

CONGREGATION LEADERSHIP TEAM REPORT

2020-2026



29th Congregation Chapter
18 January - 06 February 2026
Hua Hin, Thailand

CONGREGATION LEADERSHIP TEAM REPORT 2020-2026

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CONGREGATION LEADERSHIP TEAM REPORT 2020-2026

Introduction

Euphrasie Barbier received a particular gift to understand that the Trinity is the source of all missionary activity. Her profound experience of God led her, under the impulse of the Spirit, to found in the Church a religious missionary Congregation whose members would live the grace of consecration for the Divine Missions through contemplation, communion and mission.¹

On this day when the Church celebrates the Presentation of Mary, we present to you a synthesis of our reflections of the last six years of God's work in us and through us.

Our leadership term began in an extraordinary way. The Covid-19 pandemic was beginning to spread across the world, and little did we know how it would unfold. Fortunately, all the chapter delegates were able to return home from Hua Hin. One major impact for us as the generalate community was that Margaret Maung, Joicy Madassery (CLT) and Agata Phuong Linh (General Secretary) were not able to travel to Rome until early 2021. Very quickly we realized that we needed to use a social media platform to proceed with our work as CLT and to keep communication with the Congregation. The benefits of the Zoom platform were extensive and we became very proficient in that technology. For nearly two years, we communicated via Zoom to attend to the work of the Congregation and build our relationship as a team.

The Congregation Chapter Document 2020 'Oneness for Mission' took on a new meaning as the global pandemic highlighted the interconnectedness of the world. Keeping this theme in mind, we have tried our best to serve the Congregation as stewards of oneness. As we approach the end of our mandate, we take time to give thanks for the many enriching moments of this graced journey. Thank you for supporting us through your prayers, affirmations, challenges and sisterly affection.

We have been privileged to experience the leadership of Pope Francis, RIP. The world needed a leader like him! He called our attention to the peripheries of the world, and to the cry of the Earth. He dared to challenge governments to act on behalf of the poor and for the protection of the environment, both victims of human greed. He advocated for a culture of care and a revolution of tenderness. May his example continue to inspire our missionary commitment.

The election of Pope Leo XIV, a son of St. Augustine, was a great moment of joy for the whole Church. We hope he will call the Church to be agents of reconciliation, communion and inclusion. May he be blessed with the gifts of wisdom and courage in his ministry of leadership.

This CLT Report is prepared following the chapters of our Constitutions to keep our reflections focused on our particular way of life. We share with you this document which is the fruit of our experiences, learnings and insights. This also includes some questions and recommendations for your personal and communal reflections. We hope to offer you an opportunity to meet with us on Zoom for comments, feedback or questions. You will receive a Google Form by 20 December 2025 to invite registration for those who wish to join the Zoom conversation on 5 January 2026.

What is said of Provinces applies also to Regions, New Foundations and Davao.



¹ Constitution 2

1. The Gift of God

Our missionary identity with its source in the heart of the Trinity has a universal character. Empowered by the Spirit, we are sent as disciples of Jesus to share our lives in the service of love, seeking the fullness of life for the whole of creation.²



The God of surprises invites us each day to be attentive to the Word and to respond to our call with open and joyful hearts. The Gift of our Charism stirs our hearts to follow Jesus and be drawn into a mysterious journey of faith and trust. This Gift is never fully unwrapped. The journey is individual and communal as we continually grow in developing our disciple's heart. In our sincere and faithful following of Jesus, our prayerfulness and support of one another, we can discover more fully the essence and heart of our charism and spirituality. It is a lifelong dwelling in the Communion of Love at the Heart of the Trinity.

Our fidelity to this Communion empowers us to be women whose mission is to be a presence of Hope. God does not ask us to do this alone but in the spirit of 'friends in search of God'.³ We live the Gift of our Charism by contemplating the Mystery of God's infinite Love, building communities of reconciliation and loving compassion and by participating in the Mission of Jesus in our time. This is the unique gift that we offer the world and the Church.

In living our Charism, Mary of Visitation and Pentecost provides us with the best example of being open to the transformative power of the Spirit and of generous self-gift in mission.

Reflection

- How is our Charism reflected in your daily life of prayer, community and ministry?

2. Consecration for Mission

Do you remember the call?
When did you hear your name out loud?
Can you remember the word that you heard when the story began in you?
Listen, remember...⁴

The lines above remind us of our personal story of God's call. We are grateful for the gift of our vocation and our consecration to participate in the Divine Missions. The Vows we have made in freedom enable us to belong to God totally and to gift ourselves wholeheartedly to God's Mission.

It is a challenge to live consecrated life in our current context. The acronym VUCA – volatile, uncertain, complex and ambiguous is an accurate description of the present day. Planet Earth is undergoing serious strain with land and water degradation, biodiversity loss, and extreme weather events are increasingly frequent. 2025 is among one of the hottest years on record. Climate crisis has a deep impact on countries and cultures. People are forced to migrate to supposedly safer environments and often become victims of human trafficking and other forms of modern slavery. There are pressures on society as some countries have aging populations and negative birth rate, while others have large numbers of young who do not have the opportunities for education, employment and a dignified life.

Geopolitical fragmentation is caused by war, terrorism, violence, rivalries between major economic powers, regional conflicts and shifting alliances which are all becoming more intense and

² Constitution 4

³ Constitution 43

⁴ *In the Name of Love*, Jennifer Corlett, OSU

unpredictable. Many countries carry high levels of public debt and face structural problems. Our lives too are affected by these realities. Many of our sisters live in contexts of great political unrest, violence, economic poverty and natural disasters.

The rapid technological advances in recent years, especially in Artificial Intelligence, seem to have achieved the capacity to threaten our very existence. Digital infrastructure has in one sense made the world more connected and yet causes polarization through fake media and disinformation. Such rapid changes affect people's mental health as they struggle to cope with digital overload, lack of meaning and purpose in life.

With so many scandals of sexual abuse, financial corruption and mismanagement, the Church's moral authority is being questioned. Globally, there is a decrease in membership to religious life which brings about uncertainties as congregations face fragility and vulnerability. We are not exempt from this reality. In the current context where so many options are available to young people, religious life is rather counter-cultural.

This is the world in which we are called to live our consecration for mission - to be a presence of Hope in the midst of uncertainty and vulnerability. We are present in 23 countries across five continents. In our visitations, we have seen and experienced the wholehearted commitment of the sisters to prayer, community life and ministry. This is a witness of Hope and a sign of God's Compassionate Presence in the world that longs for healing, unity and peace.

Reflection

- As you read this section what stirs in you about your own personal call and consecration for Mission?

3. Mission

As a religious missionary Congregation, we are called to live the gift of consecration for mission. We participate in the Divine Missions, God's universal gift of love manifested in creation, in the life, death and resurrection of the Incarnate Word, and in the mission of the Holy Spirit outpoured at Pentecost.⁵

As RNDMs, we understand that Mission is the ongoing work of God and our role is to participate in it rather than pursuing our own agenda. Euphrasie knew this in her heart and she taught us, "...we who are nothing, have in mind not our own poor missions, but solely the Mission of the Incarnate Word sent by God His Father to redeem the human race and the Divine Mission of the Holy Spirit..."⁶

Our visits to different Provinces and meeting with the sisters offered valuable opportunities to understand how the mission of the Congregation is lived in diverse contexts. Our participation in the Divine Missions continues to call us to respond to the many needs of society, regardless of faith or culture. The sisters endeavor to make a meaningful difference in people's lives. Sisters have been offered opportunities for professional training to take up different ministries.

The Congregation carries out charitable ministries, such as pastoral and social services, as well as sustainable ministries, including schools and health clinics, which generate income to support the needs of the Congregation. In recent years, there has been significant development in the infrastructure for our education and health ministries, and we recognise the importance of giving ongoing attention to the



⁵ Constitution 32

⁶ Euphrasie Barbier, Letter to Fr Bruno, 22 May 1890

maintenance and strengthening of these ministries. We acknowledge the many collaborative ministries that sisters are engaged in. Some Provinces have opened new communities or started new ministries, while others have closed some communities and ministries that were no longer feasible or were affected by political instability. At present, we do not have any RNDMs engaged in ministry in South Sudan. Nevertheless, we continue our collaboration with Solidarity with South Sudan through financial support. We hope it is possible to mission sisters to this multi-Congregational collaborative ministry in the future.

The impact of the pandemic created an opportunity to carry out ministries differently, though there were some challenges. We acknowledge the many ways in which the sisters responded during this difficult period, demonstrating their passion for mission with remarkable creativity and courage. Our sisters have become more familiar with technology, and it is a powerful tool for our outreach in mission.

USA Mission

In response to the mandate of the 28th Congregation Chapter, we began collaborating with LifeWay Network, New York, to be a community in the safe house for women survivors of human trafficking. Claudia Stecker (CAN) and Catherine O'Neill (AUS) were missioned to this initiative in February 2023. They collaborate with others in providing a healing environment for the women who are trying to rebuild their lives.

