

**Missionary Families of Christ**  
**PASTORAL-GOVERNANCE STRUCTURE**

There are four levels of territorial governance<sup>1</sup> in the worldwide MFC community.

<b>Territory</b>	<b>Governor</b>
International	Servant General
National	Servant Council
Area	Area Council
Localized	Chapter Servant

Assisting the above are Coordinators.<sup>2</sup> They are:

Territorial

- Continent Coordinators (CoC)
- Diaspora Coordinators (DC)
- Region Coordinators (RC)
- Country Coordinators (CC)
- Zone Coordinators (ZC)
- Area Coordinators (ACo)

Sectional<sup>3</sup>

- National Section Coordinators
- Area Section Coordinators

In addition, there are other support bodies,<sup>4</sup> as follows:

- International Body of Counselors (IBC)<sup>5</sup>
- International Core of Seniors (ICS)<sup>6</sup>

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<sup>1</sup> The term “governance” refers to all processes by which the community is run—decisions on policies, laws, customs, organization, pastoral, appointments of servant leaders, etc. It involves direct exercise of authority, control and management. It includes supervision, oversight and coordination.

<sup>2</sup> The term “coordination” refers to having an overview of the whole community (or the relevant parts) with the intent to assist in governance and keep community works on track. It involves watchful and responsible care, looking after, guarding, guiding. It looks to being a guardian and protector of the community. The Coordinator has delegated authority from the governor, who defines the extent and/or limit of such authority. Such delegated authority can involve governance functions.

<sup>3</sup> MFC has different Sections in the community corresponding to the support environment for the different members of the family. These are Kids, Youth, Singles, Couples (there can be a subset of Young Couples), Handmaids and Servants.

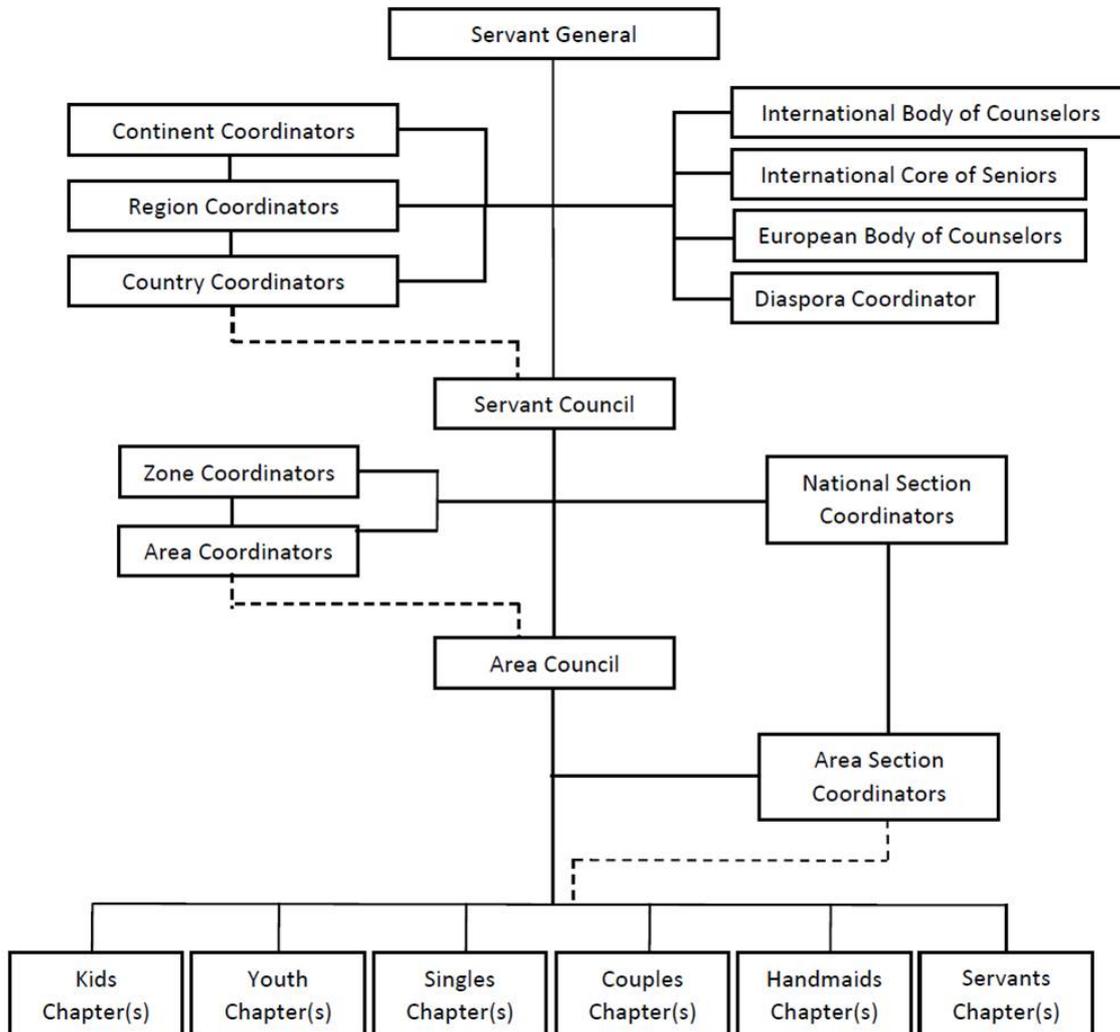
<sup>4</sup> Established by the SG to meet a particular need. For a detailed description of functions, refer to the particular write-ups.

