our existing Integrity Policy (see previous paragraph), a number of changes have been made to our House Rules.

These include, among other things:



- the task fulfillment of the board members
- how to act in case of conflicting or personal interests of board members
- how to ensure the continuity of the governance of the foundation in case of absence or impediment of one or more board members
- an improved process description for project planning and execution
- an additional board control on expenses made by the treasurer.

The fully adapted House Rules STB 2021 can be found on our website: <https://thomasbouwprojecten.nl/documenten>.

UBO Register

As of March 27, 2022, all legal entities in the Netherlands are required to have their UBOs (Ultimate Beneficial Owners) registered in the UBO register of the Chamber of Commerce. The register aims to prevent financial-economic crime, such as money laundering, fraud, tax evasion, and terrorism financing.

To comply with this obligation, our foundation has registered its board members as UBOs in the relevant register.



Chapter 2: Finance

Introduction

In the policy area of finance, the foundation distinguishes two main lines:

1. Providing and safeguarding financial resources;
2. Accountability reporting.

1. Providing and safeguarding financial resources

For the way in which donations are established, refer to the PR and sponsorship chapter. In the context of safeguarding financial resources, the board initially distinguishes three levels: strategic, tactical, and operational.

Strategic

For the long term, the continuity of the foundation is especially important. The board aims to achieve this by maintaining a continuity reserve, the amount of which is evaluated and determined annually, taking into account a stable level.

This continuity reserve currently (as of 2022) amounts to €25,000 and is held to ensure that the foundation can continue to meet its long-term obligations and carry out its activities, even in the event of unexpected financial setbacks.

In addition, the foundation takes the necessary measures in specific cases, also with the aim of being able to meet its obligations on the long term at all times.

Tactical

For the medium term, the focus is mainly on the policy plans established for several years and the activities included therein, which should be carried out during those years.

To this end, a sufficient solvency (in terms of the ratio between the equity and the total assets of the foundation) must be maintained. The implementation of the plans is further financially secured by maintaining a minimum target ratio, expressed in the ratio "spent on objectives as a percentage of the total expenses," and a maximum fundraising cost ratio, expressed as the percentage of fundraising costs relative to revenue. The long-term norms of 95% and 2% are maintained for the mentioned ratios, respectively.

Operational

Operational level refers to the control of short-term activities.

To this end, the board uses the following tools:

- *Preparation of an annual operating budget* which can also guide the implementation of (tactical) activity plans at the project level. The budget is approved in the last board



meeting of the year preceding the budget year and further aligned periodically throughout the year with actual results.

- *Support for decision-making*, in the sense that responsible (financial) decisions can be made at any time by the board. To this end, an administration is kept in such a way that sufficient insight into the asset positions (both equity and obligations), the amount of donations and gifts received, and the liquidity position of the foundation will be available at all times.
- *Financial management of construction projects*.
This process has four phases:
 - Collection of received donations for project-specific destination funds.
 - Approval of budgeted project costs by the project team (the so-called 'voting' process), at which point the resources of destination funds are transferred to the liabilities position.
 - Entering into (construction) obligations (construction contract) by the designated member of the Congregation, under the supervision of the project team.
 - Making payments to the Congregation to meet invoices from the contractor and others.

Since this process forms the backbone of the foundation's activities, each of these phases is recorded as a financial board decision. Based on this, the necessary executive steps are then taken. This contributes to an adequate division of responsibilities within the board.

- *Assigning received donations to the distinct projects*.
A donor can indicate which project their donation should be allocated to. The board will use the donations in accordance with this, unless explicitly decided otherwise in consultation with the donor. Donations that are not earmarked are assigned by the board to a general or thematic destination fund, depending on the size of the received gift.
- *Controlling costs*.
The board controls the costs of fundraising in accordance with the strategically established norm. The costs of management and administration are controlled by continuously focusing on efficiency and thus minimizing these costs. Cost norm < 5%.
- *Optimizing financial income and expenses*.
The board limits the expenses associated with holding bank balances by diversifying them, within the possibilities offered by banking institutions. The optimization of the interest income of the foundation's balances is only carried out against a limited and acceptable risk, such as holding savings accounts and locking them in short-term deposits of up to one year, only in the Netherlands.

Other measures

In addition to the measures at the three levels mentioned above, the board has established some additional practical measures in a household regulation regarding financial control. These measures relate to a set of expenditures and obligations, not directly related to building projects, which can only be carried out or entered into with the prior approval of the board if they exceed an amount of €1,500 (indexed annually). Additionally, every six months, a board member who is not the treasurer reviews the



payments made from the foundation's bank accounts and provides a written report to the board.

Financial aspects of projects:

- Projects that are (co-)financed by the foundation are only approved and started after all necessary resources (money), permits and information (budgets, drawings, specifications) are available or contractually secured.
- The foundation makes its financial contribution to the Congregation in accordance with the progress of the project. The Congregation confirms receipt of it, as well as realized exchange rates.
- The Congregation pays the contractors and suppliers in accordance with the progress of the project and in accordance with the construction contracts.
- The Congregation keeps an administration in which income and expenses are fully and truthfully reflected for each project. Expenses are specified in such a way that they can be compared with quotations and project budgets.
- This administration is audited at the end of the project by an Indian certified auditor. In the case of longer-term projects, this audit is also done interim (at least once a year).
- The project administration and audit reports are sent to the foundation by the contact person of the Congregation.
- Upon request, the Congregation grants the foundation access to project-related records and administrative documents (invoices, payments, etc.).

2. Accountability

In the context of accountability, there is internal and external accountability.

Internal accountability

Internal accountability refers to the financial accountability that the treasurer provides to the board. To this end, the treasurer maintains proper records. At the end of each calendar quarter, the treasurer provides the board with several financial reports, including a balance sheet, an income and expenditure statement, a summary of donations received, and mutation overviews of destination funds and liabilities.

External accountability

The foundation aims to report transparently and adequately to the general public and its donors about its activities and to be accountable for them. To this end, it issues its annual report no later than July 1 of each calendar year on the previous financial year. The annual report includes the financial statements, which are accompanied by a review statement from a Dutch accountant.



Legal and regulatory compliance

With its accountability, the foundation naturally complies with applicable laws and regulations. Its balance sheet and income statement are prepared in accordance with the Guidelines for Annual Reporting for Non-Profit Organizations, Chapter 640 C1 Small Non-Profit Organizations, specifically Chapter 650 from C2 Small Fundraising Organizations. This also meets the requirements of the "Regulation and Appendices CBF Recognition of Good Causes Organizations" of the Central Bureau of Fundraising (CBF), to which the foundation is affiliated.

