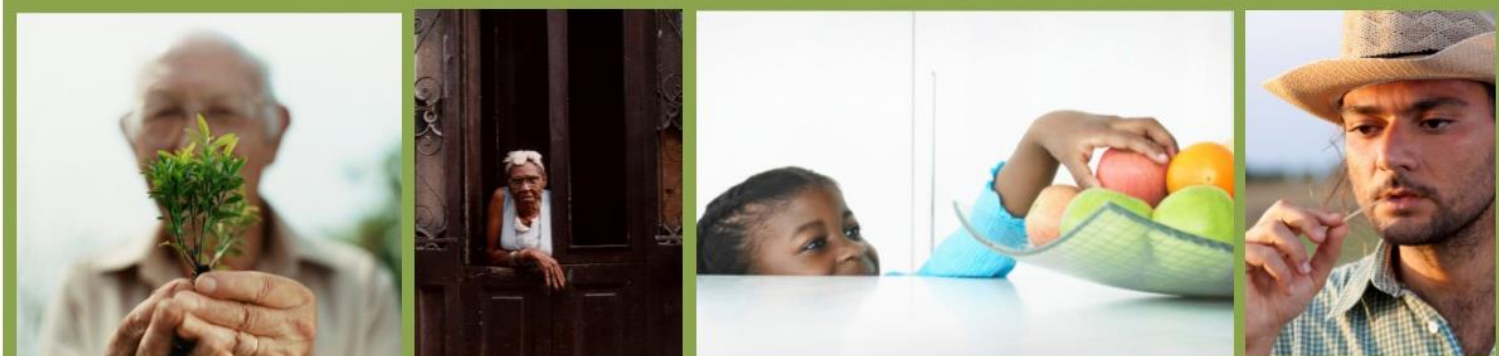


# CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT



## Diocesan Director Training Manual

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# CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT

## INTRODUCTION

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For over 40 years across the United States, the Catholic Campaign for Human Development (CCHD) has put into practice Catholic teaching on the life and dignity of every human person, the Gospel command to care for “the least of these” (Matthew 25), and the Church’s call to practice “solidarity” in helping poor people help themselves escape poverty. CCHD is one essential way to carry out the teaching of Pope Benedict XVI: ...

*[L]ove for widows and orphans, prisoners, and the sick and needy of every kind is as essential to [the Church] as the ministry of the sacraments and preaching of the Gospel. (Deus Caritas Est, # 21, 2005) If we love others with charity, then first of all we are just towards them. ... Justice is the primary way of charity. ... The more we strive to secure a common good corresponding to the real needs of our neighbors, the more effectively we love them. This is the institutional path ... of charity, no less excellent and effective than the kind of charity which encounters the neighbor directly.... (Caritas In Veritate, # 6, 7, 2009)*

CCHD is an instrument of the Church working to carry out the mission of Jesus Christ: ...

*“to bring good news to the poor, liberty to captives, new sight to the blind, and to set the downtrodden free.” (Luke 4:18)*

The Catholic Campaign for Human Development is the domestic anti-poverty program of the U.S. Catholic Bishops. CCHD works to break the cycle of poverty by helping people who live in poverty participate in decisions that affect their lives, families, and communities. CCHD offers a hand up, not a hand out. CCHD has a complementary mission of educating on poverty and its causes. This dual pastoral strategy of education for justice and helping people who are low-income or living in poverty speak and act for themselves reflects the mandate of the [Scriptures](#) and the principles of [Catholic social teaching](#).

CCHD also provides the Catholic faithful with concrete opportunities to live out the love of God and neighbor in ways that express our baptismal call and continuing [Eucharistic transformation](#). Pope Benedict XVI has taught that “restoration of justice, reconciliation and forgiveness” requires:

*determination to transform unjust structures and to restore respect for the dignity of all men and women, created in God’s image and likeness. Through the concrete*

*fulfillment of this responsibility, the Eucharist becomes in life what it signifies in its celebration. (Sacramentum Caritatis, #89, 2007)*

CCHD is made possible by the generous support of Catholics in the United States, especially through an [annual parish collection](#). CCHD's grants to local anti-poverty efforts are screened, awarded and monitored in close partnership with local Catholic dioceses. CCHD grants to groups in a local community require the explicit approval of the bishop of that diocese.

CCHD is a unique and essential part of the Catholic community's broad commitment to assist low-income people, families and communities. This commitment also includes our Catholic parishes, schools, Catholic Charities, health ministries, and countless other examples of service to "the least of these." (Matt. 25) Like many other Catholic ministries, CCHD helps people overcome poverty without regard to their race, ethnicity or religion. As a national initiative of the Bishops' Conference, CCHD is an essential and complementary part of the Catholic social mission proclaimed by Jesus Christ and taught by His Church. CCHD does not replace, nor can it be replaced by, other expressions of the Church's essential social mission. CCHD is one of the most [widely supported collections](#) and initiatives of our Bishops' Conference, raising more than ten million dollars every year. CCHD helps our Church in the United States put into practice what we are taught about [human life and dignity](#), [social](#) and [economic justice](#), [solidarity](#) and the [common good](#) in local communities across our country.

Across our nation CCHD funded groups are working for better housing, safer streets, improved education and the dignity and rights of workers. These groups strive to ensure that those without wealth or power have a voice on issues of poverty and economic justice and a seat at the table where decisions are made that affect human life and dignity.

From its first days, there have been some criticisms about CCHD's goals, guidelines and grantees. This criticism has become more visible with the wider use of internet communication and as polarization has increased in society and in the Church. CCHD takes any alleged violation of Catholic principles and CCHD policies very seriously.

In 2010, CCHD put into place stronger policies and clearer mechanisms to screen and monitor grants and groups to ensure that these past violations, though very limited, are not repeated. CCHD continues to do all it can to ensure that groups abide by these strengthened requirements. CCHD will act immediately and decisively if it is discovered that any group is violating these essential conditions for support.

