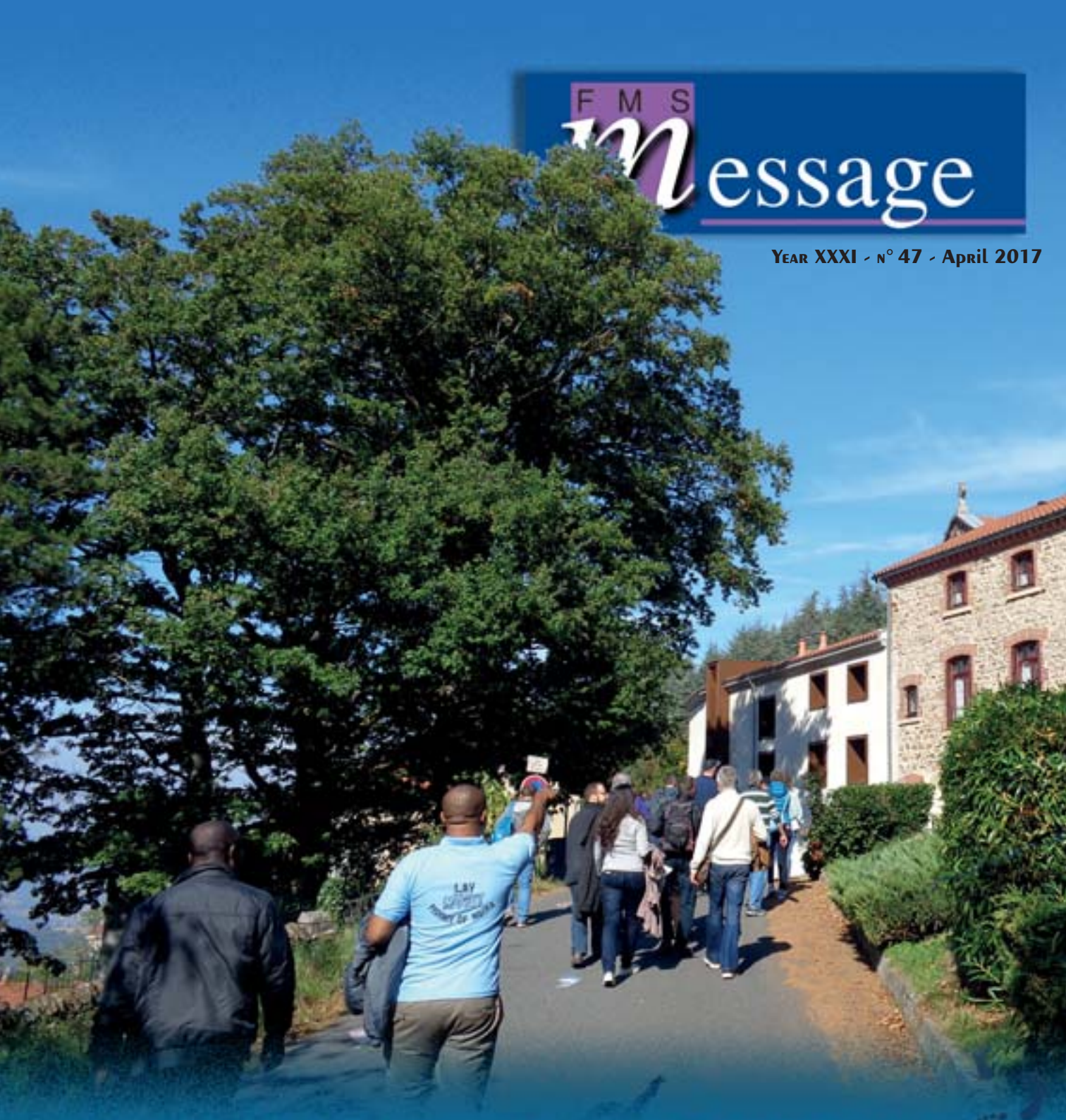


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Message

YEAR XXXI - N° 47 - April 2017



MAKING THE JOURNEY TOGETHER

REPORT OF THE SUPERIOR GENERAL AND HIS COUNCIL TO THE 22ND GENERAL CHAPTER



Year XXXI – No. 47 – April 2017

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Table of CONTENT

Presentation *page* 2

Introduction *page* 3

I - SETTING OUT ON A JOURNEY *page* 5

**1. A leadership style aimed at offering
 a Marian face of the Church** *page* 7

**2. Circular, letters and messages
 from Brother Superior General** *page* 10

**3. The way of visiting, being close to
 and accompanying the Administrative Units** *page* 13

4. International meetings *page* 16

A. Extended General Council Sessions *page* 17

B. Meetings of New Provincials
 and District Superiors *page* 17

C. General Conference *page* 18

D. II Marist International Mission Assembly *page* 19

**5. Getting in touch with different Marist realities:
 echoes of our experience** *page* 19

II - THREE FUTURE HORIZONS *page* 21

**1. First Future Horizon: a new consecrated life
 that promotes a new way of being brothers** *page* 23

A. Journey / achievements *page* 23

B. Learning from experience *page* 27

C. Challenges *page* 28

D. Guidelines for the future *page* 30

2. Second future horizon: a new relationship between brothers and laity, seeking greater vitality together	<i>page</i>	32
A. Journey / achievements	<i>page</i>	32
B. Learning from experience	<i>page</i>	35
C. Challenges	<i>page</i>	36
D. Guidelines for the future	<i>page</i>	37
3. Third future horizon: a strongly significant presence among children and youth / the Marist Mission in a new world	<i>page</i>	38
A. Journey / achievements	<i>page</i>	38
B. Learning from experience	<i>page</i>	40
C. Challenges	<i>page</i>	41
D. Guidelines for the future	<i>page</i>	43