Other reporting

All donors who have contributed a specific amount to a particular project as determined by the board will receive a report on that project, including an account of donations received and expenses incurred for the project. This report is compiled by one of the members of the project team or board and sent no later than six months after the completion of the project. The foundation has an ANBI status, which means that no gift or inheritance tax needs to be paid on gifts and bequests to the foundation. Under certain conditions, donors can deduct gifts and donations from taxable income. It is the policy of the foundation to maintain this status and continue to meet the conditions for it.

In cases where specific subsidies are received for projects, the project budgets and reports must meet the requirements set by the relevant granting institutions.



Chapter 3: Policy of the Congregation of Franciscan Sisters of St. Joseph, India

Introduction

This chapter is a brief Dutch summary and response to the policy document THE FRANCISCAN SISTERS OF ST. JOSEPH OUR POLICY - THREE YEAR PLAN 2022 - 2025

This policy plan has been developed and issued by the Congregation under the responsibility of Sr. M. Arockiam FSJ, Superior General of the Franciscan Sisters of St. Joseph in Chennai, India. The complete English text of this document is included as an appendix to this Thomas Construction Projects policy plan.

1. Brief summary of the FSJ policy plan

Vision.

The Congregation follows the prophetic vision of the founder Bishop John Aelen that only education is a lasting alternative for the poor, especially for women and children. The Congregation has been in existence for over 135 years and operates in 6 dioceses spread over large parts of India, especially in the poorest areas, with a focus in South India.

Mission.

The mission to strive for the integral liberation and development of girls and women is shaped by more than 600 sisters through the following six main activity areas:

- Prayer.
- Evangelization and Pastoral work.
- Formation.
- Education (is a primary activity; from Kindergarten to College level; more than 100 schools; around 125 sisters work as teachers).
- Healthcare (in 3 hospitals and 18 health centers/pharmacies; 48 sisters work here);
- Social work (in 40 institutions; in which 59 sisters work directly).

In addition, there are special activities and homes for children with HIV-AIDS, homeless children, and transgender individuals.

Governance

The Congregation is governed by the Superior General and General Council. Underneath them are 4 Provincial Councils and Superiors. Every 6 years a General Assembly is held where future plans are discussed, and a new leadership team is elected (most recently in May 2022). At the provincial level, this happens every 3 years.



Action Plan 2022-2025

This action plan for the Congregation was established in September 2022.

There are 4 main priorities (FSJAPs, FSJ Apostolic preferences) identified:

1. Renewal of our mission based on the legacy and tradition of our founder.
2. Supporting and strengthening the less privileged, especially girls and women.
3. Professionalizing our governance and administrative system.
4. Caring for the living environment and being mindful of the environment.

Action plans have been formulated for each of the six main activity areas mentioned above, and 11 committees have been appointed to implement these action plans for their respective areas and to inspect and report on their progress.

For the area of Education, which is so important to us, this process is led by Sr. Susa Mary, a member of the General Council.

The Education action plan provides, among other things, that:

- the least privileged receive opportunities and support, and do not have to pay school fees,
- the current government guidelines on education are known and followed by the school staff,
- schools in rural areas have sufficient infrastructure,
- each school is inspected annually to ensure compliance with the guidelines,
- Sisters of the Congregation receive higher professional education, including as teachers, at the Colleges.

To make education available to students from remote areas, hostels have been established in connection with higher secondary education institutions to give these children a chance for higher education.

Implementation and Review of the action plans

Similar action plans have been established for the other areas as well. The Superior General and her General Council and Provincial Superiors coordinate the work of the different Commissions, they receive an annual report from those Commissions, and based on that evaluation and, if necessary, adjustments are made.

Relationship with Thomas Foundation

In conclusion, the Congregation expresses gratitude to our Thomas Foundation for their contribution over the past 30 years, and also the intention and hope to continue with their support in the future.



2. Key elements and observations on the FSJ policy plan

Overall impression (also compared to the previous plan):

- The main mission of the Congregation: helping the needy, is reaffirmed and mentioned in multiple actions.
- The 4 main priorities (FSJAP's, FSJ Apostolic preferences) provide a clear main policy guideline.
- The new plan is more concrete, with a more extensive action plan per topic.

Government regulation

In India, there is an increasing government regulation, especially regarding education and related children's homes, and health institutions. In the past, the Congregation dealt with this somewhat uncertainly, passively and sometimes even defensively. In the new policy, it has been chosen to ensure that the government requirements and regulations are known and followed throughout the organization (alignment and compliance). This proactive approach ensures that necessary licenses and certifications can be obtained and maintained for schools and institutions.

Healthcare

- Positioning of the hospital in Chennai: to continue providing medical care for the poor and free of charge.
- The "dispensaries" in the country comply with government regulations and therefore have the necessary licenses. This is a clear positioning of the importance that FSJ attaches to these local medical posts and pharmacies.
- Explicit mention of transgender people as a target group.
- Also here, explicit alignment with government regulations.

Education

Education continues to be the main activity of the Congregation. Women and children have traditionally been the main target group of the Congregation. Therefore, the first priority is to improve the position of the least privileged women and girls by providing them with education.

There are 3 institutions for Higher Education (Colleges), 12 for Professional Education (such as Nursing, Teaching, Technology). In addition, there are 104 schools for Higher Secondary, Secondary, Primary education and Kindergarten.

The FSJ schools must have an education policy that is anchored in the government's education policy.

A lot is being done to constantly impress upon teachers, parents, and students the lasting value of education for the future. This also results in low dropout rates.



Education and Children's Homes

Hostels have been started for students from remote areas, connected to schools for Higher Secondary Education, so that these children can pursue higher education.

In order to comply with government regulations concerning these homes, numerous measures have been introduced, such as:

- The management of these homes receives workshops to guide the children psychologically, emotionally and socially.
- Seminars are organized for all teachers of the schools to prevent child abuse.
- The homes are regularly visited, and the status and progress of each child are documented.
- The management of the homes comes to the Generalate (the Governing Body of the Congregation) every year to establish the budget that can be submitted to the Thomas Foundation for Youth.
- Twice a year, administrative checks are carried out on invoices and expenses to ensure effective management.
- Visitors to the Thomas Foundation for Youth are accompanied by members of the relevant committee to see the various activities in the homes on site.

Social work

Special programs are implemented to address categories that are in most need of support, such as widows, girls, migrants, and transgender people. Financial assistance is sought from organizations such as the Lion's Club and Rotary Club to help extremely poor widows meet their daily needs. Both in healthcare and social work, particular attention is given to transgender people, who are often poorly accepted in Indian society; they are supported to become self-sufficient and no longer have to beg.

Administrative and Governance System

Efforts are being made to strengthen the administrative and governance system of the Congregation. Specifically, attention is given to:

- Keeping all government instructions up-to-date.
- Digitizing all documents of the schools and institutions.
- Reviewing and harmonizing all forms, documents, and lease agreements of the Congregation.
- Obtaining approvals and permits for all buildings that have not yet been approved.