Other questions address CCHD funding for some groups that abide by CCHD policies, but are also part of coalitions focused on worthy issues (e.g. immigration, health or housing) in cases where those coalitions or other members are accused of taking positions contrary to Catholic teaching. CCHD will not fund groups that are members of coalitions which have as part of their organizational purpose or coalition agenda, positions or actions that contradict fundamental Catholic moral and social teaching. CCHD is developing additional structures and guidance to address in greater detail the ethical implications of these relationships and what is morally acceptable and what is not for CCHD funded groups.

# PRAYERS FOR CCHD

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## Prayer for Community

Embracing Father,  
You grace each of us with equal measure in your love.  
Let us learn to love our neighbors more deeply,  
so that we can create  
peaceful and just communities.  
Inspire us to use our creative energies  
to build the structures we need  
to overcome the obstacles  
of intolerance and indifference.  
May Jesus provide us the example needed  
and send the Spirit to warm our hearts for the journey.  
Amen

—from *Being Neighbor: The Catechism and Social Justice*

## Prayer During Difficult Economic Times

Gracious God,  
We know that your love is infinite and that you care about all areas of our life.  
In this time of economic insecurity, help us to trust that all of our security is in you.  
Keep us mindful that you always have and always will provide for our needs.  
Apart from you we can do nothing.

Merciful God,  
We ask that you give our leaders the wisdom to guide our nation and the world  
out of the current economic crisis.  
Help us to protect the poor and all those who are struggling during this difficult time.  
Provide for their needs and give them hope.  
Open new opportunities for them and furnish the resources they need to live with  
dignity. Encourage those who have enough to share essential resources  
with those who lack the necessities of life,  
and to do so with humble, grateful and loving hearts.

We ask this through Christ, Our Lord. Amen.

# CREATING AND MAINTAINING AN EFFECTIVE CCHD LOCAL COMMITTEE

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Experience has shown that an effective local committee can help the CCHD Diocesan Director accomplish more for the program, extend their reach into parishes and other areas of the local Church, develop allies, and better integrate CCHD with other diocesan social ministry programs and goals.

## Common Strategies for Local CCHD Committees

Committee Type	Comprehensive	Commission	Ad-hoc
<b>Structure</b>	Committee may function as a unit or utilize two or more subcommittees e.g., for allocations, education, and promotion	Incorporates work of multiple diocesan social justice ministries	Informal group of one or more individuals or small, occasional task groups
<b>Advantages</b>	Ability to delegate tasks, foster a vibrant program; share truth and good news about CCHD, dispel rumors; build knowledge, skills, and support for CCHD	Allows sharing of resources to accomplish a wider scope of diocesan social ministry efforts	Flexibility
<b>Challenges</b>	Effort inherent in staffing a committee of volunteers	May require more coordination of a cross-organizational and larger group	Level of support may not be available when most needed
<b>Sample Tasks</b>	Participate in site visits, identify potential grantees, coordinate encounters between parishes and funded groups, create localized flyer, speak at parishes on Appeal Sunday	Ensure that CCHD is included in diocesan poverty awareness and other social justice events, collaborate with CRS, Parish Social Ministry, Justice for Immigrants and/or local programs	Conduct local M/M Youth Arts Contest, submit CCHD articles/photos for diocesan paper, plan an in-service program for clergy or educators, read grant proposals, help with site visits, write thank you notes to pastors

## **10 Tips for Successful Local CCHD Committees**

1. Clearly state the committee's purpose, preferably in writing, so all committee members understand it.
2. Designate a chairperson who understands and supports the national mission of CCHD, and is knowledgeable of how CCHD is organized and implemented locally in the diocese.
3. Utilize effective meeting techniques and establish general operating procedures, such as length of term, responsibilities of committee members, and relationship of the committee to diocesan CCHD staff.
4. Make sure the local committee has visibility in the diocese and with the bishop. Committee members may be commissioned by the bishop and acknowledged in their respective parishes. Foster a sense of integration of the local CCHD committee with other diocesan social justice efforts.
5. Include prayer in a manner that is sustaining, non-threatening, and encourages individuals to share their gifts as members of the Body of Christ. The committee's work is viewed and felt as an ongoing spiritual experience grounded in faith.
6. Establish annual goals and measure achievements. Honor the committee's contributions and celebrate its successes.
7. Participate in the full range of CCHD's mission. Make training available for committee members to sharpen their skills for doing CCHD allocations, education, and promotion activities.
8. When recruiting and selecting volunteers the Diocesan Director (or chairperson) should conduct individual conversations (one-on-ones) with potential committee members.
9. Aim to create a committee that is diverse in talents, skills, age, gender, geography, economic background, canonical status, etc. The committee should represent all areas of the diocese and should reflect the diversity of the Church. Low-income participation is a valuable and essential asset.
10. Think of committee members as ambassadors for the Catholic Campaign for Human Development.



# POSITION DESCRIPTION OF DIOCESAN DIRECTOR CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT

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*CCHD recognizes that some CCHD Diocesan Directors (DD) have many other responsibilities, and that some dioceses have very limited budgets. In a few cases a CCHD program coordinator may provide substantial support to the DD and carry other responsibilities. Consequently, this description and list of major responsibilities is provided to assist with the work of CCHD and to give guidance to the development of the CCHD DD position.*

## **Reports To:**

The diocesan bishop or other supervisor, as assigned by the bishop

## **Basic Functions:**

Responsible for the general direction, supervision, planning and coordination of all aspects of the Catholic Campaign for Human Development (CCHD) at the arch/diocesan level, including:

1. Administer the CCHD appeal (annual collection), upholding standards set forth in *One Church, One Mission Guidelines for Administering USCCB National Collections in Dioceses*, optimizing accountability through transparency and expediting remittances.<sup>1</sup>
2. Manage CCHD grant allocations for the arch/diocese, includes vetting of applicant organizations, review of grant proposals, site visits to applicant organizations, and making recommendations regarding funding applications, and monitoring of organizations receiving CCHD grants.
3. Coordinate CCHD promotion and highlighting CCHD's Catholic identity.
4. The CCHD social justice education and action program.