<sup>5</sup> Established to assist the SG in the worldwide work, and to provide pastoral cover and advice to the SG as his counselors. Composed of the Continent Coordinators (CoC), the Diaspora Coordinators (DC) and the Country Servant (CoS) of the Philippines. The IBC meets once a year.

<sup>6</sup> Established to enable MFC in the different countries, through CoSs and other seniors, to participate in the overall life and direction. This also provides an important component in the interconnection among the

- European Body of Counselors (EBC)<sup>7 8</sup>

## ORGANIZATIONAL CHART



## SPECIFIC FUNCTIONS

### Servant General (SG)

- (1) Is the overall leader and authority.<sup>9</sup>
- (2) Is the keeper of the charism and of the founder's vision.<sup>10</sup>
- (3) Looks to safeguarding unity and order, as well as community culture.
- (4) Focuses on shepherding the flock and growing the spiritual life of the community.

different MFC communities throughout the world. Composed of CoSs and other seniors. The ICS meets once every three years.

<sup>7</sup> Established to assist the SG in the work in Europe.

<sup>8</sup> The SG may also establish other support bodies for other continents to assist in the work.

<sup>9</sup> The subsequent SGs, after the founder, shall serve for a term of 7 years, renewable (see International Statutes). The founder serves as SG for life, unless he retires, resigns or is incapacitated.

<sup>10</sup> The founder's vision is expounded on in his talks and writings, the latter comprising books, From the SG articles, and other communications. It is incumbent upon all seniors (that is, elders) to read and study these writings.

- (5) Oversees<sup>11</sup> the worldwide MFC community and is the face and voice of MFC worldwide.
- (6) Appoints Continent Coordinators (CoC), Diaspora Coordinators (DC), Region Coordinators (RC) and Country Coordinators (CC), and replaces them for cause.
- (7) Establishes specialized bodies as needed.
- (8) Appoints the 7 members<sup>12 13 14</sup> of the Servant Council (SC) in the different countries.<sup>15</sup>
- (9) Has the final say on all policy decisions.
- (10) Attends meetings of the SCs as he deems proper.
- (11) Gives directives to SCs worldwide as he deems proper.

#### Servant Council (SC)<sup>16 17</sup>

- (1) Governs the life and work in a country.<sup>18</sup>
- (2) Safeguards the vision and promotes the mission.
- (3) Ensures the well-being of the community, including its finances.<sup>19</sup>
- (4) Appoints Zone Coordinators (ZC), Area Coordinators (ACo), National Section Coordinators (NSC) and Area Section Coordinators (ASC), and replaces them for cause.<sup>20</sup>
- (5) Appoints the 5 members<sup>21</sup> of the Area Council (AC) and the Area Servant (AS) in the different areas, and replaces them for cause.
- (6) Reports to the SG through the Country Servant (CoS).