Projects and Local Sponsorship

The Projects Committee looks into the possibility of helping specific target groups set up special projects in order to become self-sufficient. To obtain the necessary resources to establish such projects, contact is made with sponsor organizations both internationally and locally in India.



Vocation and Formation

The Congregation is aware that the number of sisters needs to be maintained or increased in order to achieve all its goals. Therefore, active efforts are made to reach girls and women who have this calling or can develop it. Interested individuals are then offered extensive training to be able to fulfill their roles within the Congregation in the future. It is noteworthy that not only the Generalate (General Administration) is involved in these activities, but the Provincial Administrations also have an important role.

3. Conclusion

Based on the above, our conclusion is that the Congregation is doing everything in a coherent manner in its Policy Plan to ensure the continuity and quality of its activities. Not in a passive or defensive way, but rather proactively and future-oriented.

We also note that the policies of the Congregation on the one hand, and those of the Thomas Building Projects on the other, are highly consistent with each other.

Taken together, these two points give us the confidence that we can continue to rely on and partner with the FSJ Congregation in the future, and thereby achieve our mission and goals.



Chapter 4: PR and Sponsorship

1. General

In order to finance its projects, the Thomas Building Projects Foundation raises funds from individuals, foundations, companies, and other institutions.

To make (potential) donors aware of the foundation's work and projects, the foundation maintains a website with relevant information. The website is passive: interested parties must actively search for this information. To actively inform (potential) donors, the foundation sends an email newsletter several times a year and publishes a magazine annually.

A targeted approach in which (potential) donors are approached with a request to support a specific project has been found to be more effective in practice than a general donation request.

We have good and regular contacts with a number of foundations, sometimes for many years. We try to receive a donation from these foundations every few years.

In the past, we have received subsidies from organizations such as Cordaid, Vastenactie, and Wilde Ganzen. We approach these, and possibly other similar organizations where appropriate, to finance projects.

As a recognized CBF charity, information about our foundation can be quickly found in the so-called Recognition Passport (<https://www.cbf.nl/organisatie/thomas-bouwprojecten>). Information about our foundation is available to (potential) donors via the Good Causes Monitor (<http://www.goededoelenmonitor.nl/details/1225/thomas-bouwprojecten.aspx>) and the ANBI knowledge bank Philanthropy (<https://www.kennisbankfilantropie.nl/anbi/thomas-bouwprojecten>).

2. Fundraising Developments

The foundation's contact list contains approximately 200 names. Of these contacts, 77 made a total of 225 donations in the past 5 years, with an average of 45 donations per year. Foundations and individuals contribute the most.

Period: 2017-2021			
		Number of relationships	Number of donations
Foundations		13	30
Companies		7	7
Individuals		56	187
Campaigns		1	1
	Total	77	225



Some of our individual donors have been supporting the foundation for many years. Between 5 and 10 people donate for the first time each year, which is encouraging. We have seen an increase in the number of individuals who enter into a 5-year donation agreement. Since a relatively large number of donors have been supporting us for a long time, the risk of "aging of the donor base" is real, and this poses a risk that our income may decline in the future.

Personal solicitation is still the most effective way to find new donors. This means that we actively try to find and approach new donors. Contacts of board members, project leaders, and others involved in the foundation are very helpful in this regard.

Experience has shown that a personal and project-oriented approach is an effective fundraising method for the foundation. More emphasis has been placed on this approach. Project documentation and reports are shared with (potential) donors. After completing a project, the involved donors receive a final report of the project, including financial accountability, within six months.

As a result of political developments in development cooperation, the possibility of obtaining subsidies from the government has become very limited.

In the past period, the foundation has not organized any events (actions) itself to raise funds. The board lacks the manpower for this.

In recent years, we have had limited success with social media campaigns and online giving campaigns. There have been individual initiatives to organize an action and to solicit donations, for example through geef.nl. In the coming years, there are also opportunities for the foundation in this area. However, the foundation is not sufficiently equipped to operate in the world of more anonymous and large-scale contacts.

3. Developments in Communication

In 2019, the website www.thomasbouwprojecten.nl was completely renewed. The website is used to publish current information on ongoing and planned projects. An archive has also been set up on the website, which includes a significant part of the foundation's history. Donations can also be made through the website.

Several times a year, the foundation sends out an email newsletter. This newsletter contains current information and references to articles on the website. It serves to periodically actively bring the foundation to the attention of (potential) donors. The newsletter is opened by about 50-60% of readers, which is seen as a reasonably good score.



In addition to the email newsletter, the foundation also uses LinkedIn and Facebook to actively share information. Like the email newsletter, this concerns sharing information published on the website.

A more tangible form of communication is the annual publication of the paper Thomas Magazine. This magazine sheds light on the backgrounds of the people who work in and for the congregation, the children and the environment in which they live. It also covers the foundation's projects. This magazine has been in existence since 2016. The board will evaluate both the financial and non-financial benefits and costs of the magazine when deciding on the publication of a next edition.

At the request of third parties, the foundation provides lectures and gives information and interviews to give the foundation's objective and its projects as much publicity as possible.

The (financial) annual report is published on the website after it has been approved by the board. Sponsors and donors are notified of the release of the annual report.

4. Conclusions and policy principles

Our direct and personal contacts with donors are the most important pillars for an effective donor policy. This applies to both existing relationships and approaching new ones. Our communication methods are designed accordingly.

Policy principles for fundraising in the coming period:

Creating as much certainty as possible regarding revenues for the next five years by:

- Maintaining existing relationships with donors;
- Identifying and approaching new target groups, such as companies and institutions in the construction industry in the Netherlands.
- Securing donations for multiple years;
- Collaborating with similar organizations to obtain subsidies and making more use of subsidy providers such as Wilde Ganze, Cordaid, etc.
- Seeking out companies in India that want to make a direct contribution to the congregation through a "Corporate Social Responsibility program."

Policy principles for communication for the coming period

Effectively informing (potential) donors and other interested parties about the work of the foundation by:

- Keeping the website up-to-date and, if necessary, renewing it;
- Actively bringing the work of the foundation to the attention of (potential) donors through email newsletters and the paper Thomas Magazine;



- Using social media such as LinkedIn and Facebook to support the sharing of messages published on the website and to increase brand awareness;
- Investigating the possibility of obtaining a free advertising budget through Google Tools to increase brand awareness at no cost, perhaps even beyond our current circle of donors;
- Periodically and specifically informing our (potential) donors about the status of new and ongoing projects;
- Improving information about India and the situation of underprivileged children in the Netherlands (especially in the states where the foundation's projects are carried out). Giving attention to the contribution of the congregation in providing quality education, as well as the more general developments in India and the role of the congregation in this.