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<sup>1</sup> The CCHD National Collection takes place in dioceses the weekend before Thanksgiving. Collection proceeds are divided, with 75 percent remitted to the USCCB National Collections Office to advance the mission of CCHD and 25 percent remaining in the arch/diocese to advance the mission of CCHD locally.

## Major Responsibilities:

1. Develop and direct a diocesan CCHD committee that may assist with fund raising, promotion, education and the grant allocations and monitoring process.
2. Build and maintain relationships with key arch/diocesan offices including bishop's office, finance, respect life, Catholic education, communications, priest and deacon formation, etc.
3. Administer the CCHD appeal, utilizing materials produced by the USCCB Office of National Collections to maximize parish participation.
4. Managing CCHD grant allocations, including but not limited to:
  - a. Overseeing the use of the 25 percent of the collection that stays in the diocese for local anti-poverty programs that conform to the CCHD guidelines.
  - b. Collaborating with CCHD national staff in evaluating proposals for CCHD national funding, the 75 percent of the collection that is remitted nationally. [See detailed explanation of grant review process.](#)
5. Facilitate relationship-building between Catholic institutions (parishes, Catholic Charities, religious orders) and CCHD funded organizations. Develop and execute strategies that increase Catholic participation in CCHD funded organizations.
6. Provide for and ensure coordination of CCHD activities with local parishes, schools, institutions of higher learning, seminaries, etc., with other social ministry and social action offices, and with other anti-poverty projects or groups in the arch/diocese.
7. Coordinate with appropriate arch/diocesan offices all CCHD activities involving the media and the public, including diocesan and secular radio, television and the press, as well as online communications.
8. Provide periodic reports to the diocesan bishop and national office of CCHD concerning CCHD activities in the arch/diocese. This includes past performance, current activities and future prospects.
9. Make recommendations to the national CCHD office concerning methods of improving and/or facilitating the work of CCHD on the diocesan level.
10. Attend CCHD national and regional meetings and training opportunities.

### **Principal Working Relationships:**

1. The diocesan bishop and his assigned delegate(s)
2. CCHD national grant and promotions staff
3. Directors/coordinators of other arch/diocesan offices
4. Pastors and clergy in the arch/diocese
5. Leadership and staffs of grassroots organizations working to achieve institutional change
6. Superiors of religious orders and lay leadership in the arch/diocese and/or parish
7. Catholic institutions in the arch/diocese
8. Other major recognized organizations, religious and secular, involved in the same or closely related areas of concern

### **Qualifications and Skills Necessary for Implementing CCHD in the Arch/diocese:**

1. Knowledge of the social doctrine of the Church as expressed in scripture and in papal, conciliar and episcopal documents
2. Commitment to the mandate of the Catholic Campaign for Human Development as a practical application of Catholic social teaching by the Church in the United States
3. Willingness to serve as an advocate with those who live in poverty, to parishes, pastors, other arch/diocesan offices and the public at large
4. Excellent oral and written communications skills
5. Understanding of systemic change, community organizing history and strategies, economic development initiatives, and social justice education
6. Ability to do proposal analysis and on-going monitoring and evaluation of CCHD funded projects

## **Administrative Qualifications and Skills Necessary for Implementing CCHD in the Arch/diocese:**

1. Ability to provide leadership, supervision and coordination to CCHD at the diocesan level
2. Good management skills such as, planning, budgeting, time management, decision-making and implementation/evaluation of plans
3. Ability to provide clear, concise and understandable reports, as needed and/or required for the operation, evaluation and planning of CCHD at the diocesan level
4. Knowledge of fund raising, marketing and capacity to establish working relationships with other funding organizations

## **Relationship Skills, Internal and External to the Church:**

1. Knowledge of diocesan structures and Church related agencies and operations and an ability to relate constructively to such structures
2. Ability to develop positive communications and working relationships with individuals and groups from diverse religious, social, political, cultural and economic backgrounds.

## **Norms of Conduct**

### PURPOSE

The Catholic Campaign for Human Development (CCHD) maintains written norms of conduct to guide diocesan directors (DD) and local committee members in their actions related to making recommendations for funding. These norms reflect CCHD's commitment to objectivity and integrity in assessing the merits of applicant organizations.

### EVALUATION OF FUNDING REQUESTS

Proposals from each diocese are considered on an equal basis with every other diocese and are evaluated within the framework of CCHD's written criteria and guidelines. Diocesan directors and local committee members use their general knowledge and experience to assess the merits of each funding request based on information provided in the applicant's written proposal, the diocesan site visit and/or other organizational presentations to the DD and local committee members, approval from the ordinary and/or auxiliary bishops, the grant specialist's written report, the grant

specialist/diocesan director dialogue, and other information that may be provided by or through the grant specialist or applicant organization itself.

### CONFIDENTIALITY

All applicant materials submitted by an organization and all deliberations conducted by the DD and local committee members on requests for funding are strictly confidential. To main trust and strong working relationships with bishops, the national CCHD staff and applicant organizations, it is essential that the DD and local committee members maintain the highest standards of confidentiality.

Although it is discouraged, diocesan directors and local committee members may occasionally receive requests for information about the status or outcome of proposals from applicant projects and/or other individuals. Should this occur, diocesan directors and local committee members should refer the inquiry directly to the appropriate grant specialist on the national CCHD staff. It is especially important to avoid notifying applicant projects of funding recommendations prior to final approval of the JPHD/CCHD Bishops Subcommittee at the USCCB. It is equally important to refrain from disclosing the contents of diocesan evaluations, national staff evaluations, and the contents of discussion held by the national staff and diocesan representatives.

### CONFLICTS OF INTEREST

Diocesan Directors and local committee members represent the diversity of the People of God within the Church as a whole. In making funding recommendations, diocesan directors and local committee members do not represent or advocate for the particular interests of any applicant project, sponsoring organization, or other organization with which they may be affiliated. Give the great trust placed by the church as a whole in the integrity and objectivity of the comprehensive CCHD process in making funding recommendations, it is important to avoid any public appearance of conflict of interest, as well as any material conflict of interest in making funding recommendations.