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<sup>11</sup> The SG leaves the day-to-day governance to the SCs, and is more focused on prayer and the ministry of the word (Acts 6:3-4). The SG however may, by his own decision, also be a part of the SC in his country.

<sup>12</sup> The SC is composed of both men and women, with men as the majority (so at least 4 if there are 7). The SC members can be from Couples, Singles, Handmaids or Servants. They have a term of 2 years, renewable or extendable. They meet once every month, with additional meetings as the need arises. Some of these meetings can be e-meetings, especially if the SC members are territorially-challenged.

<sup>13</sup> The SG has the option of appointing more or less than 7 to the SC, on an exception basis.

<sup>14</sup> In deciding on the members of the SC, the SG through the CC would normally consult with local leaders, and could even ask for an indicative vote of who the leaders might want to have in the SC. Such a vote is confidential. As the vote is indicative, the SG takes the results into consideration but is not bound by the results of majority voting.

<sup>15</sup> The SG also appoints the members of the other support bodies such as the IBC, ICS, EBC.

<sup>16</sup> An SC may be established when there are 300 adult members (including MFC Youth but excluding MFC Kids) in the country, but *must* be established when such adult membership reaches 500. Prior to the establishment of the SC, the community is led by a Country Servant (CoS).

<sup>17</sup> The center of the worldwide MFC community is the country of its original founding in 1981, which is the Philippines. Thus the SC in the Philippines is first-among-equals among the different SCs throughout the world. In the same vein, the National Section Coordinators in the Philippines normally function as first-among-equals among the Section Coordinators throughout the world. As such, they have the stature of being "international coordinators." However, it is possible for the SG to appoint someone else as International Coordinator for any of the Sections.

<sup>18</sup> The SC in the Philippines also functions as the AC for Metro Manila. In the same way, other SCs can function as the AC for the territorial area where the SC is situated. Thus such SCs govern both the whole country and directly a particular area.

<sup>19</sup> Community finances are handled autonomously by the various countries and areas of a country. However, all community funds belong to the Lord and are ultimately under the authority of the SG. Funds within a country are handled by the different areas but are ultimately under the authority of the SC.

<sup>20</sup> The appointment of NSCs in the Philippines however is subject to the approval of the SG. This is in consideration of the fact that these NSCs have the stature of "international coordinators" (except for Sections where someone other than the NSC is appointed as such).

<sup>21</sup> The SC has the option of appointing more or less than 5 members, on an exception basis.

Country Servant (CoS)<sup>22</sup>

- (1) Chairs the meetings of the SC and decides its agenda.<sup>23</sup>
- (2) Is the face and voice of MFC in the country.
- (3) Represents the country in the ICS.
- (4) Works for good relationships with the national Catholic Church hierarchy.

Area Council (AC)<sup>24 25</sup>

- (1) Governs the life and work in an area.<sup>26</sup>
- (2) Ensures the well-being of the community in the area, including its finances.
- (3) Appoints Chapter Servants (CS)<sup>27</sup> and Area Section Coordinators (ASC) in its area.
- (4) Reports to the SC through the Area Servant.

Area Servant (AS)<sup>28</sup>

- (1) Chairs the meetings of the AC and decides its agenda.<sup>29</sup>
- (2) Is the face and voice of MFC in the area.
- (3) Works for good relationship with the local bishop(s).

Chapter Servant (CS)

- (1) Governs the life and work of the chapter.<sup>30</sup>
- (2) Ensures the well-being of the chapter, working at getting chapter members to live the covenant of MFC.
- (3) Appoints Unit Servants (US) and Household Servants (HS).
- (4) Works on financial stewardship with the goal of getting every member to contribute to the financial well-being of MFC.<sup>31</sup>
- (5) Works for good relationships with parish priests in the area.

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<sup>22</sup> The CoS is appointed by the SG from among members of the SC, upon recommendation of the CC and country leaders that are consulted. The CoS is a male member who is from Couples, Servants or Singles.