Lindi- Tanzania

Chapter 2020 mandated the CLT to explore the possibilities of establishing a new mission in Africa. After much research and deliberations, the new mission was opened on 6 July 2025 in Mitwero, Lindi Diocese, Tanzania. The pioneers are Vinitha Kurian (INS), Sylvia Ajilit Onyain (KEN), Anna Mallika Rozario (BAN), Theresa Phan Thi Tho (VNM) and Prettysha Mary Riahtam (INE). We are grateful to Rev. Wolfgang Pisa OFM Cap., the Bishop of Lindi Diocese, for his invitation and ongoing support. We are heartened by the warm welcome and generous hospitality of the people of Mitwero.

Ministry of Prayer and Presence

We are grateful to all our sisters who give so generously of themselves in the ministry of prayer and presence. Their faithfulness nurtures the spiritual life and strengthens the mission of the whole Congregation.

Education Ministry

The Congregation has about 70 educational institutions, ranging from pre-school to university level, serving more than 70,000 students from a broad spectrum of socio-economic, religious and cultural backgrounds. We value the dedicated service of the sisters who are engaged in the education ministry and make a meaningful impact. On the whole our schools give importance to the wholistic development of the students and they achieve excellent results. At the same time, we recognize the need for integration of more modern technologies in the institutions to enrich the learning environment and for developing essential skills.



While our schools in France, Australia, Aotearoa-New Zealand and England are administered by lay professionals, there are a number of sisters who continue to support these schools in pastoral care, teaching and sharing the Charism of the Congregation with staff and students.

Health Care Ministry

There are nine clinics operating in different Provinces. Many people, particularly the economically poor, seek treatment and express appreciation for the dedicated service provided by our sisters. As the demand for quality care continues to grow in these clinics, we recognise the need to train and prepare more qualified health care professionals to strengthen this ministry.

Pastoral and Social Ministries



Across the Congregation many sisters are involved in pastoral and social ministries with women and children, residential students, orphans, migrants, refugees, internally displaced persons and indigenous communities. In addition, some of our sisters are engaged in spiritual direction, counselling, facilitation, and other forms of accompaniment that foster the holistic well-being and growth of individuals and communities.

We are grateful to our mission partners and associates who are interested in the Charism of our Congregation and support our life and ministries in a variety of ways.

RNDM International Mission Development Office (IMDO)

We appreciate the valuable contribution that IMDO offers to continue the mission of the Congregation, especially in serving the poor and vulnerable in our world. The Office has assisted with the preparation and submission of applications to funding agencies for various projects. IMDO facilitated communication between the Mission Promoters and donors ensuring accountability and transparency for funds allocated to ministries.

We thank Smitha Thomas for the dedicated service she has given to the ministry of IMDO for the past ten years. We thank Margaret Scott for accepting the role of Director and we wish her well. We acknowledge the contribution of Silvia Mazzenga in the work of IMDO.

Meeting of Mission Promoters and Bursars - August 2023

This meeting was organised at the Generalate, with the theme: Co-Creating Oneness for Mission. The Congregation Chapter 2020 called us to “enflesh our oneness for mission in ever new ways.”⁷ There were 13 Mission Promoters and 10 Bursars attending the meeting, engaging with one another collaboratively, and sharing challenges and good practices. Capacity building and training for Mission Promoters and Bursars need to be continued for collaboration and skills development to deal with funding agencies and to prepare grant applications and reports with accuracy and professionalism.



Safeguarding and Child Protection

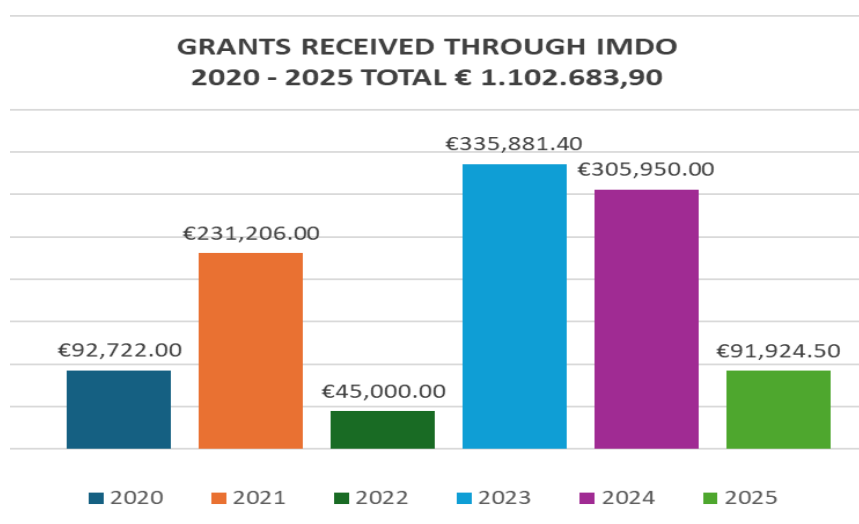
In 2021, IMDO organised an online training session in Safeguarding for 30 sisters. Other sisters have also pursued similar training. To protect minors and vulnerable adults who are under our care, it is absolutely essential that all of us are committed to practice the Safeguarding and Child Protection policies. All our institutions are obliged to organize regular updating sessions for staff, students and coworkers. We need to develop a culture of care in our communities and ministries, ensuring respect for one another regardless of age or roles.

Networking with Other Congregations

Following the pandemic, we have been participating in a joint research study called “How are the girls?” in collaboration with Good Shepherd, Salesian and Comboni Sisters in six countries: India, Nepal, Kenya, South Sudan, Peru and Ecuador. RNDM participation involved young women from rural areas of India South. The research focused on the impact of the pandemic on girls’ rights and mental health through a series of phases. Through this collaborative effort, young women have been significantly empowered, gaining knowledge, skills and more confidence to advocate for themselves and their communities. The project has been significantly funded by Miseen Cara and is ongoing. Our Congregation has also made a financial contribution to this project.

Grants and Donations received through IMDO 2020-2025

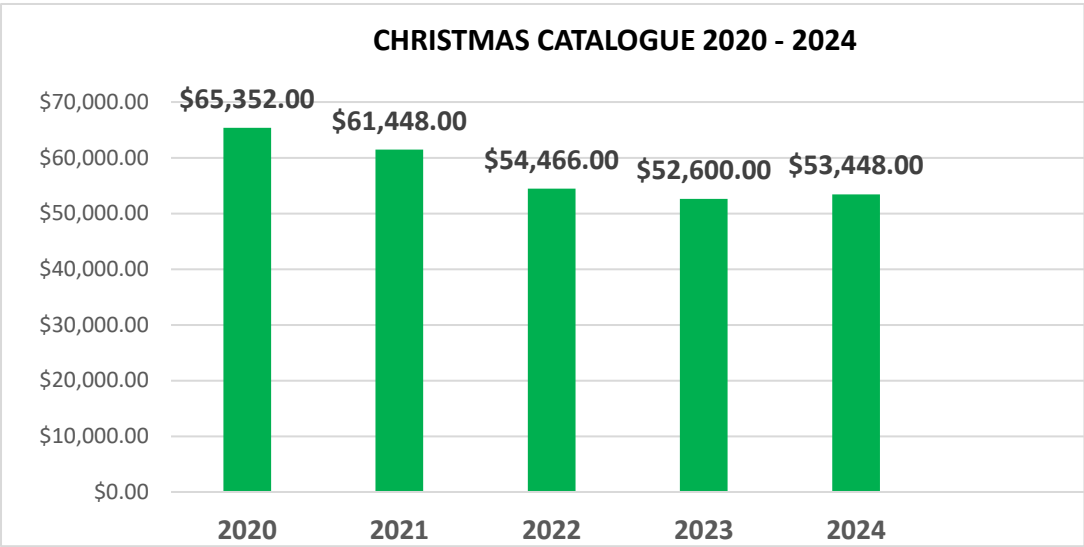
A significant task of IMDO is to actively engage in sourcing funds to support Congregation projects. Over the years, the Office has developed a good networking relationship with several funding agencies. We acknowledge with gratitude all our benefactors, mission partners and funding agencies. In the last six years, the Office has been able to secure funds amounting to **€ 1,102,684** covering the costs of many mission projects such as the education of children, the empowerment of young girls and the improvement of health conditions in remote areas. The Italian Bishops’ Conference (CEI) has been a significant donor for the constructions of three schools - Gwaltoli in India Central, Pyay in Myanmar and Mbajone in Kenya.