A diocesan director or local committee member must declare a conflict of interest if he or she, or an immediate family member (parent, spouse, sibling, and child is):

1. A member, board member, volunteer, employee, or contractor of the applicant initiative or sponsoring organization;
2. Biased in favor or against the applicant project for reasons not related to CCHD criteria and guidelines.

Any diocesan director or local committee member with a conflict of interest on any application(s) should inform the grants specialist upon discovery of the conflict and refrain from discussing the application(s) with the grants specialist or the other local committee members and from participating in the site visit.

Diocesan Directors who have a conflict of interest should designate another person(s) in the diocese (preferably a local committee member) to conduct the organizational site visit, write the diocesan evaluation and participate in the diocesan/national grants specialist dialogue on the application(s) in question.

No applicant will be penalized or assisted by the abstention of a diocesan director or local committee member from commenting on the applicant's application. However, a completed **CCHD BISHOP SUPPORT FOR FUNDING ACTIVITIES FORM** is still necessary to conclude the process before the June Bishops' Subcommittee meeting.

# NEW CCHD DIOCESAN DIRECTOR CHECK-LIST

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- Schedule Meeting with Bishop to introduce yourself, discuss CCHD process and procedures
- Get in touch with your [National CCHD Grant Specialist](#)
- Familiarize yourself with the [CCHD website](#) and [DD Corner](#)
- Convene the local CCHD Committee, if one is in place
  - If a committee is not in place, begin to talk to people about participation in one
- Reach out to current CCHD Grantees to learn about their organizations
- Review CCHD applications from previous years to get a sense of the application format
- Build strategic relationships through meetings with:
  - Pastors, through one to ones or Deanery meetings
  - Diocesan Finance and Development Staff to discuss collection logistics and parish follow-up
  - Diocesan Communications Staff to develop a CCHD Communications strategy
  - Religious Education Directors to discuss CST formation and CCHD resources
- Learn about community organizing and the 5 types of Economic Development Initiatives that CCHD funds
  - Conduct outreach and disseminate information about CCHD to potential funded groups.

# TIPS FOR FORMING RELATIONSHIPS WITH KEY PEOPLE IN YOUR DIOCESE

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## **Bishop/Chancellor**

- Build a solid relationship with your bishop's assistant.
- Make an appointment to introduce yourself to the bishop.
- Invite the bishop (either the ordinary or an auxiliary) to do the opening prayer at any appropriate CCHD event. (Grant award ceremonies and Multimedia Youth Contest award ceremonies are often a great opportunity.)
- Consider having your CCHD committee members officially appointed by the bishop (after you have carefully selected them and confirmed their participation).
- If you do not have regular opportunities to update the bishop, ask for an annual meeting when it's time to get the bishop endorsement forms signed for applicant groups. Use the time to update the bishop on the groups applying for funding and other activities. Be concise.
- If you do not have regular opportunities to update the bishop, select a chancery employee to keep informed. Ensure they know to come to you with any CCHD-related questions which may be directed to the bishop.

## **Communications Director**

- Work with the communications department in your diocese as well as the local Catholic press, to develop a communications strategy leading up to the collection well in advance. Encourage the newspaper editor and radio or television station manager to share stories of CCHD grantees (local and national), promote the CCHD collection and help educate the community about social justice and the work of CCHD. If there are attacks on CCHD, remember, you don't have to handle the situation alone. Seek advice from the communications director and office.
- Work with a trusted reporter such as one assigned to the "community" beat at a secular newspaper. Be clear about CCHD's mission and give solid interview suggestions.
- Savvy CCHD grantees will have relationships with the press and will be interested in working with you to help tell the stories of their efforts in the community.
- Use newer communication tools such as Facebook and Twitter to get the word out. An intern or young adults in your network may be helpful for strategically and appropriately using social media.



## Finance Director

- Meet with your finance director about the CCHD collection, explaining what CCHD is and how the collection makes a difference.
- Share with him or her when the collection occurs, when to expect remittances from parishes, and when he or she will report remitted amounts.
- Explain that 25% stays in the diocese and 75% is sent to the national office. Make sure that he or she knows what should be done with the 25% that stays in the diocese.

## Pro-Life Director

- Meet with your pro-life colleague and share about what motivates/inspires the work that you each do. Share about issues of life and dignity that are currently the focus of each of your work.
- Brainstorm about how you can “cross-pollinate” by educating each of your audiences about a range of issues and the teaching behind them. For example, in the social justice newsletter, highlight pro-life resources and information; in the pro-life newsletter, highlight social justice resources and information.
- Plan a “life and dignity” event that includes prayer, education, and advocacy on a variety of issues. Invite both of your audiences.
- Organize lobby visits that include advocacy on both life and human dignity issues. An annual “Catholic Day at the Capitol” is an excellent opportunity.

## Directors of Clergy Formation

- Meet with those in your diocese who work on formation of priests and deacons.
- Identify key dates when priest and /or clergy trainings or gatherings occur.
- Meet with those responsible for training of seminarians. Consider the possibility of ministry field placements at parishes that work with CCHD-funded community organizing groups.
- Apply for funding from the CCHD national office for a CCHD intern, who could be a seminarian. Seminarians can be particularly effective in helping you educate pastors about CCHD.

## Directors of Religious Education, Youth Ministry, Catholic Schools

- Arrange a meeting with diocesan contacts in these areas to find out what they are currently doing and share CCHD education resources.
- Introduce diocesan contacts to CCHD education resources for youth, such as the [Multimedia Youth Contest](#), the [Ending Poverty in Community](#) toolkit, and the [PovertyUSA.org/PobrezaUSA](http://PovertyUSA.org/PobrezaUSA) website.

- If the diocese uses standard materials or text books in theology or religious education classes, identify the place in the curriculum where it would make the most sense to do [poverty education](#). Provide materials for classes to learn about poverty in their community, offer to do a presentation or bring in a speaker from a CCHD-funded group in [your diocese](#).
- See if the diocesan office would like to partner to offer the [Multimedia Youth Contest](#) for their audiences.
- At gatherings of principals, teachers, catechists, DREs or youth ministers, pass out [CCHD education resources](#) or make them available at a table.
- Offer to do a training or workshop on [Catholic social teaching](#) and/or CCHD for these groups.
- Offer [local CCHD-funded](#) groups as sites for service learning.