Chapter 5: Project management

1. Project Team

The project team initiates potential projects based on consultation with the congregation and informs and advises the board accordingly. The project team consists of two persons. These project leaders are extensively involved in all projects. Furthermore, the project team is reinforced with an advisor who primarily supports both project leaders in the architectural development of the design. Building drawings with the engineer in India are exchanged digitally (via the internet). This engineer in India checks if everything meets the Rules and Regulations of the Indian government and also determines the amount of reinforcement according to the rules in India. Thus, the project team is fully and adequately occupied and works efficiently and constructively as a whole. Therefore, there is currently no need to expand the team. Through the evaluation of the major projects, we aim to gain a better understanding of the construction process in India. In addition to the project leaders, the board of the foundation and the sisters in India also participate in this evaluation. By giving a rating to 16 elements of the construction process, such as specification, structure, contractor, and completion (see Annex 1), we gain a better understanding of where we should seek improvements in our process.

By involving the sisters and possibly the contractors in India in this process, they gain a better understanding of the work we are doing for them there. It is also intended that greater involvement will make it easier for us to indicate the improvement points in the process for the sisters.

All of this should lead to a qualitatively better and cheaper construction of the school, toilet, and utility buildings that we build in India.

An important task of the project team, like that of the board, is to be proactive in fundraising.

2. Purpose.

To increase the level of independence and self-sufficiency of the congregation.

For several years now, the project team has considered it a responsibility and core task to impress upon the congregation that they have their own responsibility in building and, above all, maintaining buildings. It is necessary for the congregation to increasingly participate in the current activities of the project leaders and to be able to carry out more and more tasks themselves in the future.

The project leaders actively guide the locally performed tasks, both during their visits and beyond, through emails, WhatsApp, and phone calls. They previously took an important initiative by encouraging two younger sisters (Sr Asha and Sr Jeya Sutha) to complete training as building inspectors. This led to Sr Asha taking over the work of the external inspector several years ago. In the coming year, a construction team will be formed by the sisters, with General Councillor Sr P. Arumali assisting Sr Jeya Sutha and Sr Prudentia. Sr



Asha will supervise the building projects of the congregation on the construction sites, and Sr Jeya Sutha will assist Sr Prudentia in the projects sponsored by the Thomas Foundation. This brings several advantages:

- The costs of the external inspector have been eliminated.
- As a sister among the sisters, communication about the various projects is easier at different locations.
- Communication with the project team of our foundation is more direct and substantive. • The younger sisters also initiate and promote the use of the internet and social media, making communication much faster and more effective.
- One of their core tasks is also to convey the importance of proper maintenance of buildings to the responsible sisters, both locally and at the Generalate (the congregation's overall/headquarters board).
- We have determined, in consultation with the congregation, that the costs of maintenance projects will be based on a fifty-fifty financial contribution in the coming period. This is hoped to stimulate awareness of good maintenance.

All of this is in line with the vision of our foundation that Indian society in general, and the Congregation in particular, should be increasingly self-sufficient.

3. Sustainability

The project team aims to continuously search for higher quality and more sustainable materials, especially through Indian sources. The rapid developments in India naturally lead to an increasing supply of new materials. The project leaders will visit manufacturers and suppliers of building materials as necessary to make optimal use of these new materials. One concrete improvement in this area is the use of solid-core doors and cabins, so that rotting wooden doors in wet areas will be a thing of the past. The project team's goal is also to focus on sustainable materials in the coming years and to seek opportunities for the most optimal processing of building materials.

Examples of this, which are being used in the current projects, include:

- Instead of masonry toilet rooms and wooden doors, we have switched to prefabricated plastic cabins. These cabins are mounted on legs so that cleaning the floors is also easier. • Use of waterproof formwork. This is to prevent too much cement water from leaking from newly poured concrete and thereby reducing the quality of the concrete.
- In addition to these new applications, we also ask the sisters to check the drainage of rainwater systems, especially on flat roofs, and to ensure that the drains are free of leaves and other unwanted materials. We also urge them to repair these pipes if they are defective, in order to prevent leakage and moisture damage to the single-wall masonry.



- This inspection also applies to electrical wiring systems, which must be sound and safe. All provisional wiring must be removed and proper and intact sockets must be used.

4. Child labor

The congregation's leadership has been asked to provide a written statement declaring that they are doing everything possible to avoid the use of child labor. The project managers of the foundation ensure that this is also implemented and discuss this with the on-site supervisors. Since the beginning of 2012, we have included a clause prohibiting child labor in our standard contract with contractors. Upon signing, the contractor is reminded of this by the congregation.

5. Other

Several foundations from the Netherlands are active in South India. One focus will be to exchange more knowledge and experience on design, material selection, experience with contractors, conducting inspections, etc.

6. Conclusions and actions

- Discussion with the congregation to increase awareness of the importance of greater independence and autonomy.
- Active participation of the project team in building design, especially with an eye towards future use. This allows for adaptation to developments in India, the education system, regulations, or potential changes in the use of a building (such as dormitories).
- Increasing involvement of members of the congregation (the so-called building sisters) as construction supervisors on projects.
- Active involvement of the sisters in the evaluation of projects.
- On-the-job training of the building sister(s) by traveling with project managers.
- Awareness among the sisters that buildings also require maintenance to extend their lifespan.
- Enabling the building sisters to independently handle requests, tenders, and project execution in consultation with project managers.
- Enabling the building sisters to create an overview of all buildings and maintenance plans per building (coordinated with the sister responsible for the budget per building).
- Further standardization of the use of sustainable materials.
- Advisory role by the board and project managers in the future succession of the congregation member responsible for maintaining contacts with the foundation. Support for the transfer to the new responsible person, including construction training, and recording the construction status of all buildings.
- Discussion with the congregation to increase awareness of the importance of greater independence and autonomy.