Year	Funding Agencies
2020	Missio Munich, Miseen Cara, Aid to Church in Need
2021	Missio Munich, Miseen Cara
2022	Missio Munich, Miseen Cara, Combinad Services
2023	Missio Munich, Miseen Cara, Aid to Church in Need, CEI, Missio Aachen
2024	Aid to Church in Need, CEI, Augsburg Diocese, Missio Munich
2025	Augsburg Diocese, Missio Munich, Apostolic Workers, Missio Austria, Aid to Church in Need

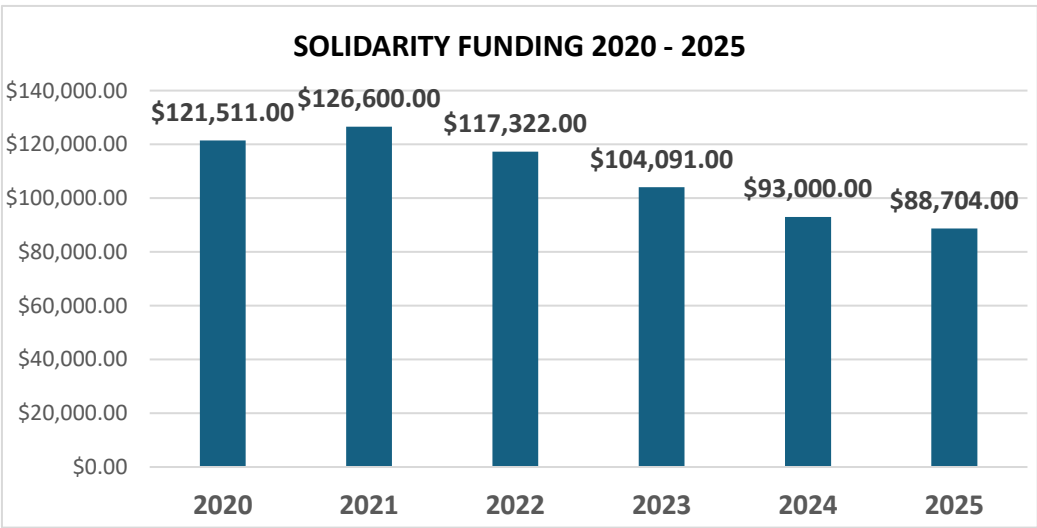
Christmas Catalogue

We acknowledge the generous commitment of the sisters, friends and partners in mission in promoting the annual Christmas Catalogue. Over the last 5 years, a total of **US \$ 287,314** was raised for 25 projects.

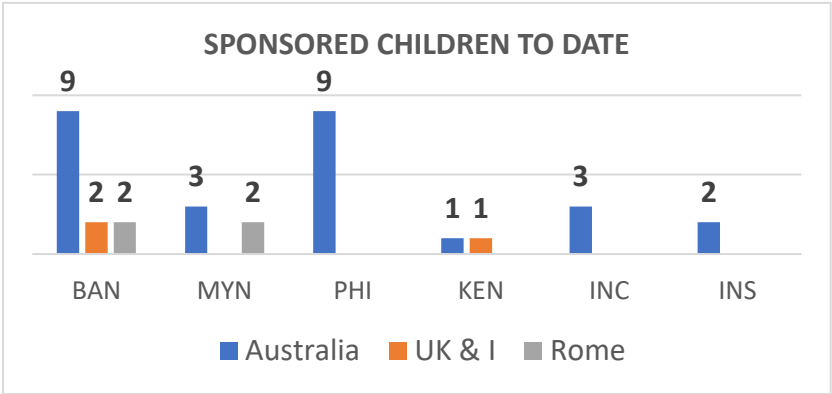


Solidarity Funding

We thank the Provinces for raising a total of **US\$ 651,228** for 137 projects over the last six years.



Child Sponsorship



We are grateful to Maureen Dwan who has continued to take responsibility for the Child Sponsorship program. She has indicated that there is a decrease in the number of sponsors. Currently, there are 32 children sponsored.

Care for Our Common Home (CCH)

We are grateful to the CCH commission for their work in helping the Congregation to more consciously care for our planet Earth. At EGC 2022, the commission presented seven priorities for the Congregation based on the Laudato Si goals. We as a Congregation have made a stronger effort to care for our common home and to spread eco-justice messages through various channels. Schools and youth groups seem well served in many places. Some sisters belong to community groups and are walking the talk, getting involved in walks, demonstrations and support groups. Age is no barrier! RNDMs continue to challenge themselves to embrace a simpler lifestyle, to intentionally reduce their carbon footprint and to adapt their practices to the diverse contexts in which they live.

One of the recommendations of Chapter 2020 was for the CLT to provide an assessment tool to evaluate carbon footprint.⁸ In our research and consultation with experts in the field, we realise that the companies who provide such tools were very costly. Carbon footprint is not only generated by air travels. The calculation of carbon footprint requires data about energy use, waste management, transportation, consumption of goods, food production and much more information related to daily life. At the EGC we shared this update and encouraged the leaders to find ways to make assessments in the local context.



Tree-planting efforts have been particularly fruitful, with thousands of trees planted in recent years by sisters, students, youth groups, and mission partners. While we had set an ambitious target of planting 500,000 trees by Chapter 2026, so far, we have managed about 200,000 trees. Where possible, we have made donations to the tree planting project to offset the carbon footprint of our travels. Congratulations to all of us who have taken part in this Congregation wide activity. We have also encouraged the use of solar energy wherever possible, and particularly when new buildings are being constructed.

We acknowledge that sisters have been deepening their understanding of the Universe Story, through reading, attending courses, webinars, engaging with indigenous peoples and passing the message on to others. The weekly CCH newsletters highlight the actions of our sisters and keep everyone informed as to the latest news. The Monthly Zoom meetings with the CCH coordinators are a means of sharing, supporting and going forward, knowing that sisters are active participants in caring for our Mother Earth. CCH works closely with the JPIC Office, organized by the UISG and USG in Rome.

Challenges

- Deepening our understanding of our call to Mission is an ongoing challenge. We have sometimes met members who seem to have lost their zeal and passion for the mission.
- We are concerned that in some instances, the apostolate has become more of an individual project rather than a community ministry.
- At times ministry seems to be an escape from participating in community life.
- While financial sustainability of any ministry is important, care needs to be taken that it is not considered merely as a business.
- A significant number of our charitable ministries are reliant on external sources of funding. It will be beneficial to review these ministries to ensure that we are serving a real need.
- Lack of strategic and succession planning for ministries.

- The last three Congregation Chapters emphasized the priority of ministry among migrants, refugees and victims of human trafficking. While some efforts have been made, as a Congregation we have not yet made a significant response to these needs.

Challenges faced by IMDO

- to ensure that all projects and reports align with the specific requirements of different funding agencies, e.g., guidelines, reporting expectations, etc.
- to receive quality reports from Provinces that received Solidarity and Christmas Catalogue donations.
- to safeguard that all funds received are strictly used for the purposes for which they were given.

Ministry Review

We acknowledge that the sisters give their best in their ministries. However, our experiences of visitations to the Provinces and our reflection about the ministries in the Congregation, lead us to questions like: “What is Mission for us today as RNDM? How are the ministries being carried out and how do they reflect our RNDM Charism? What ministries need revitalisation?” These questions led us to revisit the recommendations in the HBC Final Report. With regard to ministries the Report stated: “we recommend that the RNDM Congregation should consider the use of a structured form of evaluation, perhaps on a rolling basis so that several evaluations are done of major projects or services each year. This can also form a useful part of the annual planning process within each Province so that resources can be targeted to areas of greatest need...”⁹ This recommendation was not implemented and we can see fifteen years later the urgency for a comprehensive ministry review. Therefore, we will present a proposal for this to the Chapter and hopefully this will be one of the orientations in the Chapter Document 2026.

Reflection

- Given the context of our current world reality and the missionary activities of the Congregation, to what is God calling us now?
- Fund raising is friends raising! What creative ways can we share our mission stories and invite more people to participate in our ministries?

4. Community for Mission

“It is in contemplating the communion at the heart of the Trinity that we understand our call to live unity in our diversity, having one heart and one mind. The Rule of St Augustine invites us to the common life, community of goods, right relationships, prayer, simplicity, charity and humility.”¹⁰

Community life is a gift of the Spirit. The article above sets the tone and establishes the quality of our common life. It is in our community that we live our vows, contemplation and ministry. Our interculturality is a gift offered to the world and a witness to the oneness of God in a time where there is so much separation, loneliness and lack of care. Fears and differences are creating many phobias and anxieties. The challenge of living interculturality well requires us to move beyond simply living together and create a community where everyone feels at home and is accepted. Creating joyful communities and fostering communion among us is the task of every member. It involves challenging one's attitudes, cultural biases and to develop a capacity for friendship and unity. Clashing personalities, conflicts and arguments, attitude problems,



⁹ HBC Report, 27 October 2011, p. 256

¹⁰ Constitution 42

and misunderstandings are inevitable. It is only in our vulnerability that we can offer the gift of forgiveness and reconciliation, as it opens the door to healing and stronger relationships. The gift we give is ourselves.

We have 147 communities across the Congregation. During the CLT visitations, we had quality meetings with each community to understand the reality of their life and mission. Generally, communities are organised well with a regular life of prayer, liturgical celebrations, community meetings, shared responsibility for common life, up-to-date house journals and other documentations. They also take time to celebrate one another and the events of the ministries. The leadership team organises community leaders' gatherings for consultation and ongoing formation to learn skills for better animation of communities.

Sisters who have had opportunity for language learning and study beyond their Province shared with us their deep appreciation for the hospitality and accompaniment they received in the hosting Provinces. This is a mutually enriching experience for everyone involved.



The generalate community has been a nurturing space as we have carried out our leadership responsibilities. Over the years, we have come to know one another more deeply and to share our joys and sorrows. Our commitment to community prayer, sharing of meals, recreation, visiting places of interest and celebrations have nourished us. We have also provided a welcoming and caring environment for all those who

have visited our community. We express our gratitude to Carmel Eberius, Margaret Scott, Smitha Thomas, Agata Phuong Linh, Maria Phan Yen and Mary Mazerollo for the care you offer us and for your contribution to the life of the Congregation.