## Colleges and Universities

- If there is a Catholic college or university in your diocese, contact the Association of Catholic Colleges and Universities (ACCU) to find out who the peace and justice contacts are at that university. ACCU works with CCHD to help connect campus contacts to CCHD diocesan offices and to funded groups.
- Apply for funding from the JPHD/CCHD national office for a CCHD intern who can assist you in carrying out your CCHD duties and responsibilities. The internship, which includes training, is also an important opportunity to provide formation for a new leader in your diocese.

## State Catholic Conference Director

- Know who your main point of contact is at the State Catholic Conference.
- Sign up for any advocacy alerts that the Catholic Conference provides.
- Know when your State Catholic Conference convenes bishops.
- Know if the Conference sponsors Catholic Days at the Capitol and participate as much as possible.

## Catholic Charities Director

- Help the director understand how charity and justice complement each other.
- Learn about the services Catholic Charities provides and see if there are opportunities to collaborate.
- Offer to provide a training or workshop on Catholic social teaching and/or CCHD to Catholic Charities employees.

# FACT SHEET ON *THE REVIEW AND RENEWAL OF THE CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT (CCHD)*

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(For more on the CCHD Review and the plan to carry out the Renewal, see the full report at [www.usccb.org/cchd](http://www.usccb.org/cchd).)

The recent Review and Renewal of CCHD reaffirmed CCHD's Catholic foundations and priority for the poor, responded to concerns about some CCHD funding policies, and made ten commitments to strengthen CCHD as a faithful and effective expression of Catholic teaching and the Gospel mandate to defend the lives and dignity of those who are poor in our nation.

The Catholic Campaign for Human Development was established in 1969 by the U. S. Bishops as an expression of the Social Doctrine of the Catholic Church and as a way to help carry out the Gospel of Jesus Christ. CCHD was founded to help poor people help themselves escape poverty and address its causes by investing in their development so they can participate in the decisions that affect their families and communities. CCHD is a unique and essential part of the much broader Catholic commitment to overcome poverty. CCHD pursues "the institutional path . . . of charity, no less excellent and effective than the kind of charity that encounters the neighbor directly. . ." (Benedict XVI, *Caritas in Veritate*, 7).

Some criticisms of CCHD have focused on particular organizations which are accused of taking action, contrary to CCHD requirements, which conflict with Catholic teaching. CCHD takes these charges very seriously and acts decisively to address them. CCHD deeply regrets that this past year five of 270 groups violated CCHD requirements and were therefore defunded due to such conflicts. CCHD has apologized for the violations of CCHD policies by these groups and for the damage and confusion they have caused.

The bishops who oversee CCHD have undertaken a thorough and his serious review of CCHD to make clear they have heard and are addressing these concerns; are reviewing and strengthening CCHD policies, practices and tools; and are building on Catholic principles and CCHD's experience and strengths to ensure that CCHD is a faithful, effective and accountable work of the Church, carrying out its essential mission in full conformity with Catholic social and moral teaching.

*The Review and Renewal of CCHD* was accepted and affirmed by the Administrative Committee of the United States Conference of Catholic Bishops in September 2010. The Report will also be discussed at the Bishops' meeting in Baltimore in November and is a

work in progress. CCHD is now engaged in carrying out the Ten Commitments which are at the heart of the Review and Renewal.

The Report has two complementary parts:

- A brief **Executive Summary** that outlines Ten Commitments CCHD is making to reassure bishops, pastors and the Catholic people that CCHD is a faithful, effective and accountable work of the Church; and,
- A **Full Report** which provides a detailed plan of action, making clear that this is neither repackaging “business as usual” nor abandoning CCHD’s unique mission to the poor.

This Report is the result of intense effort by a CCHD Work Group (which included Bishops David Zubik, Frank Kane, and Terry Steib, SVD), the Bishops’ CCHD Subcommittee, and the USCCB Domestic Justice and Human Development Committee as well as consultation with the USCCB Pro-Life and Communications Committees and Collections structures, CCHD Diocesan Directors and several supporters and critics of CCHD.

The *Review and Renewal* is guided by a clear understanding and articulation of **CCHD’s Foundations**. These begin with its **Gospel Mission** and are deeply rooted in its **Catholic Identity**, especially traditional Catholic principles of *Respect for Human Life and Dignity, Priority for the Poor, Participation, Subsidiarity, Solidarity, and Strengthening Family and Building Community*. CCHD carries out this mission and these principles through the **Pursuit of Justice** by supporting self-help efforts to address root causes of poverty, education for justice, and **Faithful Stewardship** of the human, financial, institutional and moral assets of CCHD.

These goals and foundations have shaped “**Ten Commitments for CCHD’s Future.**” (See [www.usccb.org/cchd](http://www.usccb.org/cchd)) These Commitments are a road map with specific steps to assure bishops, pastors, and the Catholic faithful that CCHD is faithful to the Gospel, its Catholic identity and its mission and is accountable and responsible in the ways it uses Catholic contributions to help break the cycle of poverty. These Ten Commitments will:

- Better ensure that CCHD funds will not be used to support any activity which conflicts with fundamental Catholic moral and social teaching, particularly the protection and promotion of the life and dignity of every person, the sanctity of marriage and family, and caring for and standing with “the least of these” (Matt. 25).
- Encourage and give priority to the participation of Catholic parishes and parishioners, pastors, religious and diocesan leaders in the ongoing work of CCHD, especially the engagement of Catholic people, parishes and institutions in activities and groups that carry out the mission and foundations of CCHD.