Annex 1. Project evaluation items

Stichting Thomas Bouwprojecten - Thomas Foundation for Building Projects		
	Project-evaluatio	Projectname: XXXXXXXX
Nr.	Milestone/Fase	Desired State
1	Idea & scope	Idea generated by FSJ, based on recognition of need and daily practice. Or by STBP projectleaders during their trips (2x/year)
2	Priority	Priority based on list of FSJ and shared with STBP. Consistent with prioritycriteria as set by STBP (2015)
3	Choice & decision on project	Unanimous choice of STBP Board and projectleaders of this project. Is as well perceived as realistic and achievable.
4	Design building	Design is according policy: quality but not excessive.
5	Construction- and strenght calculations. Electric specs.	Calculations & specifications according Indian quality criteria and local requirements.
6	Estimate & Budget	Realistic estimate & budget, based on key figures of previous projects.
7	Projectplan & documentation	Is a clear reproduction of the project and budget
8	Fundraising	All relevant sponsors have been contacted based on project-plan and where necessary or possible also in person.
9	Tender	Min. 3 contractors were approached Min. 2 quotations were received. Choice based on (locally valid) price/quality ratio, as well as experience with contractor in other projects.
10	Construction	Construction develops according drawings and agreements made in the contract. Materials are acquired and used according specs. Building site looks orderly.
11	Control over construction	Weekly a progress-report is submitted by the FSJ building sister, incl. deviations against drawings and/or agreements. During visit projectleaders method & quality are reviewed.
12	Financials during construction	Formal reports on progress are a good basis for transfer of partial payments (STBP to FSJ and payment by FSJ of contractor.)
13	Completion	Inspection by one of the projectleaders and FSJ. Completed work is according drawings and contract. A completion-list, mentioning the defects / finishing issues is made.
14	Execution finishing issues / remarks	Defects / finishing issues are being resolved and a formal endcontrol and reporting is being submitted.
15	Financial closure / Audit	FSJ issues a complete final report of revenues and expenditures wrt the project. Audit statement issued by Thomas Chartered Accountant.
16	Leadtime total project	Leadtime is according planning. (No delay, other than caused by force e.g. weathercircumstances)



Annex 2: FSJ Policy plan 2022-2025



**SUPERIOR GENERAL
FRANCISCAN SISTERS OF ST. JOSEPH**

FSJ Generalate, Bishop Aelen Illam, Magazine Road, St. Thomas Mount, Chennai - 600 016.
Tamil Nadu Phone : 2231 2876, 2231 0935 E-mail: fsjaelen1887@gmail.com

THE FRANCISCAN SISTERS OF ST. JOSEPH

OUR POLICY - THREE YEAR PLAN 2022 - 2025

INTRODUCTION

Our mission in the Congregation of the Franciscan Sisters of St. Joseph is to imitate Jesus in his earthly apostolate to give freedom to the oppressed, to heal the sick, to comfort the sorrowful, to preach the good news of Jesus to the world, to be the voice of the voiceless and to empower the weak.

Our Founder John Aelen was a missionary who came to India to fulfill the command of Jesus - to serve the marginalized and the oppressed in the society. His vision to alleviate the differences in the society by means of education has been fulfilled in the founding of our Congregation. His profound conviction that "Hope does not disappoint us" Rom. 5:5 ushered him to start a congregation of the sisters who would follow the spirituality St. Francis of Assisi in order to uplift the marginalized women and children to the equal status with the rest of the society by providing them education.

"Truly, I say to you the servant is not greater than his master, nor the messenger greater than he who sent him. Now that you know these things, blessed are you if you put them into practice." John 13:16-18

OUR FOUNDER AND HIS VISION

As we look back into the history of our congregation we are proud and privileged to acknowledge that our founder Bishop John Aelen accepted to follow Jesus, his master and savior and he was true to his calling. Therefore he shared his life with the a

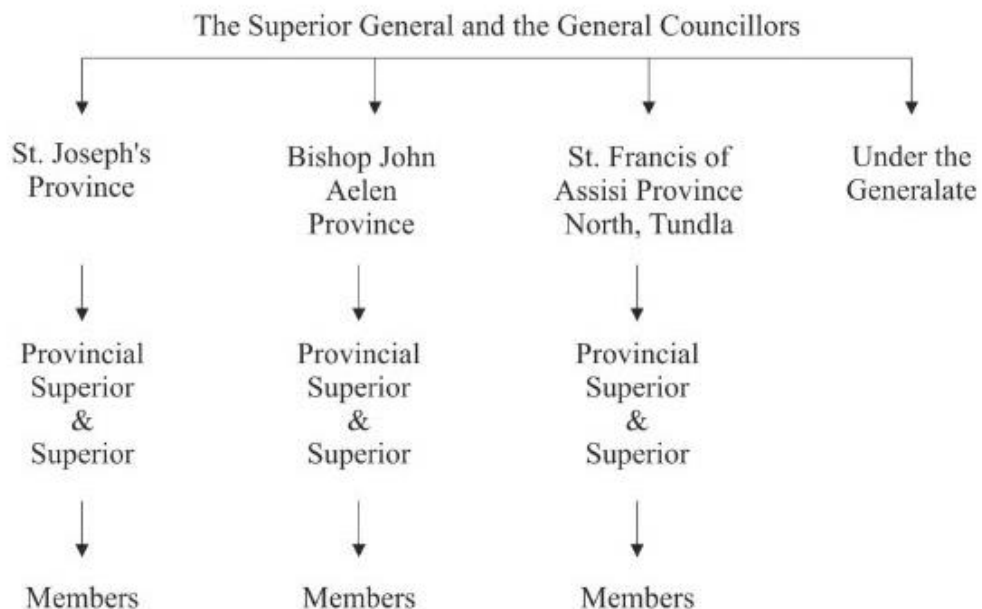


prophetic vision to understand that only education could be a life-affirming alternative to the poor, especially women and children. His profound conviction was that “Hope will not confound us” (Romans 5:5) created in him a resilient spirit to be anchored on God and to be rooted in his love for the poor.

CHARISM OF OUR CONGREGATION

The Charism of our Congregation is “Towards Integral Liberation in Solidarity with the Oppressed and the Downtrodden with Singular Emphasis on Women and Female Children”. We are happy and privileged to recognize that our Charism synchronizes with the noble goal of supporting the education of very poor children in India, which served as a foundation for our ministry from the very inception of our congregation. Over the decades in responding to the signs of the times, our life-giving commitment has been diversified and expressed through different apostolic ministries such as: Evangelization, Pastoral Work, Education, Health and Social Action. In carrying out our vision we are empowered by the spirit and inspiration of St. Francis of Assisi and St. Joseph.

THE BASIC GOVERNANCE CHART





The Superior General is the supreme head of the congregation and she is assisted by her council. The provincials are to follow the directives given by the Superior General and her council. The superior General is elected once in six years and the Provincials are elected once in three years. If the sisters recognize their services as valuable in the congregation they can be elected for one more term.

THE APOSTOLIC MISSION OF THE CONGREGATION

1. PRAYER

Jesus kept constant contact with His Father in Heaven through prayer throughout his ministry. As members of the congregation, our prime duty is to pray as Jesus did, so prayer becomes our life giving spring. Our sisters start the day with prayer and meditation. we have community prayers as well as personal prayers. Sisters are encouraged in the prayer ministry through on- going formation, short term courses, annual retreats and periodical seminars. Our sisters are actively engaged in visiting families, taking part in the basic Christian communities, involving in the pastoral ministries and in conducting seminars on spirituality for different target groups.