III - CHAPTER MANDATES *page* 44

1. Process of the Revision of the Constitutions	<i>page</i>	46
2. How to finance the expenses of the General Administration	<i>page</i>	48
3. Financial Autonomy of the Administrative Units	<i>page</i>	51
4. General House	<i>page</i>	55

IV - TOWARDS A NEW BEGINNING / FUTURE LINES OF ACTION *page* 58

We listen to the calls of the Church	<i>page</i>	62
The Institute is somehow already committed to these Church calls but it is still questioned by them	<i>page</i>	63
The Institute is on the way	<i>page</i>	63
CONCLUSION	<i>page</i>	66

ANNEXES *page* 68

1. Annex of personnel	<i>page</i>	70
A. General Administration	<i>page</i>	70
B. Teams and Commissions	<i>page</i>	79
2. Marist Presence in the World	<i>page</i>	88

PRESENTATION

On this Feast of the Annunciation – encouraged by Mary’s ‘yes’, which changed the course of history and inspired our Marist venture from the beginning – we joyfully share the present report with the Institute. It is a story describing the main features of our journey as General Administration in the last eight years. The text is addressed first to the brothers and laity that will

participate as delegates or guests in the next General Chapter, which will start on September 8, 2017, in Rionegro, Colombia. At the same time, we want to share it with all the Marists of Champagnat who, in one way or another, are involved in the pre-chapter process with an open heart, ready to welcome and respond to the calls of the Spirit that our shared searching and dis-

cerning process, aimed at a *new beginning*, will bring about. The ideas you will find throughout this report come from the reflection and dialogue of the General Council together with the members of the Secretariats and the leaders of our spirituality and ongoing formation houses of El Escorial, Manziana, and Our Lady of the Hermitage.

General House, 25 March 2017



INTRODUCTION

The beautiful Scripture text about the **two disciples who were on their way from Jerusalem to Emmaus** (cf. Lk 24:13-35) seems to reflect well the experience we have lived in the General Council and the General Administration during the last years.

We set out on this journey, along with all the Institute, to continue writing our Marist story together. Like the two disciples, we wanted the Lord – from whom we learn the meaning of Scriptures – to touch us deeply with his calls. Both inner silence and the contact with so many children, young people, brothers, and laity allowed us to perceive his presence. Along the way, we talked together many times among ourselves and with those with whom we came into contact ... and we have been amazed by the many ways in which we were able to recognize Him, especially through the breaking of the bread.

Many moments and events truly *made our hearts burn within us.*

We also faced moments of doubt, weariness, confusion, and sometimes were not able to understand what was happening, or even resisted reality

because *we interpreted the facts in our own way. We underwent limitation, vulnerability, and our eyes were prevented from recognizing Him, but these situations prepared us to experience his strength and inspiration.*

Then, after all we had gone through, having discovered his presence among us, we felt the need to *tell others what had happened, and still wish to do so. We really witnessed his action in the places we visited, in the processes we accompanied, in ourselves as a community, and in so many events that took place within our Marist context and beyond.*

Upon returning to Jerusalem, the two disciples met with the Apostles (cf. Lk 24:34) and with Mary, the mother of Jesus, who was with them (cf. Acts 1:14).

Likewise, the presence of Mary has inspired our spirituality, our leadership style, our relationship within the Council and with the people we have met, and we have always enjoyed her support and protection throughout these years. We could not go out in haste to a new land without Mary.

When you study this report, you could perhaps identify



what elements makes you heart burn as a sign that you clearly perceive the Lord's discreet and fulfilling presence in them. You could also spot what brings doubt and desolation to your heart because it needs further dialogue, discussion and consideration. In other words, the study of this text is not intended as an exercise in knowledge to acquire information, but rather as the experience of encountering someone...

It also involves encountering our dear Marist family, of which

INTRODUCTION

you are an important part, and facing the concerns and calls that will arise within you, becoming an active and co-creative agent of change before, during and after the Chapter.

In the first part	The second part	The third part	Part four	The final annexes
<p>of this text we wish to share with you some experiences we have tried to live and encourage as General Council and General Administration aiming, in one way or another, at the 'New Land': leadership style, messages issued by Brother Superior General, visits to and accompaniment of Provinces and Districts, and various types of international meetings.</p>	<p>wants to be a more detailed description of the way in which we have tried to meet and develop the 21st General Chapter's three horizons for the future. We will mention some achievements, learning curves, challenges, orientations and dreams for the future regarding each of them. This section also gives a clearer picture of the work done by the Secretariats that are currently at the service of the Institute.</p>	<p>is an account of the way in which we have responded to and developed each of the four Chapter mandates: revising the Constitutions, funding the General Administration, fostering the economic autonomy of Administrative Units, and studying the possible sale and relocation of the General House.</p>	<p>is entitled <i>"Towards a New Beginning / Action Lines for the Future"</i>, and wishes to present some reflections and questions that could be a source of input for the discernment process to be held during the Chapter.</p>	<p>with information on several topics, intend to offer a clearer picture of the work accomplished. The Chapter delegates will receive another series of annexes assessing the different departments and Secretariats of the General Administration.</p>



A dirt path winds through a dense forest of green trees. The path is covered in fallen leaves and leads into the distance. The trees are lush and green, with some showing signs of autumn. The overall scene is peaceful and natural.

I. SETTING OUT ON A JOURNEY

**“THAT VERY SAME DAY, TWO OF THEM WERE ON THEIR WAY TO
A VILLAGE CALLED EMMAUS, SEVEN MILES FROM JERUSALEM,
AND THEY WERE TALKING TOGETHER ABOUT ALL THAT HAD HAPPENED”**

(Lk 24:13).