- Help CCHD be more focused and strategic in carrying out its mission by setting aside a portion of the CCHD collection for Strategic National Grants that reflect CCHD's mission and foundations, address emerging issues impacting low-income communities, and advance the priorities of the Bishops' Conference especially as they impact poor communities (enhancing human life and dignity, strengthening marriage and family, respecting cultural and ethnic diversity and building bridges among diverse groups).
- Develop more specific ethical guidance to help the Bishops carry out the CCHD policy that prohibits funding to groups which are part of coalitions which act in conflict with fundamental Catholic moral and social teaching. Establish new structures, including ongoing consultation with moral theologians and a CCHD Review Board, to help the Bishops address moral issues involving organizational relationships and coalitions.
- Initiate broader discussion of the moral and human costs of pervasive poverty in our nation, which apply Catholic teaching, especially *Deus Caritas Est* and *Caritas in Veritate*.
- Renew and reaffirm our shared commitment as pastors and disciples of Jesus and as a Catholic community of faith to support CCHD's biblical mission, Catholic principles, and essential work to help break the cycle of poverty.

At this time of great economic suffering, it is more important than ever for the Church in the United States through the Catholic Campaign for Human Development to carry out the mission of Jesus Christ "to bring good news to the poor, liberty to captives, new sight to the blind and to set the downtrodden free" (Luke 4:18).

# CCHD: WHAT'S NEW? AND WHAT'S NOT?

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## **What is new as a result of the *CCHD Review and Renewal of 2010*?**

1. New CCHD grant agreement, application and other materials that specify more clearly what CCHD can and cannot support, linked to stronger review and monitoring.
2. New language throughout that makes clear CCHD is not a secular foundation, but a work of the Catholic Church, outlining our mission, our principles and our priorities.
3. A priority for Catholic participation in funded projects... the involvement of Catholic parishes, institutions will be a plus in considering applications. The outdated prohibition on funding ecclesiastical entities is eliminated.
4. A more comprehensive, more realistic definition of poverty including the service of priests and religious living and working in poor communities.
5. A continued requirement that poor people have a major role in decision-making. However, CCHD will consider other measures of the participation of those who are poor in addition to board membership.
6. Larger grant amounts (\$25,000 to \$75,000) to match the needs of groups and reduce the number of grants to be monitored.
7. A new strategic grants program which uses a portion of CCHD funds to focus on neglected issues and USCCB priorities as they relate to poverty.
8. New structures to assist CCHD in applying its prohibitions on funding groups which act in conflict with Catholic social and moral teaching ..., a consulting relationship with a moral theologian (Fr. Dan Mindling, Academic Dean at Mount Saint Mary's Seminary, a CCHD Review Board and a staff position focused on CCHD mission and identity.
9. CCHD will strengthen the understanding that CCHD is important not just for what it does, but for how it demonstrates who we are and what we believe as Catholics.

## **What is not new?**

1. CCHD's commitment to and priority for the poor.
2. CCHD's emphasis on self-help, bottom-up approaches and the principle of participation.
3. CCHD's focus on the pursuit of justice, addressing the causes of poverty, pursuing "the institutional path . . . of charity (Benedict XVI, *Caritas in Veritate*, 7).
4. CCHD's policy that no group that acts in conflict with Catholic social and moral teaching can receive CCHD funds.
5. CCHD's requirement that the local bishop must approve before any group can be funded in a diocese.
6. CCHD's efforts to help carry out the mission of Jesus Christ to "to bring good news to the poor, liberty to captives, new sight to the blind and to set the downtrodden free" (Luke 4:18).

# CULTIVATING ECONOMIC DEVELOPMENT INITIATIVE (EDI) PROJECTS IN YOUR DIOCESE

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**CDC's** are Community Development Corporations – not organizing, but development organizations. CDC's are the most common initiators of economic development projects. CDC however, can be a confusing acronym because these CDCs are:

**Community Development Corporations** are nonprofits that focus on the physical environment: neighborhood improvement, beautification, real estate acquisition, housing and commercial buildings, parks and recreation, streetscapes, etc. In 2006, there were about 4,600 of them in the U.S. Look up lots of useful information and links at [CommunityWealth.org](http://CommunityWealth.org) of the University of Maryland's Democracy Collaborative.

**CDCs** in your local community can frequently be found via contact with LOCAL PARISHES. CDCs almost always involve the various community "institutions" within their target areas as part of planning teams, governing bodies, special committees, outreach centers, meeting places, etc. As a Diocesan Director, you can also find CDCs via their funders, so seek out and nurture relationships with:

- City/County governments (Planning, Community Development, Housing depts.)
- Banks (both local and regional)
- Foundations (those with any "interest" in neighborhoods, poverty alleviation, housing, commercial development, workforce development, job creation)
- National "industry" groups and networks (LISC, AEO, OFN, NFCDCU, others)
- Federal Reserve Banks and other bank regulators/insurers
- Federal government departments and agencies (HUD, HHS (CAPs), Labor (workforce development))
- Local networks (citywide, regional and statewide CDC "associations")

**Disenfranchised/Disadvantaged Population Service Programs:** The second most likely "birthplace" for economic development projects is within organizations and programs designed to assist specific disadvantaged populations, especially related to employment readiness and assistance. The steps toward business ownership, including access to financing, are often identified as an effective approach to "mainstreaming"



folks who have been pushed out of the conventional employment market. These populations include:

- Immigrants and refugees
- Formerly-incarcerated persons
- Recovering substance abusers
- Displaced homemakers/women with children
- Persons with physical or mental handicaps
- Homeless persons

Just as for CDCs, you can access these programs by first checking with local Catholic parishes which sometimes serve as partners or sites for these service programs. In addition, just as with CDCs, Diocesan Directors can find these programs through their typical funders, particularly within government agencies and programs:

- Health and Human Services (HHS) – Office of Refugee Resettlement, Mental Health, Substance Abuse
- Labor (workforce development, employment and training, American Disability Act (ADA) enforcement)
- Immigrant Services, English as Second Language (ESL) programs
- Peace and Justice networks
- Housing and Urban Development (HUD) (homeless services, transitional and supportive housing)

With both types of local organizations, a Diocesan Director will be most interested in exploring those that share the following characteristics:

- Organizations/programs that are relatively mature – have been operating for more than just a few years.
- Organizations/programs that have some financial stability (and therefore the capacity to “invest” in this new venture).

- Organizations/programs that are “entrepreneurial” – meaning that they are looking for creative and new approaches, are willing to look “outside the conventional box” for potential solutions, and are capable of taking risks.