<sup>23</sup> Any member of the SC may propose items for the agenda, which normally would be included by the CoS.

<sup>24</sup> An AC may be established once there are 300 adult members (including Youth but excluding Kids) in the area, and must be established when there are already 500 adult members. Prior to the establishment of the AC, the area is led by an Area Servant (AS).

<sup>25</sup> The AC is composed of both men and women, with men as the majority (at least 3 if there are 5). The AC members can come from Couples, Handmaids, Servants or Singles. They have a term of 2 years, renewable or extendable. They meet once every month.

<sup>26</sup> An area is the territorial or political subdivision of a country. These are provinces, states, prefectures, etc. Area leadership assist the national leadership in governing the whole community. ACs have a degree of autonomy but are subject to the overall governance of the SC.

<sup>27</sup> In case there are already many chapters in the area, which cannot be adequately handled directly by the AC, the AC can appoint senior CSs to handle a number of chapters under them. This is for both pastoral care and governance.

<sup>28</sup> The AS is appointed by the SC from among the members of the AC, upon recommendation of the ACo and area leaders that are consulted. The AS is a male member who is from Couples, Servants or Singles.

<sup>29</sup> Any AC member may propose items for the agenda, which normally would be included by the AS.

<sup>30</sup> The chapter is the basic pastoral grouping of MFC. It is a "mini-MFC," that is, able to fully live out the life and mission of MFC even if just on its own (this excludes Kids chapters). Chapters are to have the full complement of units and households. In cases where Sections are not yet of chapter size, its groupings (units and/or households) will be included in the chapters of the different Sections, normally the Couples Section.

<sup>31</sup> The last to be surrendered to Christ is often the pocketbook, and so it is important for growth in holiness for a member to grow in financial stewardship.

Continent Coordinator (CoC)<sup>32</sup>

- (1) Assists the SG in furthering the worldwide life and mission of MFC.
- (2) Looks to helping establish MFC in the different countries in his continent.
- (3) Acts as counselor to the SG, as part of the International Body of Counselors (IBC).<sup>33</sup>
- (4) Works with territorial leadership in accomplishing his task.

Diaspora Coordinator (DC)<sup>34</sup>

- (1) Assists the SG in furthering the worldwide life and mission of MFC, by looking to the evangelization of a particular ethnic/national group living in other countries.<sup>35</sup>
- (2) Acts as counselor to the SG, as part of the IBC.
- (3) Works with territorial leadership in accomplishing his task.

Region Coordinator (RC)<sup>36</sup>

- (1) Assists the CoC in furthering the life and mission of MFC in a region of the continent.<sup>37</sup>
- (2) Looks to helping establish MFC in the different countries in the region.
- (3) Works with the territorial leadership in accomplishing his task.

Country Coordinator (CC)

- (1) Assists the SG and/or the CoC/RC in furthering the life and mission of MFC in a particular country.
- (2) Helps guide the work of the SC and/or the CoS.<sup>38</sup>
- (3) Helps ensure faithfulness to the vision, mission and culture<sup>39</sup> of MFC.
- (4) Recommends members of the SC to the SG.

Zone Coordinator (ZC)<sup>40</sup>

- (1) Assists the SC in furthering the life and mission of MFC in a particular zone of a country.<sup>41</sup>
- (2) Helps ensure faithfulness to the vision, mission and culture of MFC.
- (3) Oversees the work of Area Coordinators (ACo) of the zone.

Area Coordinator (ACo)


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<sup>32</sup> CoCs are for Africa, the Americas, Asia, Europe, Indian Subcontinent, Middle East and Oceania. These territorial delineations may be reconfigured by the SG as the need arises.

<sup>33</sup> The IBC meets in person as a group with the SG once a year, with the meetings held on rotation in the different countries or continents.

<sup>34</sup> The diaspora refers to people who are dispersed from their original homeland and living in other countries. They belong to ethnicities such as the Filipinos, Hispanics/Latinos, Indians, Indonesians and Vietnamese. The SG designates diasporas as opportunities to evangelize them arise.

<sup>35</sup> The DC looks to putting focus on a particular ethnic/national group, but looks to and works with the territorial leadership when actually mounting programs and activities.