Challenges of Community Life

- Many sisters carry multiple responsibilities and therefore lack quality time for community
- Demands of intercultural living
- Unresolved conflicts, Gossip, Groupism
- 'My ministry' attitude
- Influence of gadgets and modern technology

In some places, we found a lack of:

- Accountability to one another, reconciliation
- Care of common spaces, regular maintenance of buildings and properties
- Formative atmosphere to send novices and postulants for community experience
- Responsible freedom for TP sisters to grow and mature as RNDMs

Recommendations for Enhancing Communion

- Practice of regular Lectio Divina, sharing vocation stories
- Animate community life creatively and use a synodal approach in community meetings and decision-making processes
- Create opportunities for community outings and fun
- Develop an attitude towards all ministry as a 'community mission'
- De-clutter and acquire only what is essential for personal and common needs

Reflection

- What responsibility must I take in creating a joyful and formative community characterised by love and companionship?

5. Formation for Mission and Membership

Our religious missionary vocation is a gift of God, who invites each of us to share in the Divine Missions. We receive this gift, ponder its mystery and respond with our whole being throughout our entire life.¹¹



Just as a potter shapes the clay in her hands, God invites us to a life-long journey of formation. All of us, regardless of age, need minds and hearts that are open to learn new skills and capacities and have a willingness to adapt if we are to be relevant today.

Congregation Formation Team (CFT)

The EGC 2022 recommended that we create a Congregation Formation Team consisting of four members and the CLT liaison for formation. Through the Zoom platform, the commission worked together to identify ways in which they could support formation in the Congregation. They met with the formators to understand how to support them.

Several Zoom meetings were organised to gather young women in different stages of formation across the Congregation. There was a great appreciation of this opportunity as it enabled them to meet their peers from other parts of the world. Another initiative was to organize intergenerational sharings within Provinces and across the Congregation.

The CFT in collaboration with the CLT organized an international formation program: “The Heart’s Journey Through the Seasons” for those who are in mid-life. Balay Euphrasie, Davao, hosted this program in February-March this year. It offered the thirteen participants space to reflect and integrate their experiences of life and mission.

We are living in a digital world which creates both opportunities and challenges. Sister Maria Esther Palma González SGGM¹², a digital missionary, was invited to facilitate a session for vocation promoters and others who were interested. She highlighted some digital strategies for promoting vocations and the importance of engaging with youth today.

We had hoped to have an online gathering of young people who are interested in our way of life across the Congregation. However, it did not happen due to challenges of access to internet connection, and the availability of when the young women could gather in different Provinces.

We recognise that the Handbook on Initial and Ongoing Formation needs revision. The CFT, after consultation with the formators, offered suggestions for the revision of the current Formation Handbook.

Initial Formation

The last Congregation Chapter affirmed: “That initial formation is based on enabling each sister to become a disciple of Jesus Christ, sharing her life in the service of love, and seeking fullness of life for the whole of creation.”¹³ We have been blessed with young people who are interested in the life and mission of our Congregation. Some Provinces have new vocations, while others do not have new members joining. We acknowledge both of these realities.

Vocation Promotion

New vocations are key for the future of the Congregation. In many of the Provinces, there have been some efforts in sharing our life and mission with young people in parishes and schools. We need to

¹¹ Constitution 60

¹² Servants of the Gospel of God's Mercy

¹³ Oneness for Mission, p. 11

make a more committed effort in making our Congregation known and continue to invite younger women to consider religious life. In some Provinces, sisters join other religious Congregations for vocation animation. Generally, we seem to reach out to students who are at secondary level of education. What efforts can we make to invite university, tertiary level and young professionals to explore their call to religious life with us?

One of the challenges related to vocation promotion is that the vocation directors often have many other responsibilities which hinder them from carrying out this role effectively.

Aspirants/Pre - Postulants

The programs for this stage of formation are organised according to what is most applicable in each context. For some, the aspirants have a live-in program as they continue their secondary education, while in other places, aspirants have already completed their education and are engaged in some form of employment. As of November 2025, we have 95 aspirants and pre-postulants from Bangladesh, India Central, India North East, India South, Kenya and Vietnam.

Postulants

Currently we have 22 postulants in Bangladesh, India, Kenya and Vietnam. The length of postulancy can be between six months to two years. It is very important that proper screening of the candidates is done at this stage. Unfortunately, there have been instances where candidates are permitted to proceed to the novitiate while they have not been given sufficient opportunity to clarify their call to RNDM life and they still carry personal issues and brokenness that needs healing.

A new postulancy house is being built in India North East Province for the three Provinces.

Novices

Over the last 6 years, we have had a total of 86 novices from Bangladesh, Canada, India, Kenya, Myanmar and Vietnam. After many years without anyone in initial formation, the Province of Canada welcomed Thi My Dung Nguyen into the postulancy program in 2023. The following year, she joined novitiate formation in Vietnam.

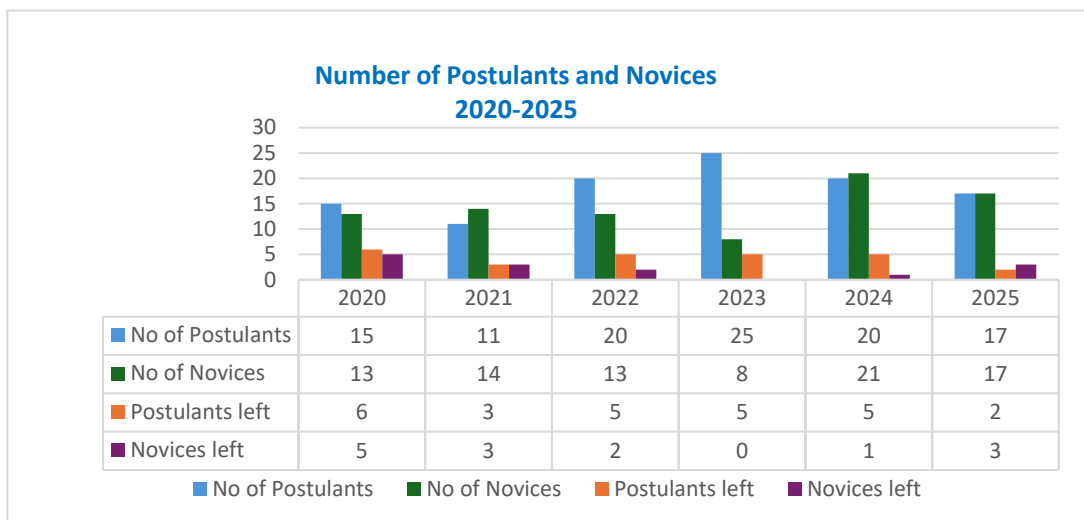
As a second-year novice, Elizabeth Gathogo from Kenya had a four months' mission experience in the Philippines. This broadened her RNDM international mission experience of the Congregation.

The novitiate house in Chittagong, Bangladesh, needed major repair. After considerable discussion and dialogue with the PLT and the Province, the CLT approved the relocation of the novitiate to Bhadun, Dhaka. This will give better access to resource persons and opportunities for inter-Congregational formation programs. The house is being constructed and will be completed by mid-2026.

A decision was made to have a combined novitiate for Kenya and Bangladesh. In January 2025, the four postulants from Bangladesh were received as novices in Machakos, Kenya. Shathi Florence D'Costa accompanied them and joined the formation team as assistant novice director. We are grateful to the Provinces of Bangladesh and Kenya who embraced the idea of a combined novitiate.



Since August 2024, the novitiate in Myanmar has been temporarily relocated to Yangon for two years. Given the political reality of the country, this arrangement gave the novices a safer place for their formation. We hope to offer them an opportunity to have their mission experience in another Province.



Temporary Professed Sisters

In the last six years, we have been blessed with 74 sisters who made Temporary Vows in the Congregation. Provinces prepare a six-year formation plan for each TP sister which includes mission experience, academic/theological/spiritual/English language studies. We have become aware of the changing academic policies of some governments which have necessitated a prolonged study period. Consequently, the sisters have very little time for adequate community and mission experience before the preparation for Perpetual Vows.

Year	No. of TPs	Left
2020	110	4
2021	110	2
2022	105	1
2023	91	3
2024	91	0
2025	95	1
Total		11

An opportunity for an international mission experience was given to two TP sisters, Veronica Oloo from Kenya to Senegal and Kristene Padernal from Philippines to Vietnam.

The Congregation continues to invest in English language learning for the TP sisters. Over the last six years, 62 sisters studied English language, for 12 to 18 months, in another country. This enabled them to participate better in the formation program in Davao. It is important that sisters continue to make use of these language skills even after the Davao program as English is the official language of the Congregation.

It has been the practice that all TPs, before going to Davao, have a spirituality program of at least 9 months. Unfortunately, in the recent past, some Provinces have not given enough importance to this study. We re-affirm that TP sisters be given at least 9 months for spirituality study before they join the preparation program in Davao.

TP Evaluations and Permission for Perpetual Vows

We share some concerns that we have experienced in processing the TP evaluations and applications to make Perpetual Vows. Generally, we have found that the evaluations focus more on character and external behaviour of the individual and do not highlight how she has grown in her conversion to Christ, her living of the Charism and deepening of her call to the RNDM way of life. When there is a great emphasis on external behaviour, the individual may display acceptable behaviour during the stages of initial formation but without a commitment to ongoing inner transformation.