Since it is never certain where these characteristics may emerge, each Catholic Arch/Diocese should seek out connections with any and all such organizations – CDCs and service programs serving the disenfranchised – and take the following steps toward establishing, maintaining and extending a relationship:

- 1) Share information about CCHD’s ED grant program.
- 2) Share CCHD’s “instructional booklets” – on Feasibility Studies, Strategic Planning, Business Planning, Building Better Boards, the Basics of Money, the Power of Money.
- 3) Help these organizations recruit effective Board members, especially those connected to CCHD and/or local parishes.
- 4) Help these organizations access expertise from among active parishioners with an interest in their work.
- 5) Invite these organizations to present information to parishes, committees, events (displays, films, brochures).

## WHAT IS AN ASSET? WHAT QUALIFIES AS AN ASSET?

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- Something of value to the “market” (something that can be sold, something that holds its value or appreciates in value over time, something that can be used as collateral for borrowing, something that is a step on the ladder of economic progress)
- A personal economic safety net.

*Imagine yourself with no ownership (home, car, no savings whatsoever, no predictable income, no access to credit), just the cash in your wallet – and not very much. What is your ability to weather a storm, fix something in your house, pay for an illness, repair your car, choose to send your kid to college...let ALONE purchase a car, purchase a home, start a business, etc.?? Even a “credit score” is an asset that can be used to borrow or be approved for apartment rental, insurance, etc.*

### **For CCHD, assets to be developed by EDIs include:**

- **Jobs**, decent quality jobs (preferably higher than minimum wage, preferably with fringe benefits, preferably with advancement and leadership opportunities)
- **Homes** or other real estate (land, houses, apartment buildings, farmland, commercial property, industrial facilities, etc.)
- **Businesses**, micro small or otherwise
- **Loans** (for home purchase, home repair, business startup or expansion, personal needs)
- Bank **Accounts** (savings accounts, checking accounts, IDAs)
- Job / Employment **Skills**

# BUILDING RELATIONSHIPS WITH COMMUNITY ORGANIZATIONS

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Central to CCHD is building relationships with organizations formed and run by people living in poverty that are forming leaders and seeking systemic change to address poverty in their community. Many times, these organizations are outside of the usual Catholic network.

## **Reasons to prioritize building relationships with community organizations:**

- Find new groups which animate [CCHD's mission](#). Meet and discuss the application process.
- Maintain and develop relationships with organizations you already know.
- Better understand the CCHD-funded groups you/we work with, especially as they develop and add new leaders.
- Learn about new initiatives in the community, and meet new leaders.
- Understand community needs and be aware of which needs are and are not being met.
- Gain a better understanding about [poverty in your region](#).
- Learn about promising new approaches or innovative public policies aimed at reducing poverty
- Understand the basic values, self-interest, and vision of the organization to see how they fulfill [Catholic social teaching](#), [match our mission](#), and discuss an inconsistencies with [Catholic social teaching](#).

## **How to get started:**

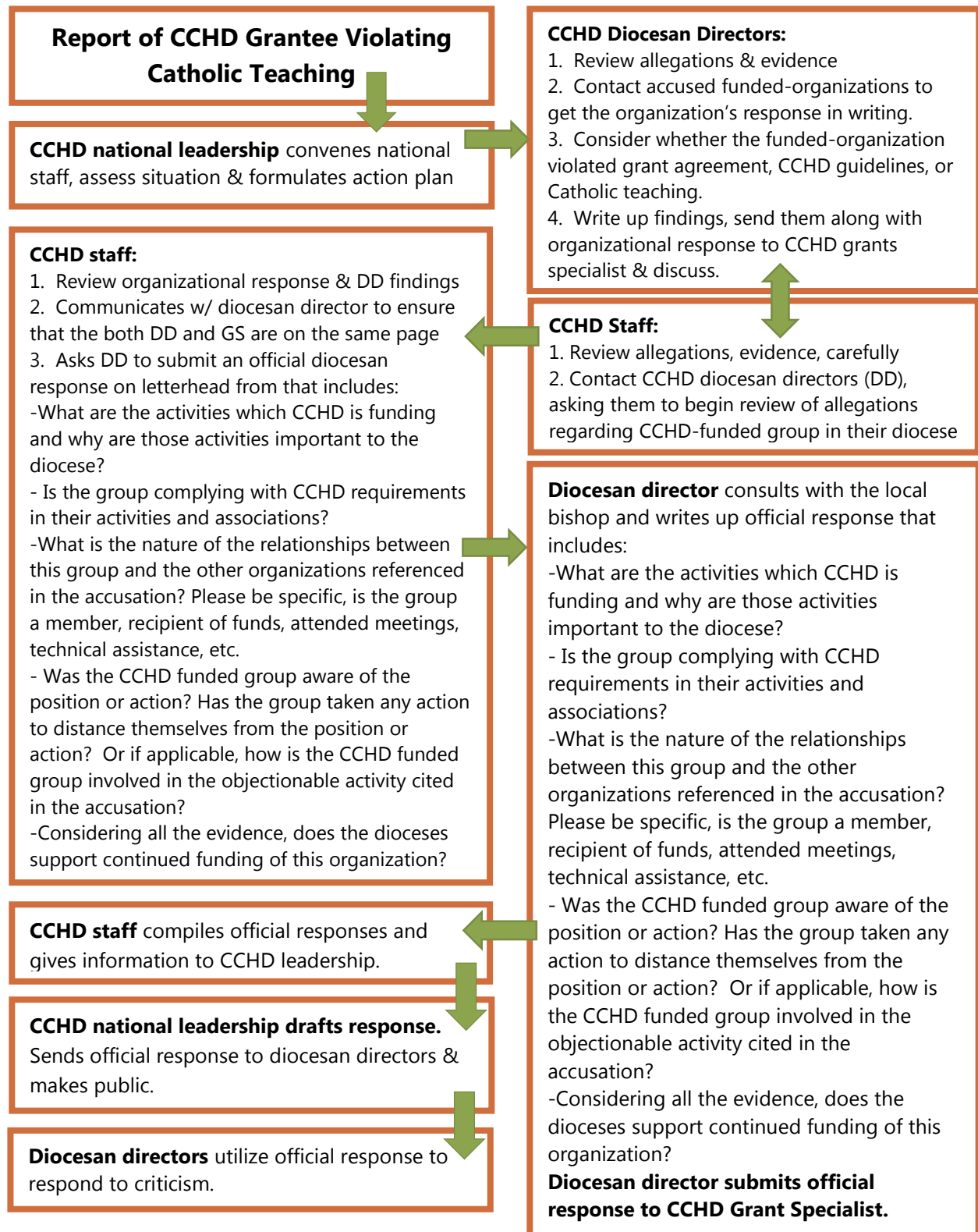
- Getting to know [community organizations](#) in your dioceses is a long term, ongoing, strategy that can begin right away.
  - Think about which organizations you want to get to know first and create a list.
  - Organizations that are currently-funded or were funded in the past are always a great place to start, but if you have trouble identifying organizations, you can always start with Catholic Charities or another service provider.
- Prioritize the organizations in your community with which you want to meet with.
  - Remember, building a relationship with an organization should not indicate that CCHD is interested in funding them.
  - Don't cross organizations off the list solely because they don't meet [CCHD guidelines](#), they may just fall further down on the priority list.