<sup>36</sup> It is not mandatory to have Region Coordinators. But if the number of countries in a continent becomes too many such that the CoC cannot adequately handle them all, he can recommend to the SG the establishment of regions and the appointment of RCs.

<sup>37</sup> A region is a group of countries in a continent.

<sup>38</sup> The CC does not directly govern the life and work of MFC in a country, which is a function of the local national leadership. An analogy in secular or Church affairs would be the work of an ambassador or a papal nuncio.

<sup>39</sup> This refers to community culture (e.g., honor and respect, active submission). Societal culture would lend itself to local variations or adaptations.

<sup>40</sup> This position is optional, necessitated perhaps by the largeness of a country and/or the size of the community.

<sup>41</sup> A zone is a group of areas in a country.

- (1) Assists the SC and/or ZC in furthering the life and mission of MFC in a particular area of the country.
- (2) Helps guide the work of the Area Council (AC) and/or the Area Servant (AS).
- (3) Helps ensure faithfulness to the vision, mission and culture of MFC.

#### National Section Coordinators (NSC)<sup>42 43</sup>

- (1) Oversees the life and work of the different MFC Sections in the country, under the overall governance of the territorial leadership.
- (2) Helps develop appropriate and necessary formation programs for the Sections.
- (3) Helps develop content for and directly manages national conferences and other major Section activities.<sup>44</sup>
- (4) Looks to coordination between and among the different MFC Sections as needed.
- (5) Oversees the work of Area Section Coordinators.<sup>45</sup>
- (6) Reports to the SC<sup>46</sup> on the status of the Sections.

#### Area Section Coordinators (ASC)<sup>47 48</sup>

- (1) Oversees the life and work of the different MFC Sections in the area,<sup>49</sup> under the overall governance of the territorial leadership.
- (2) Helps develop content for and directly manages area conferences and other major Section activities.<sup>50</sup>
- (3) Looks to coordination between and among the different MFC Sections in the area as needed.
- (4) Reports to the AC<sup>51</sup> on the status of the Sections.

#### International Body of Counselors (IBC)<sup>52</sup>

- (1) Assists the SG in overseeing the worldwide life and mission of MFC.
- (2) Acts as counselors to the SG.

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<sup>42</sup> To be called “National Kids Coordinator,” “National Youth Coordinator,” and so on, in the different countries. The Coordinators in the Philippines, by virtue of being first-among-equals, are called “MFC Kids Coordinator,” “MFC Youth Coordinator,” and so on.

<sup>43</sup> The NSC for Kids, Youth, Singles and Couples can be either a couple or a male senior. The NSC for Handmaids can either be a Handmaid or a Couples wife. The NSC for Servants can be a Servant or a Couples husband.

<sup>44</sup> The content and thrust of national conferences and other major activities are to be submitted to the SC for approval.

<sup>45</sup> If necessary considering the size of membership in the Section, the NSC may appoint Zone Section Coordinators to help oversee the work of ASCs.

<sup>46</sup> Or to the Country Servant in case there is no SC yet.

<sup>47</sup> To be called “Area Kids Coordinator,” “Area Youth Coordinator,” and so on.

<sup>48</sup> The ASC for Kids, Youth, Singles and Couples can be either a couple or a male senior. The ASC for Handmaids can either be a Handmaid or a Couples wife. The ASC for Servants can be a Servant or a Couples husband.

<sup>49</sup> An MFC Section includes all the Section’s groupings in the area, whether these are already chapter-sized with their own CSs or still connected to other Sections (usually the Couples Section) due to just being a unit or a household. Further, a particular Section’s members in an area could already be enough in number to form several units and make up a chapter, but due to territorial distance among the groupings would be better to remain connected to the chapters of other Sections.

<sup>50</sup> Major Section activities would include evangelistic and formation programs that could cut across chapters.

<sup>51</sup> Or to the Area Servant in case there is no AC yet.

<sup>52</sup> For more info, see paper on “International Body of Counselors.”