I. SETTING OUT ON A JOURNEY

The 21st General Chapter invited the whole Institute to set out on a journey:

*With Mary,
we go in haste to a new land!*

*We feel driven by
the Spirit of God to go into
a new land, to facilitate
the birth of a new epoch
of Marist charism.*

*This presumes a willingness
to move on, to let go of
the familiar, to embark on
a journey of both institutional
and personal conversion
over the next eight years.*

*We travel this road with Mary,
guide and companion.
Her faith and openness
to God's will inspire us
to undertake this pilgrimage.*

*Fundamental Call,
21st General Chapter*

The Chapter gave us three very clear guidelines, calling them "Future Horizons", which the second chapter of the present text will study closer. Now let us present you with some key points we have tried to live and develop as a way of moving towards the 'New Land'.

Notre Dame de Fourvière

*On the previous page:
La Valla, France.*



1. A LEADERSHIP STYLE AIMED AT OFFERING A MARIAN FACE OF THE CHURCH

THE ROUND-TABLE DISCUSSIONS THAT THE 21ST GENERAL CHAPTER IMPLEMENTED GENERATED A STYLE OF RELATIONSHIP, OF LISTENING TO AND UNDERSTANDING EACH OTHER, AND OF EXERCISING LEADERSHIP: BROTHERS AND LAITY GATHERED AROUND THE TABLE, TRYING TO IDENTIFY AND PUT INTO WORDS WHAT THE SPIRIT WAS WHISPERING TO THEM, INDIVIDUALLY AND AS A GROUP.

It really was a learning exercise, in which we all had an equal right to speak, and attentively listened to one another, being at the same level, striving to go beyond our own culture and mindset, and even trying to understand opinions that were far removed from our own. Sometimes this process was all but easy. However, it often led to good and rich re-

*21st General Chapter –
September 2009*

sults thanks to our shared efforts. We realize that this style of fraternal dialogue and common search has gradually spread across the Institute, becoming an almost natural way of conducting meetings at different levels, such as Provincial Chapters, Assemblies, inter-community meetings, and others. The General Administration also tried to adopt this approach from the beginning within the General Council, in ongoing formation programs, and in different kinds of meetings: new Provincials, Extended General Council sessions, different international gatherings, and the General Conference. On the other hand, it is worth mentioning here that the Communication Service, through our official website and several



1. A LEADERSHIP STYLE AIMED AT OFFERING A MARIAN FACE OF THE CHURCH



*Br Ernesto Sánchez
in Mbengwi, Cameroon
(December 2014)*

kinds of publications, has been an important instrument to encourage this dialogue attitude among the Marists of Champagnat throughout the Institute.

Gathering around a table to talk – or around the fire, as it is often the case in many cultures – indicates a **style of leadership** we have tried to learn and implement, which aims at establishing horizontal relationships. In other words, we mean leadership that has a Marian face, and thus tries to bear witness, to accompany and understand others, confronting them in a fraternal way when necessary. We, as Marists, are called to live out the gift of being Mary's face within the Church and the world.

Our relationship with Mary is precisely the source of this simple, unassuming, deep and authentic relational style. Our effort to practice this kind of leadership and exercise fraternal dialogue has *made our hearts burn* many times, and led us to *experience and recognize the Lord's presence*.

But there were also moments of *desolation and confusion* in the face of difficulties. The fact of sitting around a table did not always enable us to leave our comfort zone, to go beyond our opinions and convictions and welcome other approaches, or even the consensus that the group seemed to be reaching. We must acknowledge there are different forms of institutional inertia that weigh heavily on our

processes and condition them, such as a subtle attachment to power, dominant stances, rigid positions, and resistance to change, attitudes that hinder our openness and adaptation to modern times.

Through fraternal dialogue, we have tried to exercise our listening skills, clarify the truth together, and arrive at shared decisions. Sometimes, however, we found situations that seemed to require a more direct intervention, which we carried out by sharing the responsibility with the Provincial or District Superior. We are aware that, perhaps more than once, we did not find the best way to deal with such situations.

We still have a long way to go concerning the process of learning how to dialogue and exercise leadership with a Marian face. We sense that the experience of **contemplative dialogue** during the 22nd General Chapter – which has been suggested by the pre-chapter process – will be very helpful in this regard:

Contemplative conversations challenge us to listen in a different way.

It means listening to the Spirit within ourselves and at the same time listening for the Spirit in others.

It requires us to suspend our judgement, resist the urge to engage in a debate and to listen deeply to the other person.

It invites each person to open his/her heart and mind to see life and experience through the eyes of other people, allowing them to enrich me and to see something new.