2. EVANGELIZATION AND PASTORAL MINISTRY

The evangelization and pastoral ministry are carried out by every community. We concentrate more on children, youth, and elderly people in the parishes. All the sisters are involved in the evangelization and pastoral ministry, which is an integral element of their calling. The sisters in formation are also given an opportunity to visit the people and collaborate with neighboring formation houses to work effectively for the common social causes.

3. FORMATION

As Jesus invited the disciples to continue his mission on the earth, our congregation invites Young girls who are interested in serving the Lord as religious to join the congregation. For this, we conduct vocational camps at different places to enlighten the girls about religious life and after selecting the girls, they are sent to the Aspirantate , in Chennai for one year where they are given basic knowledge on

religious life and from there they are sent to North India for one year formation as postulants to experience the different cultures and languages in the North. They are then sent to the Novitiate in Poonamallee , Chennai for two years where they are given intensive formation in theological studies and the rules and regulations of the Congregation.

In the General Chapter held in May 2022 it has been decided that every province would start working independently and it requires more personnel in the congregation. Therefore the importance of getting vocations to the province in particular and the congregation in general has been discussed and finalized in the chapter meeting. As a result every province is to establish an aspirantate in the province to train the girls initially.

4 . EDUCATION

Education is the prime ministry carried out in our Congregation. We have institutions of Higher Education like colleges, Professional training institutions like Nursing, B.Ed. College, Degree College and Technical institutions. Moreover we have Higher Secondary Schools, High Schools, Primary and Nursery Schools. A small percentage of our institutions is aided by the Government and the rest is managed by the Congregation. We take efforts to motivate the teachers, parents and children regarding the value of education, and the possibility of a sustainable future which is assured by education.

5. HEALTH

Where ever Jesus went He healed the sick and he had compassion on the suffering people, both physical and mental. His Healing had no bounds. To follow him in his healing ministry, we started small dispensaries in villages where no doctors are available. In the mission stations where our sisters work,

We combine healing ministry with education, prayer ministry and evangelical ministry.

The latest Government policy is that every dispensary should have a visiting doctor and this policy is made compulsory throughout the state. So wherever the



dispensaries are not viable and without a consulting doctor, steps have been taken to solve these issues. We have successfully got government license for most of our dispensaries

6. SOCIAL WORK

To uplift the downtrodden and the marginalized people especially women and the children, we have different social activities like candle making , preparation of soap powder , detergents Etc done in our social work centre at St.Thomas Mount and we give job opportunities to women in garments unit in Mugalivakkam. We also conscientize them of all the Government schemes and policies regarding bank loans for their livelihood.

Our social work department takes care of the migrant workers, Transgenders, widows and girl children. Different animation and awareness programs are being organized for them. Our sisters seek the financial assistance of organizations such as Lion's Club, Rotary Club Etc to help the very poor widows in their day to day living.

7. ALTERNATIVE MINISTRIES

Our basic focus is on children, especially girl children. Therefore, we have moved across different boundaries and have identified children who have been thrown into the streets and who are in need of our support to enable them identify a future for themselves. Consequently we have expanded our ministry and pay attention to street children, children of gypsies, and children who are physically challenged. Besides these ministries we also provide education for adults and visit prisons. Of late our attention is turned towards the transgenders whom the society does not approve or appreciate. In 2021, we conducted medical camps for master checkup at our St. Thomas Hospital for 50 transgenders and celebrated Christmas programme at our RCM School, St.Thomas Mount. We do follow up work for these people by giving them motivation and financial assistance to make them self-sufficient leaving their traditional way of begging in the bus stands or toll booths. We instill in them the dignity of labour and motivate them to start small fast food carts and small roadside shops.



INSTITUTIONS (REVISED - 2022)

Higher Education

B.Ed College	01
Arts and science College	01
School of Nursing	01

FSJ Schools

Hr. Sec. School (State Board)	05
Hr. Sec. School (Matriculation)	07
High School (Matriculation)	18
High School (Matriculation Diocese)	02
High School (State Board)	05
High School (Diocese)	11
Primary School (State Board)	07
Primary School (Nursery)	05
Primary School (Diocese)	18
Middle school (Diocese)	14
Technical (Computer)	02
Technical (Tailoring & Typewriting)	10

Health Care units

Health units (Hospitals, owned)	03
Health units (Dispensary)	12
Health units (Dispensary, diocese)	06

Other institutions

Social Work Centre	07
Social Animation Centres	03
Home for the Aged	03
Home for Children (FSJ)	20
Home for Children (Diocese)	01
Creche	01



Printing Press	01
Garments Sector	01
Working Women's Hostel	04

Our Apostolic Vision 2022 – 2025

The commission members of the General and the provincial team met at FSJ Generalate from 9th September to 11 September 2022 to discuss the planning for the year 2022-2025 and we were assisted by Rev. Fr. Joe Arun Director , Loyola College , and Fr. A. D. Michael , Youth Commission , So we have proposed an action Plan for the next three years which will be activated by the president and her team of each commission

In order to execute our ministries effectively in our congregation, we have formed different commissions and for every commission the General Councilor becomes the president. There will be a secretary and a coordinator of each Province, St. Joseph Province (JP) Bishop Aelen Province (BAP), St. Francis of Assisi Province (FP) and Under the Generalate (UG). The duration of each commission is three years. Therefore the plan given below is for three years based on the FSJ Apostolic Preferences (FSJAP).

The four preferences are as follows

- FSJAP 1 : Renewing our life and mission – Going back to our Heritage and tradition of our founder
- FSJAP 2 : Empowering the marginalized especially the girl children and women
- FSJAP 3 : Re – organizing our administrative system professionally
- FSJAP 4 : Caring for the environment and promoting the ecological Justice



OUR PROPOSED ACTION PLAN – 2022-2025

Based on the apostolic preferences in our congregation we have prepared an action plan for every commission. We have a total number of eleven commissions and the names sisters in charge of the commissions are given below

I. COMMISSION FOR EVANGELISATION

Evangelization is to preach the gospel by our words and actions. To preach the gospel one has to imitate Christ whom we follow in our day-to-day living. It involves self-imitation of Christ and thus preaching the gospel values to others.

1.	Sr.Christhu Rani	General Councilor
2.	Sr. Mary Celine	Secretary
3.	Sr. Amala Selvi	UG – Coordinator
4.	Sr. Clara	JP - Coordinator
5.	Sr. Sebastine Jeyaseeli	BAP - Coordinator
6.	Sr. M.Pushparani	FP - Coordinator

ACTION PLAN

1. To conduct a special prayer service for sisters to experience Founder's spirit personally and in communities once in a month.
2. To organize a get together of the marginalized women once in 6 months and meet them at frequent intervals to get to know them in order to guide them.
3. To initiate extra - curricular activities like drawing, painting essay competitions, singing dancing etc to the students in the catechism classes in the schools and parishes.
4. To gather the target people after the mass in the parishes and give them awareness of the hazards of fast food, plastic, and drug abuse.
5. To conscientize them on personal hygiene and the diseases caused due to the degradation of the environment



2. FORMATION

In the Formation commission takes care of the formation of the girls from aspirancy to sisterhood. It comprises of one year aspirancy , one of postulancy and two years of novitiate. The commission is in charge of preparing the syllabus for every stage of formation and then promotion from one stage to another stage in consultation with the superior General and her council.