**International Core of Seniors (ICS)**<sup>53</sup>

- (1) Helps promote the MFC evangelization and mission throughout the world.
- (2) Gives inputs to the SG whenever appropriate.
- (3) Reviews and makes recommendations to the SG regarding the life and mission of MFC.

**European Body of Counselors (EBC)**<sup>54</sup>

- (1) Helps oversee the life and mission of MFC in the different countries of Europe.
- (2) Helps ensure the living out of the community vision, mission and culture.
- (3) Helps push the evangelization work in Europe, including the establishment of MFC in all nations of Europe.

**PRINCIPLES OF GOVERNANCE**

- (1) Leadership is always servant leadership.<sup>55</sup>
- (2) Leadership is a privilege and not a right.<sup>56</sup>
- (3) The principle of subsidiarity applies.<sup>57</sup>
- (4) Members of the SC and AC, respectively, are co-equals,<sup>58</sup> and decisions are done by consensus.<sup>59</sup>
- (5) Appeals are always available and may be elevated to the next higher authority.<sup>61</sup>
- (6) Bureaucratic dealings are to be avoided.<sup>62</sup>

**TERRITORIAL AND SECTIONAL**

<sup>53</sup> For more info, see paper on “International Core of Seniors.”

<sup>54</sup> For more info, see paper on “European Body of Counselors.”

<sup>55</sup> Servant leadership is not understood and thus not lived out by many leaders in the Church. But authentic servant leadership is crucial to unity, peace and fruitfulness in the body. Servant leaders are not to look to power, position or perquisites, but only to selfless service to God and the community. The books of the founder on Servant Leadership are must-reading for all leaders.

<sup>56</sup> Brethren, no matter how capable, are not entitled to leadership in the body. As such, no leader should be attached to a position. Leaders can be replaced at any time, usually but not necessarily for cause. This might be due to serious unrepented wrongdoing, failure to carry out one’s pastoral responsibilities, or for other reasons by which the life and mission of the community would be enhanced.

<sup>57</sup> The principle of subsidiarity dictates that matters be handled at the lowest or least centralized competent authority. However, unresolved matters can be elevated to the next higher level of leadership.

<sup>58</sup> When membership grows and when the SC or AC is established, we shift from one-man governance to communal leadership. The members of the SC or the AC are co-equals, with the CoS or AS now acting as first-among-equals.

<sup>59</sup> Consensus means that even though people might have different preferences, they are willing to “set aside” their preference in order that all would come to agreement on a decision. If there is no consensus, the matter is elevated to the next higher level of leadership.

<sup>60</sup> Consensus is about collective discernment. As even seniors can make mistakes or bad judgments, consensus increases the possibility that a decision is truly from the Lord. It is protection for the body. In the midst of disagreements, consensus is the way to unity, no hurt feelings, full support for the decision, peace, and even holiness (as brethren learn to disagree without being disagreeable, and to seek only what is the will of God).

<sup>61</sup> Every member also has access to the SG, who is just an email away. However, as much as possible, members should try to work out questions and difficulties through the hierarchical structure.

<sup>62</sup> Though we have a hierarchical structure designed for good order and unity, we should avoid being bureaucratic (i.e., overly concerned with procedure or with protocol). At the end of the day, we are all brothers and sisters to one another, subject only to one Master, Jesus (Mt 23:10).

In MFC, territorial and sectional intersect, resulting in one overall integrated work.

Territorial governance refers to leadership and administration over the MFC group in a particular geographic subdivision or territory (country, area, chapter). It involves the handling of both the life and service of all members. It is a pyramidal authority structure. From the top down, territorial governance has the following basic levels<sup>63</sup>: Servant General, Servant Council, Area Council, Chapter Servant. The task of territorial leaders is to govern and oversee the life and mission of MFC, in all its different and diverse aspects.

Sectional leadership refers to leadership over the different Sections of MFC, that is, Couples, Handmaids, Servants, Singles, Youth<sup>64</sup> and Kids. These Sections exist in the different territorial areas. The task of sectional leadership is to take the lead in the furtherance of its particular MFC Section. As such, it formulates programs and pushes for their implementation while guiding and overseeing the actions and conduct of the Section. The Section leaders are the visionaries and “experts” in their field and have a singular focus on their area of responsibility.