*Br Joe McKee
in the United States
(June 2015)*



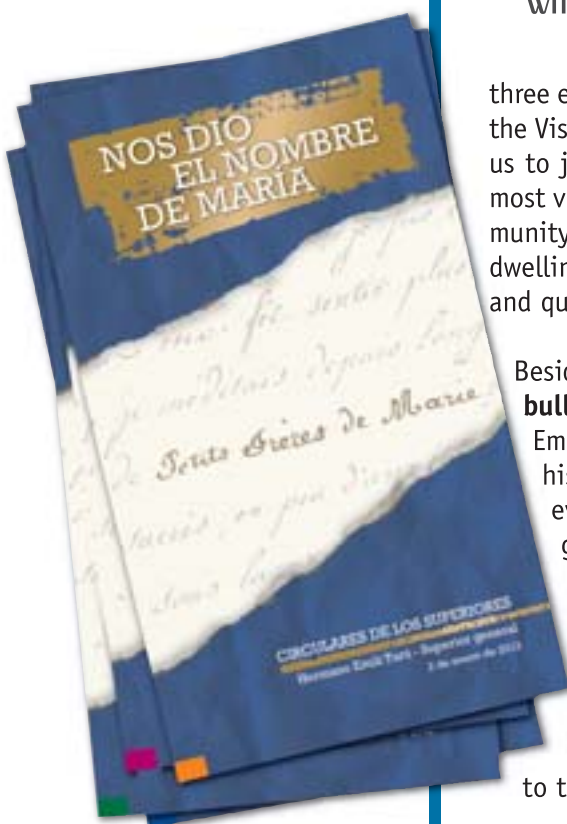
2. CIRCULAR, LETTERS AND MESSAGES FROM BROTHER SUPERIOR GENERAL

IN LINE WITH A MARIAN LEADERSHIP, BROTHER EMILI LAUNCHED A CIRCULAR ENTITLED HE GAVE US THE NAME OF MARY ON JANUARY THE 2ND, 2012. IN A SIMPLE, CLEAR AND WARM WAY, HIS CIRCULAR MOTIVATED US TO PARTICIPATE IN THE CONSTRUCTION OF A CHURCH WITH A MARIAN FACE.

He also spoke about the fragility our Institute is living and opened a promising horizon by presenting Mary as the source of our renewal. He helped us to better understand the expression “Marian face of the Church”, and invited us to focus on three Marian icons that tell us how to live

three essential areas of our life and mission as Marist of Champagnat: the Visitation, Pentecost and the Annunciation. The Visitation invites us to join the “Church of the apron” by being at the service of the most vulnerable; Pentecost, to become enthusiastic again about community and fraternal life; and the Annunciation, to experience God dwelling within us, to whom we can only listen through inner silence and quiet attention.

Besides this Circular and the over thirty motivational/informative **bulletins** he sent to the Provincials and District Superiors, Brother Emili has shared several **video messages** aimed at communicating his thoughts in a more lively and direct way, in tune with the evolving media platforms. By this means, he contacted different groups of young people, brothers, and laity gathered in Provinces and Districts, or in different meetings at the provincial, regional and international levels. On January 2, 2017, on the celebration of the bicentennial, Brother Emili shared one of these videos with the entire Institute, focusing on three words that condensed his reflection regarding the event: gratitude, forgiveness, and commitment. We will refer to this message more fully in the conclusion of the report.





In addition to his written or video messages on Christmas or the Feast of Champagnat, Brother Emili tried to stay close to us by writing a series of **letters directed to all the Marist Champagnat**, which motivated and challenged the entire Institute on various topics:

To the Ends of the Earth, dated January 2, 2013, asked us to go beyond our provincial borders, referred to the ‘ad gentes’ mission in Asia in recent years, and invited us to join the international missionary collaboration.

On June 6, 2013, *Burning Embers, Witnesses to the Faith* helped us connect with the 68 martyrs of Spain that were beatified that same year, and invited us to wake up and blow over the embers of our faith.

During the three years of **preparation for the bicentennial** – or rather for the third century of Marist life we just began on January 2 – Brother Emili wrote four letters we will briefly mention. An initial letter published on October 28, 2014, *Just a Tent as the Heart of our Future*, introduced the 3 years of preparation for the bicentennial. It spoke about “hope versus optimism, since it is only the dawn”, and invited us not to give in to a sort of pessimism that has taken root in some of us. On the contrary, we should open our hearts, like Mary, to the newness of the Spirit, and wel-

come, like Saint Augustine, the two beautiful children of hope: *indignation*, when we see how wrong things are going, and *courage* to stop them from going in the same direction.

On March 25, 2015, during the Year of Montagne, Brother Emili published his letter *Montagne, the Dance of Mission*, reminding us that God does not have a mission, but is mission. That is why we say that the mission has a Church, that the mission has the Marist Institute, that the mission has each and one of us, not the other way around. Following Pope Francis, he also invited us to live in prophetic dialogue, being accomplices of the Spirit, and going forth in mission. This letter also launched the invitation from the General Conference of 2013 regarding the international communities for a new beginning, known today as project *Lavalla200*>.

In the Year of Fourvière, his letter *The Revolution of Tenderness*, dated June 6, 2016, helped us reconnect with the dream and the promise of the pioneers who – at the feet of Our Lady of Fourvière – pledged loyalty to the project of becoming a Marian presence within the Church and the world. Brother Emili also presented God as community, as a communion of differences, and invited us to actively expand our charism to all the Marist laity and brothers who feel the call to live it out. He emphasized the role of the brothers as people who are called to “exaggerate fraternity” in a Church that is still marked by clericalism, and invited



2. CIRCULAR, LETTERS AND MESSAGES FROM BROTHER SUPERIOR GENERAL



2014|2015
Montagne



2015|2016
Fourvière



2016|2017
La Valla

everyone to welcome the gift of the laity, so that we can become active co-writers of a new chapter in our Marist story.

In his letter entitled *La Valla: The Lighthouse*, on the occasion of the La Valla Year in 2017, he reminds us that this house where the Institute was born has a powerful symbolic value for all Marists of Champagnat, since it encapsulates the major themes developed over the last three years: mission, fraternity and spirituality. In a particular way, this letter focuses on the call for all of us to become men and women of God. It invites us to take seriously our vocation as *seekers of God* and, consequently, to *be wide awake*. It encourages us to bring silence into our daily lives as a basic condition to make us more human and give greater quality and depth to our lives. Silence and listening become a loving attention to the present moment in which we discover life's mystery. In this way, *La Valla, the Lighthouse*, shows us the path to follow, and is an invitation to be *a beacon* for others.