We continue to raise our concern about the quality of accompaniment and evaluations of the TP sisters. Sometimes the written evaluation does not indicate any concern until a major issue surfaces and then statements are made like “we saw the problem with this person when she was an aspirant, postulant, novice, TP.” There are cases where recurring issues have been mentioned in the

evaluations, but the person has not received sufficient help to work through them. While the formator has a particular role towards those in formation, everyone in community/Province has the responsibility to witness to living RNDM life well.

The CLT relies heavily on the written evaluations and the recommendations of the formator and the leadership team to discern the suitability of the person to proceed to Perpetual Vows. If the evaluations are edited to 'protect' the person/situation, it does not help our discernment and decision making. We emphasise the importance of practicing honesty and integrity to safeguard the best interests of the sister and the Congregation.

Davao International Formation Program

During the last six years, 96 sisters attended the Davao formation program in preparation for their Perpetual Vows. They were from Bangladesh, India Central, India North East, India South, Kenya, Myanmar, Philippines and Vietnam. The program provides the sisters with an experience of belonging to our international missionary Congregation as well as study of relevant subjects to deepen their understanding of RNDM Charism, Spirituality and Mission. We are grateful to the Balay Euphrasie Team and resource people from different parts of the Congregation for their support to this program.



2020	9	INE, INC, KEN, MYN, VNM
2021	19	BAN, INE, INS, MYN, VNM
2022	15	BAN, INC, INE, INS, MYN, VNM
2023	23	BAN, INC, INE, INS, MYN, PHI, VNM
2024	13	BAN, INC, INE, INS, KEN, PHI, VNM
2025	17	BAN, INE, INS, MYN, PHI, VNM
	96	

For three years, 2020, 2021 and 2022, the Covid-19 pandemic made it impossible for sisters to travel to Davao. This was unfortunate, but thanks to technology, the program could proceed online through the Zoom platform.

From 2020 to 2024 almost 80% of those who made Perpetual Vows were missioned to their home Provinces and 20% missioned to Canada, Davao, France, Kenya, Latin America, Philippines, Senegal, Tanzania, and United Kingdom and Ireland. The missioning of the current group in Davao is being discerned.

It is the Congregation Leader who missions sisters at Perpetual Vows. It has not always been easy for her to dialogue with leaderships about missioning sisters beyond their Province of origin. It is a challenge to balance responding to the needs within the Province and those beyond.

Training of Formators

The formation ministry is a full-time responsibility and the formators give their best in accompanying the young women entrusted to their care. Ongoing formation for formators is necessary to enable them to take up their ministry with joy and enthusiasm. In recent years, sisters have been trained in Rome, Ireland, Kenya and the Philippines for the initial formation ministry. We are aware that PLTs have also offered opportunities to formators to follow short courses in their own countries. We encourage the leadership teams and formators to strengthen their collaboration and team work.

Often Aspirant Directors lack preparation before they take on their role. They also have many other responsibilities which hinder them from a total commitment to formation. While Aspirancy may be

seen as an initial stage that requires less attention, it is an important stage as it involves getting to know the person before they are recommended for Postulancy.



A formators' gathering was organized from 12 March to 4 April 2024 in St Rambert, France. Eight formators from India South, Kenya, Myanmar and Vietnam attended the program.

Sister Maria Cimperman rscj presented very thought-provoking reflections on the current thinking of religious life today. Another key focus was on the writing of the evaluations at each stage of formation. We spent considerable time with each formator as well as the group in clarifying questions related to their roles and responsibilities. They had the opportunity to visit Caen and Lyon.

Input sessions offered online:

- Liturgy and RNDM Spirituality - Rose Mary Harbinson on 20 April 2021.
- Constitutions - Mary McInerney on 28 and 29 July 2021.

Ongoing Formation

"The world around us is changing rapidly. Just think of how social media affects us. What we learnt in the novitiate ... twenty or thirty years ago proves inadequate for handling life today. Everyone should be given chances to attend on-going formation courses, and update oneself professionally. Or else we stagnate, lose our enthusiasm, or get stuck in the past."¹⁴

Our energy and enthusiasm for living our RNDM life well needs regular nurturing. To revitalize their passion for mission, sisters have participated in renewal programs available locally and in other countries. Some Provinces have had inter-Province sessions which enabled sisters to benefit from the inputs and to rest and enjoy the company of each other. We cannot undermine the inner strength that is gained through such gatherings.

RNDM Renewal Programs: A Pilgrimage to our Roots

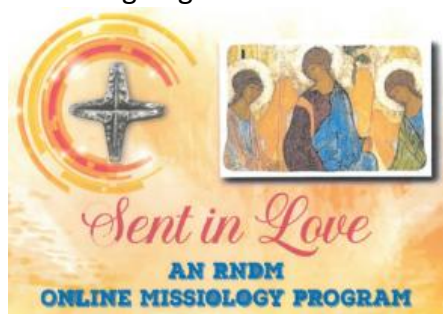
We organised 4 RNDM renewal programs in which a total of 71 sisters attended. The program consisted of valuable inputs and Pilgrimage in the footsteps of Euphrasie Barbier in France, Rome and United Kingdom.

Sept - Nov 2022	18	AUS, BAN, INC, INS, LAM, MYN, PHI, ROM, TWN, VNM
Aug - Oct 2023	20	BAN, INC, INE, LAM, KEN, MYN, FRA, SEN, VNM
Aug - Oct 2024	16	BAN, INC, INS, MYN, VNM
April - June 2025	17	BAN, INC, INS, INE, KEN, LAM, MYN, PHI, VNM
Total	71	

¹⁴ Formation: The Essentials in a Nutshell, Joe Mannath SDB, July 2020

Online Programs

Through the Zoom platform, the communication commission organised various programs which have been a continued support for the ongoing formation in the Congregation.



Sent in Love: Online Missiology Program – 29 June to 17 August 2024 Designed by Patricia Lao RNDM		
No.	Topic	Resource person
1.	RNDM Mission Spirituality	Anne Sklenars RNDM
2.	Women in Mission	Susan Smith RNDM
3.	Embodying our Consecration for Mission	Mary McInerney RNDM
4.	Building Relationships at the Heart of Mission	Bishop Tim Norton SVD
5.	Intercultural and Cross-cultural Missions	Anne Sklenars RNDM
6.	Integral Ecology and Mission	Margaret Scott RNDM
7.	Mission in the Digital World	Maria Esther Palma González SGGM
8.	RNDM Mission Priorities and Prospects	Congregation Leadership Team
Other Programs		Resource person
1.	Artificial Intelligence - August 2024	Engineer Jose Rodolfo Lao
2.	Two sessions on the Constitutions - 2024 and 2025	Mary McInerney RNDM
3.	Living the Vows: Rooted in Communal Hope - July 2025	Facilitated by Patricia Lao

- The RNDM YouTube Channel and the Congregation Website have continued to be updated with resource material for both initial and ongoing formation. Books and resources are available on the members only section of the Website.
- Advent and Lenten reflections were prepared by different sisters and shared across the Congregation.

A special program is being organised for those sisters who had an online formation program for their preparation for Perpetual Vows during the time of the pandemic. Twelve sisters have confirmed their participation in this program which will be in June-July 2026. Sisters who had the opportunity to study English outside their own country in person or those who have been missioned internationally are not included in this program.

Challenges

- Long-term commitment is not an attractive option for many young people today.
- While we recognise that technology has many advantages, responsible use of this is a challenge for many.
- Lack of life witness in some communities which can be very discouraging for newer members.
- In some cases, formators have been entrusted with other significant responsibilities which prevent them from a total commitment to their formation ministry.
- Unreasonable demands made on the TP sisters and a tendency to be over critical of them, can break their spirits.

Recommendations

- The suitability of the candidates is carefully discerned before they are accepted for Postulancy.
- We are an international missionary Congregation. Those who are accepted into initial formation need to understand and accept the implications of this reality.
- Initial formation must give priority to growth in understanding of our Charism, Spirituality, History of the Congregation and not only psychological development.
- Formators must be competent in using technology to present their classes.

Given below is a table showing the ongoing formation and professional training that the sisters have completed in the last six years.

Postgraduate/PhD Studies 2020-2025			
Graduation Year	Field of Study	Country of Study	No. of Sisters
2020	M.Ed., M.A. in Business Management, Accounting, English Language, Social Work, Religious Studies major in Scriptures	BAN, INC, INE, INS, PHI	8
2021	M.Ed., MA in Sociology, Religious Studies, Counseling, Education Management	INC, INE, INS, PHI	8
2022	MA in English, Sociology, English Language, Political Science, Philosophy, Accounting, Commerce, Social work, Management and Administration, History, Counseling, Religious Studies, Education management	BAN, INC, INE, INS KEN, PHI, VNM	23
2023	Doctor of Ministry, M.Ed., M.A. in Economics, Social work, Management and Administration, Applied Spirituality	BAN, CAN, INC, INE, INS, Ireland	10
2024	M.Ed., M.A. in Economics, Humanities, History, Social Work, English language, Management and Administration, Counseling, Family Ministry and Counseling, Education Management	BAN, INC, INE, INS, PHI, VNM	16
2025	M.Ed., M.A in Innovative Education and Teaching, Social Work, Education, Psychology, History, Economics, Business Administration	BAN, INC, INE, INS, MYN, VNM	15
Continuing with Postgraduate Studies			
2026	PhD in Education, M.Ed., M.A in Counselling and Spirituality - Couple and Family Counselling, Sociology, English language, History, Zoology, Mathematics, Education Management, Business Administration in Social Entrepreneurship and Sustainability, Education Innovation, Psychology in Education	BAN, CAN, INC, INE, INS KEN, LAM – (Spain online), VNM	21

Reflection

- What inspires and challenges you as you reflect on this section of the Report?
- How can our communities be more formative and witnessing to the young people?
- The table above indicates that the focus of study has been mostly related to the traditional ministries. What other areas of specialization is needed in the congregation?