1.	Sr. Christhu Rani	General Councilor
2.	Sr. R. Elizabeth Rani	Secretary
3.	Sr. Gandhi Leena	UG – Coordinator
4.	Sr. P. Madalai Mary	JP - Coordinator
5.	Sr. A. Margaret	BAP - Coordinator
6.	Sr. Sagaya Selvi	FP - Coordinator

ACTION PLAN:

1. To inspire and inculcate the spirit of St. Francis more deeply into our girls in formation .
2. To offer special courses on personal hygiene, table etiquette and good manners.
3. To give courses on language skills such as Tamil English and Hindi and other Regional languages as on when needed
4. Courses on psycho -spirituality, spiritual integration, counselling and emotional maturity.
5. To visit villages, hospitals and mental asylums preferably for women once in three months.
6. To conduct awareness meetings during house visits and basic Christian community meetings
7. To grow organic garden in the communities



3. VOCATION COMMISSION

As Jesus invited apostles to continue his mission on earth we invite girls who are interested to serve the lord by discerning religious life.

1.	Sr. Christhu Rani	General Councilor
2.	Sr. Agnes Santiago	Secretary
3.	Sr. Prissilla	UG – Coordinator
4.	Sr. Mary Casmir	JP - Coordinator
5.	Sr. Roseline Jancy	BAP - Coordinator
6.	Sr. G.Isabella	FP - Coordinator

Action Plan

1. To identify the girls in the province level as well as in the community levels
2. The sister in charge of the vocation meets these girls and tells them the necessity of vocations to religious life
3. To prepare them by giving input sessions on the life history of saints particularly the Indian saints and how they influenced the society by their hard work and imitation of Christ.
4. Orientation classes are conducted once in six months for these girls
5. They can have 'Come and see' sessions at least once a year in our communities
6. Vocation camps are conducted once a year

4. EDUCATION

Education is the prime ministry in our congregation. Therefore we have established most of the schools in the villages to have the poor children accessibility to the school.



TAMIL MEDIUM COMMISSION FOR EDUCATION

1.	Sr. K.A.Susai Mary	General Councilor
2.	Sr. Mary Christina	Secretary
3.	Sr. Mary Stella	UG – Coordinator
4.	Sr. D.Kulandai	JP - Coordinator
5.	Sr. Savera	BAP - Coordinator
6.	Sr. Lourdu Amala Jeyanthi	BAP - Coordinator

ENGLISH MEDIUM COMMISSION FOR EDUCATION

1.	Sr.K.A.Susaimary	General Councilor
2.	Sr. Juliet Simeon	Secretary
3.	Sr. Veronica	UG – Coordinator
4.	Sr. Maria Stella Sandra	JP - Coordinator
5.	Sr. Maria Selvi Rathna	BAP - Coordinator
6.	Sr. Adaikala Sagayamary	FP - Coordinator

ACTION PLAN:

1. To identify the marginalized girl students at the time of admissions, fee concessions to be given to the catholic students and the physically challenged.
2. To provide uniforms and all the necessities for the marginalised girl children
3. To encourage the winners of sports and the school toppers by conducting zonal wise award functions
4. To record all the data of the students who are given fee concessions.
5. Our FSJ schools will have an education policy inclusive of the important policies of the state.
6. To regularize the finances in the schools so that our schools in the rural area also get the necessary infra-structure to maintain the standard.



7. To have a common uniform for the children in our FSJ schools to bring uniformity in our schools
8. The education committee will inspect every school once a year to check whether the guidelines given by the congregation have been followed or not.
9. To send more sisters for higher education to become a professionals and qualified teachers e.g. B.Ed College, Jolarpet and the Arts And Science college, Singampunari.

5 .HEALTH COMMISSION

Where ever Jesus went He healed the sick and the infirmed. Therefore we have taken up this ministry as an important ministry in our congregation; We concentrate not on physical healing but also spiritual as well as psychological healing of the person.

1.	Sr. Mary Jenova	General Councilor
2.	Sr. Sebastine Chinnamma	Secretary
3.	Sr. Arockia selvi	UG – Coordinator
4.	Sr. Leo Josephine Rita	JP - Coordinator
5.	Sr. C. Julie	BAP - Coordinator
6.	Sr. Sagaya Mary	FP - Coordinator

ACTION PLAN:

1. To have a special ward for the marginalized women at St.Thomas Hospital and to give free treatment to the most vulnerable.
2. Patients with acute illness, contagious diseases, drug addicts and handicapped are to be given special care.

3. To provide opportunities for the sisters to study alternative medicines such as ayurvedha , siddha , Unani etc
4. To conduct medical camps for the target people in their own localities
5. To give importance to the transgender community and provide treatments with fee concessions
6. To organize awareness seminars on cleanliness, food habits, healthy life style for the marginalized women for better living
7. To give awareness to the women living in slums about the diseases and their causes and the necessity of having eco – friendly atmosphere.

6.SOCIAL ACTION COMMISSION

After the second Vatican council the church has emphasized the importance of concentrating more on the social wellbeing of the society especially the marginalized section of the society. Social wellbeing is as important as spiritual wellbeing and both cannot be separated. Therefore social work has become an integral part of our ministry.

1.	Sr. P. Arul Mary	General Councilor
2.	Sr. Emila	Secretary
3.	Sr. Stella Marina	UG – Coordinator
4.	Sr. Rexline Michael	JP - Coordinator
5.	Sr. Velankkani Rani Anitha	BAP - Coordinator
6.	Sr. Bridgit Mary	FP - Coordinator

ACTION PLAN:

1. To set up a social work centers at the province level and to coordinate the social activities of the Congregation.
2. To send sisters for higher studies like MSW and also steps are taken to involve more sisters in social action commission



3. To organize seminars to the marginalized women especially the widows on the Government schemes on loans for making a decent living
4. To improve the lifestyles of transgenders, refugees and migrants , a detailed study is made to find out the necessities and provide them for their living
5. To give vocational training to the women in paper plate and bags making.
6. To find suitable jobs and place the qualified marginalized women
7. To provide educational support to the children from the marginalized sector
8. The social action members will regularly keep contact with the self-help groups and improve their lifestyle in all aspects

7. COMMISSION FOR WOMEN & FEMALE CHILDREN

Women and female children have been our target groups from the very inception of the congregation. Therefore our first priority is to uplift the marginalized women and female children by giving them education. In order to make education available to the students from the remote areas we have started homes for children attached to our higher secondary schools where these children can get higher education.