A *New La Valla*, published on September 8, 2016, is the **Convocation letter to the 22nd General Chapter**. It emphasizes fraternity and dialogue, and invites us to *keep the conversation going, given that the process is the goal*. Towards the end of his letter, Brother Emili reminds us that *we go from beginning to beginning, through beginnings that have no end*, and that a General Chapter precisely offers us a chance to begin again. It is a wonderful opportunity – he goes on saying – but it is also a painful one, because it implies abandoning the land we know to enter unexplored territory...

They shared bread and conversation, joys and sadness, dreams and frustrations around that table.



3. THE WAY OF VISITING, BEING CLOSE TO AND ACCOMPANYING THE ADMINISTRATIVE UNITS

The visits are a means of animating the Administrative Units, in the spirit of the fundamental call and the guidelines of the 21st General Chapter. They are offered to all the Brothers, above all to those in charge of Provinces and Districts.

Brother Superior General must visit personally, by his Vicar, by his Councilors or by other delegates, the Provinces and Districts, at least once during his mandate (C 130.1).

(Document of the 21st General Chapter).

IN LINE WITH THIS RECOMMENDATION FROM THE 21ST GENERAL CHAPTER, WE HAVE STAYED CLOSE TO THE PROVINCES AND DISTRICTS IN DIFFERENT WAYS, AN EFFORT THAT HAS TAKEN MOST OF THE GENERAL COUNCIL'S TIME OVER THE PAST EIGHT YEARS.

In order to prioritize the General Council's accompaniment of the Administrative Units, we have delegated the different areas of animation to the Directors of

the Secretariats, giving them more direct responsibility, and assigning one of the Council members to each of their offices as a support person. It seems to us that this structure facilitated our dedication to the accompaniment and monitoring of the Provinces and Districts.

Either the Superior or the Vicar General, together with the Link Councilor for each Administrative Unit, participated in almost all the Chapters of Provinces and Districts, especially when a new Provincial or District Superior was beginning his first term. Otherwise, only the Link Councilor

Br Antonio Ramalho in Tchad (2014).



3. THE WAY OF VISITING, BEING CLOSE TO AND ACCOMPANYING THE ADMINISTRATIVE UNITS

*On the right page:
above
Br John Klein
in Trichy, India;
Below
Br Víctor Preciado
with youth of Brasil Sul-
Amazonia,
2015*

*Br Eugène Kabanguka
in the Chapter
of the Brasil Centro-Sul
province, 2014*

normally participated. Brothers Emili and Joe also attended many other events: assemblies, retreat sessions, ongoing formation courses, meetings, anniversaries of the brothers' arrival in some countries, etc. It is also worth mentioning that the General Councilors acted under the Superior General's delegation when carrying out canonical visits to the Administrative Units.

Regarding the **way to organize the visits**, Brother Emili assigned teams of two Councilors to each Region in the following way: Brothers Josep María Soteras and Eugène Kabanguka to the Americas, joined by Brother Víctor Preciado once he finished his term as Econome General; Brothers Antonio Ramalho and Ernesto Sánchez to Africa and Europe; and Brothers Mike de Waas and John Klein to the Asia-Pacific Region (for health reasons, Brother John was unable to continue his service as General Councilor and Brother Joe McKee VG took over from him in September 2013). To facilitate communication, one of the Councilors assigned to the Region acted as Link Councilor for each of its Administrative Units.

At the beginning of our mandate, the General Council agreed on a **set of criteria to accompany and visit the Provinces**: the Link Councilors will carry out the canonical visits of the Region assigned to them; they can ask someone else to join them when necessary; canonical visits will be planned over the eight-year term in dialogue with the Administrative Units, trying to pay a visit to each of them before the General Conference; the visits are offered to all the brothers, but above all to those in charge of Provinces and Districts (as emphasized by the 21st General Chapter); priority will be given to isolated communities, infirmaries and formation houses; we will try to combine the time dedicated to the visits with the time spent in reflection by the General Council (plenary sessions), also striving to lead a balanced personal life; the goals of each visit will be set in agreement with the Superior and Vicar General, following the priorities of the *Animation and Government Plan*, and in dialogue with the Provinces and Districts.

Based on these criteria, **we have tried to offer ongoing accompaniment** by means of the visits or other forms of communication. Our efforts to be present led us to participate in assemblies, meetings with the Provincial Councils, retreat sessions, and to follow up certain programs in some Provinces and Districts. What we called "long visits" sometimes covered the entire Administrative Unit. We were also invited





to important local events and celebrations. In general, we have found great flexibility when scheduling the visits throughout our mandate. Firsthand knowledge of Marist local realities enriched the Council, for it allowed us to understand several situations better. Direct information allowed us to offer perhaps a more accurate and realistic guidance as part of our feedback to the Provincials or District Superiors and their Councils.

We can say that we gradually gained experience and learned how to carry out the visits. There were also different ways to do so, according to the circumstances of each Administrative Unit and Region.

The visits carried out by Brothers Superior and Vicar General, the Link Councilors, and members of the Secretariats have been an effort to **exercise a thoughtful and caring leadership**. Other events – such as the Regional Conferences of Provincials and several international meetings – were a chance to strengthen our partnership mainly with Provincials and District Superiors.

Given that the General Council’s visits focused on a closer accompaniment to the leadership teams,

some brothers have missed the direct visits to local communities, which perhaps took place only once in 8 years, or did not happen at all because of the difficulty in covering the great number of communities there are in certain Regions. At the end of this section, we offer our own comments regarding the experience of getting in touch with the different local realities.



4. INTERNATIONAL MEETINGS

Along the eight-year term, we have carried out important international meetings with the full participation of the General Council, which tried to offer a dynamic process of fraternal dialogue and co-responsibility by searching and discerning together.