6. Governance for Mission

“...Our structures of government enable communion among ourselves, assist us to live our life of consecration for mission and facilitate our participation in the mission of the whole Congregation. They promote the apostolic and spiritual development of the members and the response of the Congregation to the needs of the Church and the world.”¹⁵

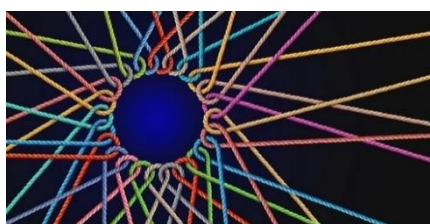
Part One – Governance, Leadership and Membership

Following the recommendations of the Congregation Chapter 2020, five commissions - Formation, Care for Common Home, Communications, Heritage and Governance - were set up and members from across the Congregation were appointed to explore specific areas with the intention of developing a course of action to support the unity of RNDM life and mission. Each commission worked for over two years, and the outcomes were presented to the leaders at the EGC 2022 who greatly appreciated the work and the recommendations. To implement these, the following appointments were made and they are actively engaged in supporting the work of the Congregation.

The Governance Commission reviewed the Chapter Document 2020, the notes prepared by Father Frank Morrissey (RIP) on canonical questions related to governance, and the Congregation Demographic Study 2019. Based on the outcome of their studies, a Congregation-wide reflection was

Care for Common Home	Margaret Scott	Rome
Communications	Patricia Lourdes Lao	PHI
Heritage House at Lyon	Corazon Cagalawan Felista Nyamasyo	FRA FRA
Congregation Formation Team	Cecilia Thuy Trang Claudia Stecker Vinitha Kurian Marie Aye	VNM USA TAN MYN

initiated, grouping Provinces according to their current realities. A summary of the reflections presented at the EGC 2022 indicated that Provinces in Asia and Africa can continue their current form of leadership as there are new members joining the Congregation. However, it is crucial to prepare younger members regularly to take on leadership roles in Province administration, formation, finance management, education and other ministries such as social work and health care.



The western Provinces continue to discern more suitable governance models that would serve both the sisters and continue the mission of the Congregation. One of the western Provinces will transition to a new governance model in 2026, while three Provinces are engaged in discussions with the sisters and consulting experts. They have implemented structural changes by appointing lay professionals as community coordinators and in other administrative roles. Two Provinces have welcomed younger members to participate in the ministry of the Province. Some of the younger members have been appointed to the Province leadership teams. The Province of France and the three Regions remain operational as long as sisters are missioned to these places, considering the decline of vocations in these countries.

At the EGC 2024, an update on governance plans was presented, which was quite similar to the EGC in 2022. During our visitations and encounters with sisters in the Congregation, younger members have raised questions regarding Provinces coming to completion. While the additional Directives of 2020 give provision for structural changes in governance, we are challenged by the questions about who decides and what criteria are used to determine when a Province comes to completion.

Integration of Taiwan into the Province of Vietnam

After consultation with the leaders at the EGC 2022, and in dialogue with the sisters in Taiwan and Vietnam, the decision was made that Taiwan would become part of the Province of Vietnam. An online prayer service was organised in November 2023 to mark this transition.

Congregation Advisory Board

The Congregation Advisory Board meets three times a year for two days. The current members are the CLT, Catherine Brabender RNDM, Heydi Foster and Inno Van Den Berg. In 2023, Hans Wennink completed his term of appointment. In 2024, Father Piet Cuijpers SDS resigned as he took up additional responsibilities in his Congregation. We look forward to appointing two other members by the end of this year.

The CAB members are our valued advisors in the CLT's planning and implementing the Congregation's vision and mission. We express our gratitude to each member for their interest, appreciation of the Congregation and its vibrant missionary activities. Their wisdom, insights, feedback, and the challenges often open up fresh perspectives for more informed and confident decision-making. They also provide regular up-to-date input on financial matters and technology to set new goals for the Congregation.



CLT and Province Leadership

"The ministry of leadership in the Congregation is a service of love in the spirit of Jesus..."¹⁶

Leadership is not just about structures but transforming hearts, relationships, and mindsets. The more we practice deep listening, shared responsibility, and Spirit-led discernment, together we can create communities of hope and communion, where members can give themselves generously in Christ's Mission.

The two years of the pandemic caused significant disruption, particularly regarding CLT visitations. Like everyone else, we adopted technology-based platforms for daily interactions and virtual meetings to communicate and accompany sisters during this uncertain time. A virtual visitation was conducted in all the Provinces. An online Christmas Prayer was organised with various groups, and the sisters appreciated these efforts to connect with the Congregation.

During the last six years, almost all Provinces have had one or two rounds of consultations and new leadership appointments. Currently most of our leadership teams in the Congregation are international and intercultural. This is truly a prophetic sign of our RNDM Charism. What a gift to be cherished in the Congregation! We have also been able to appoint younger members to the leadership ministry. We have provided orientation programs to most leadership teams at the beginning of their mandate to familiarize them with their responsibilities as well as some team-building. Ongoing support and mentoring have been offered as required via Zoom or during the CLT visitations.



¹⁶ Constitution 99

In 2023, we organized an online leadership training program for PLTs in Asia and Africa facilitated by Paula and Jamie Sgherza, two professionals who work with Congregation leadership teams.

The General Secretary organized meetings with most Province Secretaries to provide guidelines for enhancing communication between the two offices and emphasising the importance of documentation.

Generally, the Minutes and Financial Reports from the PLTs provide a good understanding of the life and mission of the Province, including major decisions related to membership, formation and ministries. We have offered our wisdom, discernment and approvals to support the work of the leadership through CLT Responses. There have been occasions where we had to challenge certain decisions for the good of the whole.

We were able to visit all parts of the Congregation during our mandate. In some cases, there were multiple visits to address specific needs. Josephine Kane was unable to visit Myanmar due to the political situation. She also could not visit India South as she was denied a visa for a third consecutive request in the same year. We are aware that this was also related to the political attitude towards foreign missionaries entering the country.

During our visits, we organised meetings with sisters based on their ministries, and the outcome was very heartening. Sisters felt listened to as they shared their joys, hopes and struggles in their ministries. As part of pastoral care, Josephine Kane personally met with most of the sisters to offer encouragement and appreciation in their efforts to live the Charism of the Congregation. Each visit concluded with a gathering of sisters in person or via Zoom to share our experiences, concerns and recommendations to support them in life and mission. A written report was later sent to the sisters and leadership. We valued our time spent with the sisters and remain grateful to the leadership teams for their support and cooperation in making these visitations mutually enriching.

Leadership in Ministries



A significant number of sisters hold leadership positions in various ministries. These sisters are educated and trained to lead institutions, social actions and pastoral care. Some sisters are appointed to leadership roles in collaborative ministries and are valued for their efficiency and dedication. With their leadership and commitment, the ministries are generally well organised and provide expected services. We especially appreciate

those who go the extra mile to offer special attention and care to the poor and vulnerable within our ministries.

We are aware that local leadership teams regularly organise meetings with these sisters and provide ongoing formation to promote personal growth and skill enhancement. The gatherings also serve as a platform to discuss the changing needs of the community, local government policies and other relevant topics.

Challenges

- We experienced that some leadership teams focus largely on the business side of their roles and are overly concerned with the material well-being of the Province. While it is important to have property and adequate buildings for ministries, responsibilities for pastoral care and spiritual animation require quality attention.
- Sometimes we have encountered resistance from members in accepting leadership roles or wanting to withdraw mid-term. In some cases, teamwork has not been effective, causing concerns especially in decision-making.

- There were occasions when some leadership teams did not free sisters to attend common ongoing formation programs and for international missioning.
- The intermediate leadership is accountable to the CLT and is responsible for implementing the vision of the Congregation in the Province. Sometimes, we have experienced a tendency in the PLT to exert too much power in decision-making, leaving little room for dialogue and consultation. A similar pattern can be observed in some individuals who hold leadership positions in ministries, particularly in their control of finances or implementation of major changes without consultation or dialogue with their leadership.
- Sometimes leaderships disregard the plans and practices initiated by the previous teams.
- Difficulty in receiving timely and efficient communication from some Province Secretaries.