The functions of the territorial leadership in relation to the sectional are as follows:

- (1) Ensure implementation of approved programs along the life and mission of MFC.
- (2) Have a regular service/reportorial meeting with the heads of the various Sections.<sup>65 66</sup>
- (3) Integrate activities of the Sections in its annual calendar. Take the initiative in working out schedule conflicts.
- (4) Assign people for service in the Sections. Look for eager and passionate servants, and consider their proper fit in the particular Section. Give adequate priority to every Section, with regard to activities and funding. After considering the inputs of the Section leadership, it is the territorial leadership that decides on final service assignments.
- (5) Consult with the Section leadership before making any changes in the leadership of the Sections.

The functions of the Section leadership in relation to the territorial are as follows:

- (1) Formulate its programs as appropriate to the particular Section. Be in consultation and active collaboration with the territorial leadership as needed.
- (2) Work out its annual schedule and activities, and submit these for approval by the territorial leadership.
- (3) Look for its key personnel and recommend them for approval by the territorial leadership. If the territorial leadership does not approve of a choice of the sectional leadership, the latter can elevate the matter to a higher authority for decision.
- (4) Coordinate and clear with the local territorial leadership the sending of leaders or resource persons from outside the territory for Section activities.
- (5) Propose its annual budget for approval by the territorial leadership, and propose certain expenditures as needed from time to time.
- (6) Make regular reports of its activities to the territorial leadership.

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<sup>63</sup> Certain levels may not be required in a given territory because of size of membership, so it is not necessary that all these levels exist everywhere.

<sup>64</sup> A sub-group could be “Campus-based.”

<sup>65</sup> If the Section chapters become too plentiful for the SC/CoS or AC/AS to directly handle effectively, the SC/CoS or AC/AS can appoint another person or other persons to assist in oversight, reporting and meetings.

<sup>66</sup> There can be subsets of the different sections. For example, Young Couples in the Couples Section, Campus-based in the Youth/Singles Sections, Junior/Senior Kids in the Kids Section. As such, the SC/Cos or AC/AS can appoint other persons to assist in oversight, reporting and meetings.

The territorial and sectional must come together as one integrated work. However, because their tasks and focus are different,<sup>67</sup> then there is a need for coordination.<sup>68</sup> Following are basic principles of coordination:

- (1) Both territorial and sectional, comprising the one integrated work of MFC, are equally important. One is not subordinate in importance to the other. The Section leaders are the visionaries and experts, and they are focused, and it is right for them to push for the furtherance of their particular Sections, according to their mandate. On the other hand, the territorial looks to the overall picture, including the availability of resources, and ensures that the community is not overly burdened or set off track from its mission.
- (2) The sectional proposes, while the territorial disposes. That is, the Sections push for their direction and programs, but it is the territorial that decides on implementation. This is for good order. However, while approval for action or implementation is vested in the territorial, it must be clarified that the sectional does not just cook up programs to be approved or rejected, but the sectional seeks to push its agenda according to its mandate.
- (3) So in case the territorial rejects the implementation of an action or program the sectional is pushing, it is right for the sectional to insist (in a good way of course), if need be, and in case there is still no acceptance, the sectional can appeal to the next higher level of authority for decision.
- (4) The challenge will be to work as a team, appreciating each other's particular anointing and seeing how God might be using the other. This is where servant leadership becomes crucial. Thus it will not be about power or turf or having one's own way, but about how we can best serve God, together with all the other seniors that form one body doing the one mission, but with various facets.
- (5) Both territorial and sectional should have only the one interest of the whole MFC at heart. Territorial leadership must not neglect the well-being of any Section. Sectional leadership must not think only of its own Section's well-being but also look to the larger good.

(SG. Dec 10, 2019)

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<sup>67</sup> Though both are always in line with the overall vision and mission of MFC, and enhance the basic thrust of evangelization.

<sup>68</sup> Tension may come, as each looks to its own responsibilities. Such tension is not necessarily bad, as it can result in different points-of-view and even contrary opinions coming together to result in a better thought-out, discussed and discerned decision or action.