- Set up face to face meetings with the executive directors of the organizations that you have prioritized to:
  - Introduce yourself.
  - Help them understand CCHD's mission and how it fits within the work of your diocese.
  - Learn about their organization's mission, work (programs/projects), priorities and plans for the future.
  - See if they know or work with additional community groups that you might be interested in meeting.

**TIPS:**

- Getting to know people who are empowered and low-income helps keep you grounded in faith and authentic in your efforts to build solidarity between those who are poor and those who are not. Allow the Holy Spirit to transform your heart as you work with those who are struggling to break the cycle of poverty and transform society.
- Catholicism has a wealth of teaching, tradition and experience when it comes to social justice. Expect meetings with community groups to be energizing!
- Secular organizations may not be familiar with Catholic values, take every opportunity to share Catholic values and evangelize.
- Practice having challenging conversations with community organizations.
- Building relationships with groups that include LGBT rights and abortion as part of their agendas may be more challenging and less of a priority, but may be in your interest to do so.
- ***Getting to know all the different types of social justice organizations working in your diocese could help avoid problematic collaborations in the future.***

# FLOW CHART TO USE FOLLOWING ALLEGATION AGAINST FUNDED GROUPS



# CCHD GRANT CANCELATION PROCESS

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Any confirmed organizational violation of Catholic teaching will result in grant cancellation. If organization is found to be promoting or participating in activities that contradict Catholic teaching...

CCHD national leadership is made aware of grant cancellation.

CCHD staff contacts CCHD diocesan director and makes diocesan director aware of the violation and necessary grant cancellation.

**CCHD staff** drafts and sends grant cancellation letter to organization and copies the (Arch)Bishop and Diocesan director:

1. Citing violation,
2. Amount of funds canceled
3. Asking for unspent funds to be returned

**CCHD Diocesan Directors**

1. Makes bishop aware of grant cancellation.
2. Optional: communicate with organization and make them aware of grant cancellation

- Fr. Mindling will be engaged by CCHD staff as necessary, prior to drafting official response.
- If the diocesan Archbishop/bishop refuses to support a grant to a CCHD funded group, or chooses to cancel a grant, CCHD staff cannot and will not support the grant. Differences in recommendations will be handled on a case by case basis between CCHD national staff and diocese.

## HELPFUL TIPS WHEN ALLEGATIONS ARISE

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- Familiarize yourself with Fr. Daniel Mindling's reflection on cooperation and collaboration
- Not all allegations are created equal, but each should be taken seriously. Most allegations against CCHD we have some response to, utilize the tools available on the CCHD website, [Truth about CCHD](#).
- Preparing and implementing a solid communications plan takes time. The more lead time we have on accusations, the more familiar we are with a response process, the better prepared we are to respond.
- Keep explaining Catholic values to CCHD funded groups, particularly teaching around life and dignity and how it connects to the Catholic stance on abortion, contraception, and marriage. Consolidate best practices and build upon them!
- One rotten apple can ruin the whole bunch! Grant application evaluations now include thorough web screening in addition to building solid relationships of mutual respect with CCHD-funded groups. Extra pressure on all of us... but if we divide it up, we can do it!
- Keep messaging simple and consistent. Regardless how tempting it is to get into the weeds, getting into detail is a communications struggle that we can improve upon.
- Remember to gather clear and be able to communicate FACTS.



## ELECTION SEASON TIPS

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- Election year requires us to be extra vigilant. Refer to the USCCB resources for Forming Consciences for Faithful Citizenship.
- Inform groups that there are people out there actively seeking anything that can be construed as violating Catholic teaching.
- CCHD will be holding webinars for diocesan directors and mandatory webinars for CCHD funded groups to prepare for the election year. CCHD will go over permitted political activity and Catholic teaching. Please participate in DD webinars and encourage CCHD-funded groups to participate as well.
- Coalitions have been a vulnerability, be familiar with CCHD's language around coalitions:
- CCHD encourages groups to work across geographical, racial, ethnic, economic and ideological lines to overcome poverty and advance the common good. However, CCHD will not fund groups that are knowingly members of coalitions which have as part of their organizational purpose or coalition agenda, positions or actions that contradict fundamental Catholic moral and social teaching (e.g. promotion or support of abortion, same-sex marriage, euthanasia, racism, as well as use of the death penalty punitive measures toward immigrants, etc.). Prohibited activities include participation in or endorsing actions that promote legislation, ballot initiatives (including voter guides and other written materials) that contradict Catholic moral or social teaching. Actions of other coalition partners on non-coalition issues or issues not agreed upon by the coalition members, calls for a different moral analysis. CCHD has engaged a moral theologian for additional guidance in ethical implications of these relationships and what is morally acceptable and what is not for CCHD funded groups.