Recommendations

The RNDM leadership, as defined in the Constitutions, has a synodal approach, and therefore, we remind the leadership teams to:

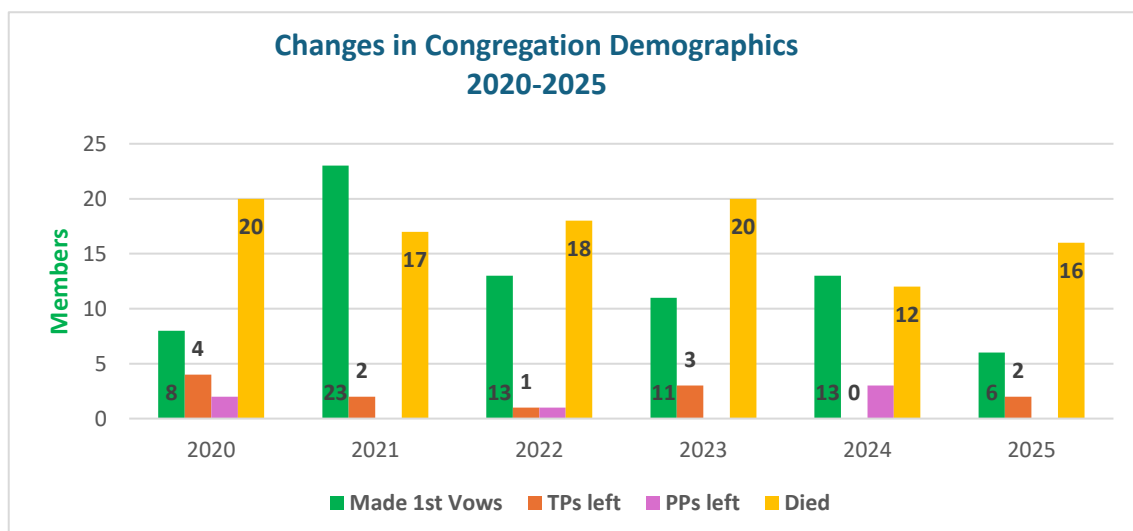
- give priority to spiritual animation and pastoral care of the sisters.
- prepare quality PLT Minutes, which include the main discussions and decisions taken on every aspect of the life and mission of the Province. Minutes are the main channels of communication and dialogue between the CLT and PLT.
- develop a comprehensive strategic plan that covers all aspects of the Province to avoid the tendency to reinvent the wheel every time new leadership teams are appointed.
- ensure that Province Secretaries have sufficient skills and time to carry out their responsibilities efficiently.

Reflection

- How can our governance structures enable more flow of personnel and resources for the good of the whole?
- What evidences of a synodal approach to leadership and governance do you see in your province, community and ministry?

Membership

The Congregation is blessed with 826 members coming from different countries, cultures, languages and ethnic groups. Our RNDM charism is continually enriched by the spiritual and cultural traditions and gifts that each member brings to carry out the Mission of Christ.



The Tables below are an update of the Demographic Study that was done in 2019

Age Group	2019 Actual	2024 Estimated in 2019	2025 Actual	2029 Estimated in 2019	2034 Estimated in 2019	2039 Estimated in 2019	2044 Estimated in 2019
Under 21	0	1	0	0	0	0	0
21-25	25	50	3	49	48	47	46
26-30	65	59	72	85	85	88	84
31-35	92	68	64	62	88	89	91
36-40	78	92	88	69	62	88	88
41-45	84	79	79	91	69	61	89
46-50	80	83	79	78	91	69	61
51-55	46	79	75	83	77	90	68
56-60	48	11	58	78	81	75	88
61-65	40	47	45	11	76	79	73
66-70	33	38	41	45	10	73	76
71-75	55	31	30	36	42	9	68
76-80	63	49	46	27	32	37	8
81-85	68	52	52	40	23	26	31
86-90	57	48	49	37	29	16	19
91-95	28	31	36	26	20	16	9
96-100	10	9	8	10	8	6	5
Over 100	0	1	1	1	1	1	1
Total membership	872	828	826	827	842	871	905
Average Age	56	54	56.1	52	51	51	51

Number - 10 Year Age Bands

Age Group	2019 Actual	2024 Estimate	2025 Actual	2029 Estimate	2034 Estimate	2039 Estimate	2044 Estimate
Under 40	260	270	227	264	282	312	309
41-50	164	162	158	170	160	130	150
51-60	94	90	133	161	159	165	157
61-70	73	85	86	55	86	152	149
71-80	118	80	76	63	74	47	76
81-90	125	100	101	77	51	42	49
Over 90	38	41	45	37	30	23	14
Total	872	828	826	827	842	871	905

Membership by Continent

	Actual			Projected	Actual	Projected				
CONTINENT	2009	2014	2019	2024	2025	2029	2034	2039	2044	% Change
AFRICA	35	36	33	35	41	36	38	42	45	9.8%
ASIA	511	586	587	617	596	675	729	783	829	39%
AMERICA	72	55	47	35	41	25	18	14	12	-70%
EUROPE	158	130	100	65	74	41	25	16	12	-83%
OCEANIA	143	122	105	76	74	51	30	16	7	-90%
TOTAL	919	929	872	828	826	827	842	871	905	9.5%

The table below provides information about the sisters who have been missioned to different Provinces as well as those who have returned to their Province of origin in the last six years. This does not include those sisters missioned at Perpetual Profession.

Year	Missioned From	NO.	Missioned To	Year	Returned From	NO.	Returned To
2020	KEN, INE	2	DAV, PHI	2020	DAV, KEN, PHI, ROME, S. SUDAN	7	ANZS, AUS, BAN, DAV, INC, PHI
2021	ANZS, INC, MYN, VNM	4	ROME	2021	FRA, KEN, PHI, UK & I	7	ANZS, AUS, CAN, KEN, LAM, VNM
2022	BAN, INS, VNM	3	FRA, KEN, UK & I	2022	KEN, TWN S. SUDAN	4	BAN, INE, MYN, VNM
2023	AUS, CAN, INS, KEN, PHI	5	CAN, FRA, SEN, USA	2023	FRA	1	ANZS
2024	KEN	1	FRA	2024	KEN, SEN	2	KEN, VNM
2025	BAN, INC, INS INE, MYN, VNM	8	DAV, PHI, ROME, TAN	2025	ROME, PHI	2	INC, INE

Part Two - Finance and Sustainability for Mission

Euphrasie Barbier invites us to rely on Divine Providence as the “sole treasury of the Congregation.” We seek to live consciously with deep trust and thanksgiving to the Giver of Life for the gift of one another and of creation.¹⁷

During the last six years the Congregation has been blessed with all the necessary finances needed for our life and mission. We have a reasonably healthy balance sheet at the global consolidated level. There are no significant liabilities in any part of the Congregation. Our institutional ministries such as schools and health centres are the chief sources of our operational income. The charitable ministries are financially supported through donations, gifts and grants.

This section presents an overview of the administration of temporal goods in the past six years. It also offers some points for personal and communal reflection. The generalate finance office will present a detailed account of the Congregation’s financial situation and analysis at the Congregation Chapter.

Rome Finance Office Team

The implementation of the new Finance Management System (FMS) was completed before the last Congregation Chapter 2020. By early 2021, the work of the finance office was stabilized with three professionals working full time. Having no other major project for the finance office to implement, we decided to end the employment contract of Giovanni Maria Manozzi, the management accountant. Both Virginia Bellucci and Maria Nguyen Thi Phan Yen RNDM, the accountants, had gained a great level of confidence to keep up the quality of the work achieved. Valeria Perucca, our accounting consultant, continues to offer her expertise as needed. We are grateful to Giovanni for his leadership in implementing the FMS project which took many years of diligent work and creativity.

Mary Mazerollo Aruldass RNDM, from India North East, joined the generalate community in June 2025. After a period of Italian language learning, she has started working in the finance office. Phan Yen has been working with Mary to introduce the tasks of the office. Early next year Phan Yen will complete her ministry at the generalate. We are grateful to Phan Yen for the service she offered to the Congregation in the past eight years and in particular to the life and mission of the generalate community.

¹⁷ Constitution 20

Voluntary Audit of the Generalate Accounts

External auditing has not been a practice at the generalate. As we do not have any income-generating activity in Italy, the country does not require a mandatory auditing of accounts. However, we decided to implement voluntary auditing from last year. This external auditing ensures that our accounting and finance management processes are compliant with the country's fiscal regulations. It also safeguards accountability and transparency with regard to the financial activities of the generalate. We recommend that external auditing of the generalate accounts be continued even if this is not yet a mandatory requirement in the country.

Renovation of the Generalate Property

The generalate property was purchased in 1984 and it was remodelled to suit the needs of the community. After nearly forty years, the wear and tear on the building was quite significant. In recent years, all the common spaces such as the chapel, kitchen, dining and living areas have been renovated. The renovation of the balconies will be completed in the first quarter of 2026.

Professional Staff Appraisal of Employees at the Generalate

The staff at the generalate are our collaborators in the mission of the Congregation. For the first time, a professional appraisal of their roles and responsibilities was completed recently. This gave the community a formal opportunity to reflect on the quality of performance of each of the employees and offer recommendations for improvement. The exercise was very useful both for the staff and for the community.

Impact of the Pandemic on Institutional Ministries and Operational Income



The pandemic had a strong economic and social impact on the whole world. Although a reduction of the operational income from institutional ministries was recorded, the consolidated net result was positive at year-end 2020. There is an ongoing challenge for some of the institutions where enrolments have been decreasing. While there are several obvious factors contributing to this, it is now necessary to have a comprehensive review of our institutional ministries to understand better their performance. We hope the review will

result in some creative solution to the current anxieties about reduced income in some institutions.