Europe's extended general council in Guardamar, Spain - 2016

A. EXTENDED GENERAL COUNCIL SESSIONS

During our mandate, we have organized two of these sessions in each Region of the Institute.

The Extended General Council is a means by which the General Council in plenary meets the Councils of a Region, to accompany the Provincial and District Councils, to learn about the actual situation of the Region and to exercise co-responsibility in the animation and government of the Institute.

(Document of the 21st General Chapter).

Thanks to these meetings, we got to know the District and Provincial leading teams better, and favored a shared discussion that somehow connected with the entire Institute as a single body.

In each extended session, we have favored a process of dialogue and listening, trying to be of a single mind regarding the future. The first series of extended sessions started in 2012 and focused on the Region and its future.

The discussion topics thus depended on each regional situation. The second series of sessions took place in 2016 with the same program in



every Region, and was based on a text entitled *“Being Brothers Today, a Story of Grace”*, which we took from the Vatican document *“Identity and Mis-*

sion of the Religious Brother in the Church”. Each session also discussed the institutional projects leading to the 22nd General Chapter.

B. MEETINGS OF NEW PROVINCIALS AND DISTRICT SUPERIORS

They take place almost every two years since 2010, and are aimed at the brothers who have recently started their animation service as leaders of their Administrative Units or are about to do so.

In the first meeting, we also invited the leaders that were beginning their second term, who shared their wider experience in the field.

The General Council fully participated in these meetings, unless the group was too small. We tried to ensure a process that maximized the exchange of experiences between participants.

There was also some sharing about the Institute-level projects that were under way at the time. These meetings favored greater exchange and partnership among the Provincials and District Superiors, and between them and the General Council.



New provincials and the general council on pilgrimage in the Vatican to celebrate the Year of Mercy – April 2016

C. GENERAL CONFERENCE

The Conference of Provincials was held in Our Lady of the Hermitage in September 2013, under the motto of *“Awakening the Dawn / Mystics and Prophets for Our Time”*.

It was a three-week experience, during which we could assess the process the Institute had followed since the General Chapter, and listen to different insights regarding the future in several areas.

During the Conference, we had the opportunity to **inaugurate the renovated House of La Valla**.

Its three stories inspired the three years

of preparation for the Marist Bicentennial: the Mission (Year of Montagne), represented by the ‘Upper Room’; fraternity (Year of Fourvière), symbolized by the ground floor and the table; and interiority (Year of La Valla), indicated by the basement, which the renewal work rediscovered and made accessible to the public. This topic was widely developed in *FMS Message 46* under the title *“Towards a New Beginning”*.

During the Conference, our reflection tried to develop **a vision for the future of the Institute**.



4. INTERNATIONAL MEETINGS



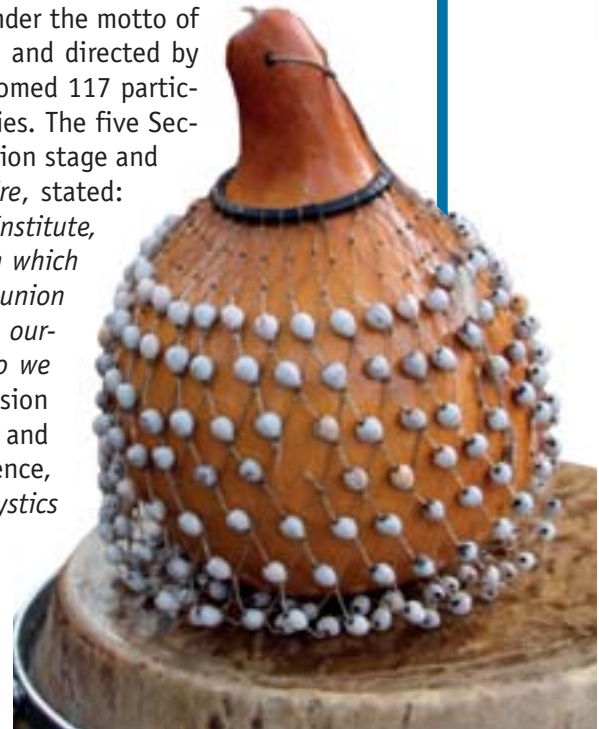
*Br Michael De Waas
during the
general conference*

It seemed to us that the six following key points or lines of action describe it well: attention to the most vulnerable, global availability, animation of Marist international communities, living a meaningful life as brothers, evangelization-mission, and new perspectives regarding the Government of the Institute. The idea of organizing **international communities for a new beginning** came from the discussions held at the General Conference, which the General Council implemented later through the project we know as **Lavalla200** .

Rather than resulting in a new document, the group process we lived at the General Conference elicited an inner movement in each of the participants; and, given that they were serving as leaders at that moment, this experience bore evident fruit in their Administrative Units with the passage of time.

D. II MARIST INTERNATIONAL MISSION ASSEMBLY

It was held in September 2014, in Nairobi, Kenya, under the motto of *New Marists in Mission*. The Assembly was organized and directed by an international group of laity and brothers. It welcomed 117 participants – laity, brothers and guests – from 45 countries. The five Secretariats directly supported them during the preparation stage and the event itself. The final message, *Voices of the Fire*, stated: *“On the threshold of the bicentenary of the Marist Institute, we have started to write a new story together, one in which our being prophets and mystics in a spirit of communion will become the characteristics by which we recognize ourselves as Marists of St Marcellin Champagnat, and so we are also recognized by others”*. In this way, the Mission Assembly confirmed the insights regarding mysticism and prophecy that emerged during the General Conference, and strongly added the element of communion: *mystics and prophets, in communion*.