1.	Sr. P. Arulmary	General Councilor
2.	Sr. Maria Selvi	Secretary
3.	Sr. Rose Esther	UG – Coordinator
4.	Sr. A. Arockia Mary	JP - Coordinator
5.	Sr. Alangara Mary Janet	BAP - Coordinator
6.	Sr. Leema Mary Stella	FP - Coordinator

ACTION PLAN:

1. To conduct workshops for the Boarding in charge sisters on handling the children psychologically, emotionally, socially and mentally.
2. To regularly visit the homes of the children and to document every child's case
3. To arrange counselling sessions for children to improve their habits and behaviors



4. To give awareness classes about sex Education and PocsO Act
5. Conducting Competition to the hostel and Boarding Children
6. To conduct medical camps for the boarding children and maintain an individual Health records
7. To maintain the record of boarding inmates' data , Alumni Data Documents and relevant Government Orders
8. Sisters in-charge of the homes are invited to the Generalate once a year to prepare budget for submission to the Thomas youth Foundation and meetings are held twice a year to check the bills and vouchers for effective management.
9. When the Thomas Foundation Members visit the homes one of the commission members accompany them in order to have a closer check of the different activities in the Homes.

8. PEACE AND JUSTICE COMMISSION FOR PEACE AND JUSTICE

This commission becomes a necessity in the present scenario where we have diversified ministries. Moreover Govt rules also become a hindrance for the peaceful co-existence. Therefore in order to sort out the disputes if any in the institutions this commission steps in and after hearing both sides they come to an amicable solution.

1.	Sr.K.A.Susaimary	General Councilor
2.	Sr. Joice Fermi	Secretary
3.	Sr.Francisca	UG – Coordinator
4.	Sr. Maria Velanganni	JP - Coordinator
5.	Sr. Bijee Santha Mary	BAP - Coordinator
6.	Sr. Rita Bharathi	FP - Coordinator

ACTION PLAN:

1. To set up an office at St. Thomas Mount to co-ordinate the legal issues in the congregation.
2. To organize seminars on Child abuse for all the teachers of our schools
3. To start Aelen Counselling center at St. Thomas Mount for the benefit of the



depressed women.

4. To offer legal aid to the women who are in need of help to fight their cases.
5. To update the government orders and digitalize all the documents of the communities and institutions.
6. To revise and regularize all the forms, documents and lease issues of our congregation.
7. To get approval for the buildings where approvals have not been sought.
8. To identify the unused land at Elambalur, Acharapakkam, Birdur and Sembarambakkam and to use it for organic gardening.

9. COMMUNICATION COMMISSION

This commission is to prepare newsletter for the congregation with the important events in the congregation. It is printed once a month and given to all the communities thus sisters are updated of all the events in the congregation. It will also contain the programmes of the superior general and the provincials.

1.	Sr. Mary Jenova	General Councilor
2.	Sr. Kavitha	Secretary
3.	Sr. S. Mercy Rani	UG – Coordinator
4.	Sr. Vinnarasi	JP - Coordinator
5.	Sr. Juliet Simeon	BAP - Coordinator
6.	Sr. Arockia Mary	FP - Coordinator

ACTION PLAN

- a. To develop language and writing skills through courses like journalism, communication etc
- b. To make short script videos of our Founder and popularize our Founder.



- c. To form a cultural team to exhibit the principles and values through skits, Jokes etc.
- d. To conduct awareness seminars on the usage of various Eco friendly products and waste management.
- e. To send sisters to study multimedia courses.

10.PROJECT COMMISSION

This commission envisages the possibility of helping a specified target group with a special project which will make the self-sufficient. Eg. Projects like paper plate making, basket making etc.To find sources to get such projects initiated they are to contact funding agencies Locally or outside the country.

1.	Sr.P.Arul Mary	General Councilor
2.	Sr. Francis Pappu	Secretary
3.	Sr. Lourdu mary	UG – Coordinator
4.	Sr. Mercy Fathima	JP - Coordinator
5.	Sr. Augustinal	BAP - Co-ordinator
6.	Sr. Mary Verona	FP - Co-ordinator

ACTION PLAN

- a. To train our sisters in project writing and report writing.
- b. To document and maintain the records of all our projects
- c. To send sisters for courses on fund raising.
- d. To conduct seminars on FCRA, TAX, GST etc
- e. To conduct workshops on communication and writing skills



11. FINANCE COMMISSION

The aim of this foundation is to get the optimum amount from the institutions in the congregation and utilize it optimally. To find various ways and means increase the income sources to the congregation.

1.	Sr. P.S.Celia	General Economer
2.	Sr. Leema Rose	Secretary
3.	Sr. Mincy Varghese	UG – Coordinator
4.	Sr. Leema Rose Robert	JP - Coordinator
5.	Sr. Arul Jeyarani	BAP - Coordinator
6.	Sr. Amala Mary Francis	FP – Coordinator

ACTION PLAN

1. To organize professional training on financial management and accountability to our sisters
2. To conduct courses on tally, FCRA, GST, TAX, PF, TDS etc
3. To work out on strategies to maximize returns from existing researches and implement it
4. To provide scholarships in the name of our Founder John Aelen to the marginalized girl children
5. To appreciate our co-workers through honoring them during celebrations like Women's day.

ADMINISTRATIVE TEAM OF THE CONGREGATION

Sr. M. Arockiam	Superior General
Sr. Christhu Rani	Asst Superior General
Sr. K. A. Susaimary	General Councilor
Sr. Mary Jenova	General Councilor
Sr. P. Arulmary	General Councilor
Sr. P. S. Celia	General Economer
Sr. Mary Shaila Ruby	General Secretary



PROVINCIALS

- Sr. Stella Rathinam Provincial Superior, St. Joseph Province (JP)
Sr. Sherine Provincial Superior, Bishop Aelen Province (BAP)
Sr. Rita Balaiah Provincial Superior, St. Francis of Assisi Province (FP)

The Superior General with her council and the provincials with team members will co- ordinate the work of various commissions. They are to get a report every year from the respective commissions and conduct an evaluation. At the end of the year the report will be sent to Generalate for documentation.

CONCLUSION

We remember gratefully the Thomas Foundation for its contribution to the congregation for the past thirty years. We have been able to establish good number of institutions with the generous contribution received from the foundation. We are indebted to the Foundation for sharing the vision and mission of our Founder Bishop John Aelen. Our prayers are always with all the board members and the sponsors of the Foundation so that the work of God will continue in the congregation through your support and co-operation.

Thanking you

In the Spirit of St. Francis of Assisi

Sr. M. Arockiam Fsj
Superior General
Franciscan Sisters of St. Joseph
Chennai – 16.