Revision of Congregation Chart of Accounts

For several years now, the finance office at the generalate has made great efforts to understand the complexity of our accounting and financial management across the Congregation. Evidently, it is not possible to have a perfectly homogenous system or methodology to record the financial story of the Congregation. The revised Congregation Chart of Accounts represents more accurately a comprehensive financial picture. The new CCoA gives a clearer analysis of the ministry activities and their financial impact on the Congregation. It also gives more accurate information about the many charitable activities that are financially sustained by donations from across the Congregation or by funding agencies. The new templates include special ledgers to record more clearly the financial investments towards the care of our common home (ecology) and for the needs of the Congregation Heritage Sites.

Revision of Handbook on Administration of Temporal Goods

We are in the process of revising the Handbook on Administration of Temporal Goods as part of the preparations for CLT handing over. The main revisions will be related to the new CCoA, policy related to the CIO Grants and Roles and Responsibilities of the Generalate Finance Team.

The funds of the CIO have been held in Citibank, London, for the past 9 years. Recently, the bank informed us of their decision not to manage funds belonging to Charities. Therefore, the Trust Board of the CIO approved the transfer of funds from Citibank to UBS, London. This transfer is in process now and when it is completed, the entity will be renamed as 'Euphrasie Barbier CIO' to differentiate it more clearly from the Charity Registration of the Province of UK and Ireland.

Going forward, the proposal is to transfer the surplus funds in Provinces to this legal entity for the long term needs of the Congregation. It does not necessarily mean the funds have to be moved to the UK account. As Provinces come to clarity about their financial needs based on an actuarial study, it seems possible to create a CIO account in other countries which can be managed by the CIO Trust Board. The new CLT will continue to explore this plan in collaboration with Provinces.

One of the mandates of the last Congregation Chapter was to establish a Trust Fund to sustain the Heritage Sites of Lyon and Sturry. In consultation with the Congregation Advisory Board, we decided that it was not necessary to establish a separate Trust Fund for this purpose. The financial resources needed for the upkeep and preservation of the two Heritage Sites are being supported by the CIO fund. Sturry has had major renovation works in recent years. We are grateful to the Provinces that participated in sharing the cost of this project. Currently a major refurbishment plan is being finalized for Lyon. This project will probably be implemented over three years and we invite the whole Congregation to consider ways of supporting it.



During the past six years properties have been alienated in Canada, New Zealand, Philippines and the United Kingdom. New properties have been added to the balance sheet of the Congregation in Bangladesh, Canada, India Central, Kenya, Laos, Philippines, Tanzania and Vietnam.

The property is generally well maintained. The soil erosion at the back boundary continues to cause concerns. Trees have been planted to lessen the erosion. We continue to explore what more could be done to protect the land.

We thank the Provinces of Canada and Australia for financially supporting the new mission in USA. The Congregation takes care of the personal, medical and international missionary expenses of the two sisters involved in this collaborative ministry. LifeWay Network provides housing and board for them. The Congregation is now registered as a legal entity in the USA and is now included in the Catholic Directory of the country. In view of future ministry possibilities, explorations have begun to find a suitable house for the Congregation.

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Challenges

- In reviewing the material life of the Congregation, one of the greatest challenges seems to be the lack of strategic planning.
- Provinces with an operational surplus continue to invest in their own countries. While there are government regulations regarding transfer of funds from these Provinces, with greater openness and creativity, there could be more sharing.
- Most of the Provinces with diminishing membership have not yet begun a comprehensive study of their financial needs and how their surplus could be made available for the long term needs of the Congregation.
- Despite consistent efforts on the part of the finance office, the proposed budget continues to be largely unrealistic. This points to a lack of planning compounded by some level of a collective anxiety.
- Professionalizing the role of the bursar is still a distant dream in many Provinces. We need to train members to a high degree of competence or hire qualified professionals for financial management. In many cases, sisters are appointed as bursars without adequate training. This has caused much frustration to the individual herself, the Province as well as to the generalate finance office.

Recommendations

- Commitment to a “Spirituality of Enough-ness” and Joyful Sharing

Our Constitutions call us to “commit ourselves to sharing our energies, time and talents for the common good and the well-being of all, promoting the gospel values of justice, peace, integrity and freedom.”¹⁸ Based on our encounters in Provinces, we sense there is a need for some soul searching at the personal and collective levels with regard to living our Vow of Poverty. We are challenged by the allurements of materialism and relationship to things.

- Stronger Commitment to Strategic Planning, Implementation and Evaluation

Some leaderships tend to be over-focused on construction of buildings for institutions without taking care to match the resources needed, both human and financial, to ensure the ministries are carried out efficiently. We must ask ourselves, “how many institutions are viable for us, given the number of sisters we have who can be involved in these ministries?”

- Economic Formation as Integral to Initial Formation

Pope Francis urged the seminaries and religious houses of formation to provide “an education in responsible simplicity of life, in grateful contemplation of God’s world, and in concern for the needs of the poor and the protection of the environment.”¹⁹ At every stage of formation, along with learning to live the vow of poverty, new members need to participate in the financial planning and decision making for whatever concerns their life.

- A Professional Review of Employees

This is not yet a part of our “culture” in many parts of the Congregation. Provinces with active ministries in particular need to begin this practice. Regular review of all employees in our communities and institutions can ensure better accountability and collaboration.



Reflection

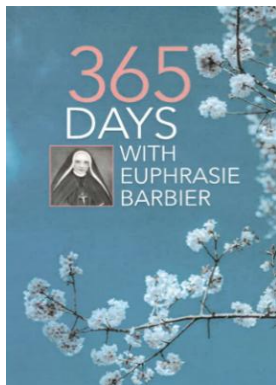
- What is the level of your awareness of the financial life of your Community, Province?
- How can your community live the values of the common purse more intentionally?

¹⁸ Constitutions 24

¹⁹ *Laudato Si* # 214

7. Fidelity

“As members of the Congregation of Our Lady of the Missions, we have been given the grace of continuing in our time the charism received by Euphrasie Barbier. Sustained by the fidelity of God who has called us, we live faithfully in response to this grace...”²⁰

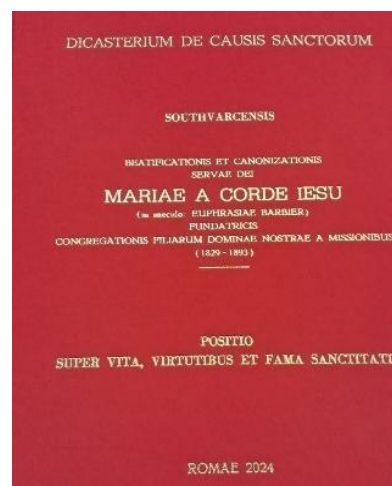


We give thanks to God for the fidelity of **Euphrasie**
whose presence and intercession we have felt
as we served the congregation.
Her words console, challenge and inspire us
to live each day
our fidelity to God.

Euphrasie on the Road to *Venerabilis*

The journey has taken us from the first official beginnings in 1956 with Fr. L. Whatmore through to the presentation of the *Introdutionis* in 1976 prepared by Fr. Menegazzo c.p. Beverly Grounds RNDM, continued the work which involved visiting archives to locate any new documents.

In 2012, there was a new impetus with the appointment of Carmel Eberius RNDM as the new postulator, who subsequently was asked to prepare two new Diocesan Inquiries. After the Inquiries were accepted, Carmel prepared the *Positio* on the life, virtues and sanctity of the Servant of God, Euphrasie Barbier. This was completed in 2022, presented, approved and passed on to the Historical Consultors, who, apart from some questions of clarification approved the work. The *Positio*, Report and Responses was printed and is now awaiting examination by the Theological Consultors. All being well, we hope to receive a favourable response from the Theologians some time mid/late 2026 and then a declaration of *Venerabilis*.



We are grateful to Carmel Eberius for her enduring perseverance and patience in preparing the materials required for the process and attending to the questions that come from the Dicastery for the Causes of Saints.

We encourage the whole congregation to make the story of Euphrasie known and may her life example, courage and dedication be reflected in our missionary life. God is ever Faithful!

Closing Words

As we come to the end of the Jubilee Year of Hope, we recall the message of Pope Francis: “we must fan the flame of hope that has been given to us, and help everyone to gain new strength and certainty by looking to the future with an open spirit, a trusting heart and far-sighted vision.”²¹ Let us fan the flame of hope in our heart and carry it wherever we go.

We give thanks to God for the journey we have made. We can truly recognize God’s abiding presence and unfailing fidelity in our personal life and in our work as a team. Our hearts are filled with gratitude to you for cooperating with us and being part of our journey. We ask forgiveness for the moments we may have failed you in your expectations of us. As we move together towards the Congregation Chapter, we invite you to pray with us:

“Mary, make arise in us the song
which burst forth from your heart
As you travelled those roads through the hills of the high country
Make grow in us the song of the poor and the little ones
of those who serve and are not served.
Make arise from our earth, you the messenger of the present times
that song of love for the world when God visited it.
Enable us to set out in great haste each day
towards those who await us.
Help us to carry Jesus Christ in a singing heart.”²²

Josephine Kane Margaret Maung Lissy Sebastian Joicy Madassery Lucy

Josephine Kane Margaret Maung Lissy Sebastian Joicy Madassery Lucy Wambui

Mary of the Visitation inspires us to find God in our daily encounters



and challenges us to respond with generosity and love...

21 November 2025
Rome

²¹ Letter announcing the Jubilee Year of Hope, Pope Francis, February 2022

²² Missionary Beyond Boundaries p. 663