5. GETTING IN TOUCH WITH DIFFERENT MARIST REALITIES: ECHOES OF OUR EXPERIENCE

WE CAN SAY THAT WE RELIVED THE EXPERIENCE OF THE DISCIPLES IN EMMAUS AS WE VISITED THE INSTITUTE. MANY SIGNS MADE OUR HEART BURN: THERE ARE NEW “SPROUTS” OF MARIST LIFE EVERYWHERE; A GROWING GROUP OF LAY PEOPLE ARE DISCOVERING THEIR “BEING MARIST” AND COMMITTING TO IT;



there is young life in some parts of the Institute, and a group of brothers who are taking perpetual vows, as well as several novices who want to be brothers; there are highly fulfilled and happy Brothers who have been journeying as Marists for 50, 60 or more years; so many young people benefit from the Marist mission; there are brothers and lay people who are fully committed to the mission; more and more Provincial and District leaders are offering an increasingly shared leadership together with their Councils; Administrative Units are evidently organizing themselves to promote Marist life and mission; the current Marist works and those located in the peripheries are trying to live more in solidarity; there is an admirable presence of brothers and lay people in some countries that are facing social crisis or war; there is a strong family spirit across the entire Institute; people are walking with hope towards the *new beginning* we are all seeking.

But *our hearts were also saddened* by other signs: some lives are full of discouragement; in several communities, compulsive work leaves little room for fraternal life, healthy relationships, interiority and spirituality; some communities have the minimum possible number of members and are geographically isolated; sadly enough, it seems that some places within the Institute are receiving less and less attention and

5. GETTING IN TOUCH WITH DIFFERENT MARIST REALITIES: ECHOES OF OUR EXPERIENCE

are even ignored; some brothers are leaving the Congregation with little discernment or none; there are painful situations of sexual abuse that have deeply hurt their victims and affected many other people (families, communities, and educational communities); in some places, there are also sad structural situations that seem untouchable, like a drifting train nobody dares to stop.

Amid all this, we tried to *listen to Him*, and learn from everything we had seen and witnessed. We shared our experiences and, from the bottom of our heart, asked Him to *stay with us because the day was almost over*. Then *we recognized the Lord in the breaking of bread*, and felt that everything had purpose and meaning, that He is always there to encourage our mission of proclaiming the good news. The fact of being able to share the responsibility of our leadership today, and of doing our best to keep the Marist charism alive at the service of the Church and the world, is a real source of enthusiasm.

*Br Josep Maria Soteras –
Mexico 2015*





II. THREE FUTURE HORIZONS

**“WHEN THEY DREW NEAR TO THE VILLAGE
TO WHICH THEY WERE GOING, HE MADE AS IF TO GO ON;
BUT THEY PRESSED HIM TO STAY WITH THEM SAYING,
‘IT IS NEARLY EVENING, AND THE DAY IS ALMOST OVER’.
SO HE WENT IN TO STAY WITH THEM”**

(Lk 24: 28-29).

II. THREE FUTURE HORIZONS

Our discussions during the 21st General Chapter focused on the year 2017, and we wondered what would be the signs of life, vitality and 'New Land' by then:

The 'new land' of an authentic renewal of the Institute invites each of us to a genuine change of heart. The spirit of this 21st Chapter, the approach of the bicentenary of our foundation, and a greater consciousness of our internationality urge us to:

- *A new consecrated life, with a strong Gospel identity, that will promote a new way of being Brothers.*
- *A new relationship between Brothers and Lay people, based on communion, for the sake of greater vitality of the Marist charism for our world today.*
- *A highly significant presence among poor children and young people.*

(Fundamental Call, 21st General Chapter)

We would now like to share with you what the General Administration has tried to promote and encourage regarding these three horizons. We will say a word about the **journey** and its achievements; our **learning curves**; the **challenges** still to be met; and will finally offer some **orientations for the future** aimed at addressing these challenges.

*Integration
of the general
council and
the secretariat
directors –
February 2016*

This section comes from a joint reflection carried out by the General Council together with the five Secretariats currently at the service of the Institute: Brothers Today, Marist Laity, Mission, Collaboration for Mission, International (*Cmi*), and FMSI.



1. FIRST FUTURE HORIZON:

A NEW CONSECRATED LIFE THAT PROMOTES A NEW WAY OF BEING BROTHERS

A. JOURNEY / ACHIEVEMENTS

Process of revision of the Constitutions. One of the Chapter decisions stated: *“The 21st General Chapter believes that for a new world, we need a conversion of heart. A thorough revision of the Constitutions and Statutes, with the full participation of the Brothers, can help to revitalize our vocation”* (Document of the 21st General Chapter). It seems to us that the different phases of the revision process we have carried out have generated an important reflection and a positive movement within the Institute. We will further develop this topic in the following section, since it comes from a Chapter mandate.

Interiority / spirituality. It seems to us that new forms of living our interiority and spirituality are starting to emerge in some parts of the Institute. The General Council and the Secretariats have animated retreat sessions and meetings to promote the Chapter horizons and encourage spirituality in almost all Administrative Units. The different events we have animated included moments and spaces to listen and contemplate. We have also tried to favor interiority and spirituality in the ongoing formation programs the Institute has offered.

Leadership style. We have tried to follow a leadership style based on horizontal relationships and shared responsibility, which has entailed the participation and close presence of the General Council in significant Provincial events, such as Chapters and Assemblies. The meetings that the General Council animated emphasized fraternal dialogue and interiority, and looked for a balanced rhythm when developing the programs.

Back to the sources. For several years now, the *International Spiritual Patrimony Commission* has strived at documenting the history of the Institute, and at deepening different areas of research regarding the origins of the Institute or other concrete Marist topics. They published the *Marist Chronol-*

Brothers Emili and Joe during the extended general council with Arco Norte – Guatemala 2012



1. FIRST FUTURE HORIZON

ogy in French (2010), *The Rule of the Founder* in Spanish (2013), and three volumes on the *History of the Institute* in the four official languages to commemorate the Bicentennial. These publications are part of the *FMS Studia* collection, which began with the publication of the *Marist Chronology*.

The **Marist Places Project** – which included the creation of an international community of brothers and laity at the Hermitage, and the renovation of the houses of La Valla and the Hermitage – has offered a closer and deeper knowledge of the Marist origins to many brothers and lay people.

We would like to mention that the previous General Administration made an important effort to renew the Marist places, starting with Our Lady of the Hermitage. The house was finally inaugurated at the beginning of our mandate. We then proceeded to renovate the house of La Valla, which was inaugurated during the General Conference, as we already mentioned. The updating of these Marist places was aimed at allowing an experiential approach to our origins, and at being a symbol of the renewal process the entire Institute is called to follow.

*On the next page:
"Senderos"
spirituality course,
El Escorial 2015*



Lavalla200> Project. Some years ago, as a response to the calls of the Church and the world, the Institute decided to establish communities in several countries of Asia.



The *Ad gentes* sector began in February of 2007, and became the current Marist District of Asia in August of 2013. In line with this missionary movement, the General Conference discussed, among others issues, a project of *international communities for a new beginning*, which later took shape under the name of *Lavalla200> Project*. It emphasizes the experience of internationality, global availability, greater attention to vulnerable young people, and intense spirituality.

Brothers Today Secretariat. It includes two brothers working full-time and an International Commission. This Secretariat aims at integrating several areas of animation concerning the life of the brothers: vocational animation, initial formation, ongoing formation, community life, spirituality, and spiritual patrimony.

The Secretariat has been working together with the vocational animation teams in the Regions, acting as an important meeting point, and with the initial and ongoing formation teams.

Ongoing formation programs. We have tried to unify and expand the programs of El Escorial and Manziana. The teams from both houses, together with the Secretariat, have launched a wide-span formation proposal, including life-transition programs for age groups with suggestive names – Horizons, Pathways, Thresholds, Dawning – and other courses focusing on concrete topics: formation, community animation, perpetual vows, and vocational animation.

Sharing during the visit each group has paid to the Hermitage has particularly favored internationality. Some of the programs have taken place in the General House as a suitable place for hospitality and international experiences.

We established three *ad hoc* teams for the third-age programs, one for each language group: English, French and Spanish-Portuguese. The General Council has directly participated in the different courses to discuss the new way of being brothers.

Initial Formation. We realize that some Regions of the Institute are giving increased attention to

1. FIRST FUTURE HORIZON

initial formation through different activities: meetings of formators, renewal of formation plans, interprovincial novitiates, and better formation of formators. In 2014, the houses of Manziana and El Escorial simultaneously offered a nine-month program for formators.

The **International Colloquium on Marist Initial Formation** held at the Hermitage in October of 2015, gathered 70 participants from all Regions, including formators, Provincials, laity, brothers, young people, and General Council. It was an important opportunity for the Institute to discern, dialogue, and find guidelines regarding the kind of Marists we need to form in the future as we strive towards a *new beginning*, especially in the areas of joint formation, 'ecosystem communities', formation itineraries, internationality, global availability, and the new ways of being brothers.

Inter-congregation cooperation. There has been an increasing openness towards other Congregations, for example through the *Fratelli Project* in Lebanon, and the inter-congregation Mission in South Sudan. The Secretariat has participated in a group organized by several Congregations of brothers in Rome to reflect about the vocation of the brother, and promote the Vatican document entitled *Identity and Mission of the Religious Brother in the Church*. This group started after eight Congregations of brothers, on their own initiative, met for the first time in Rome in September 2012. Since then, there have been more specific meetings in Rome with more than 120 participants from around 20 Congregations of brothers.

On the other hand, we have strengthened more and more our ties with the four Marist branches. Besides the different meetings of the four General Councils every year, we jointly held the *International*

Gatherings of Marist Youth in Rio de Janeiro and Lyon (the latter to mark the bicentenary of the Fourvière Pledge).

The General Council also held exchange meetings with the General Council of other Congregations, such as the De La Salle Brothers and the Edmund Rice Christian Brothers.

*Encounter of
the general councils
of the Marist and
Lasallian Brothers –
March 2017*



B. LEARNING FROM EXPERIENCE

Interiority/spirituality. We have learned and experienced the importance of contemplation; hence we have slowed down the tendency to activism that is so common among us. At the same time, we have realized that human and spiritual processes, which are gradual and continuous, cannot be based only on isolated experiences, but require follow-up, perseverance in the launching process, and personal consistency.

Ongoing formation programs. The different programs, as well as the multicultural and intercontinental experience they involve, have allowed the participants to envision new horizons, and get a glimpse of what belonging to a global body means. Participants appreciated the programs as an opportunity to renew their consecrated life. Duration could be reconsidered in the light of the goals each program tries to achieve. Sometimes the number of participants was not enough to guarantee the viability of the program. Perhaps the Administrative Units were not sufficiently consulted when the present ongoing formation plan was defined.

Accompanying the Regions. Not all Regions walked at the same pace, nor did the initiatives we proposed had the same impact on all of them. We needed attention to accompany each Region according to its own rhythm, keeping the big picture in mind so as to assure that the gaps between them would not increase.

Joint formation. The community animators program of Manziana and El Escorial included an experience of shared formation for brothers and laity at Our Lady of the Hermitage, which all participants appreciated very much. Thanks to these experiences, brothers in many parts of the Institute are discovering the richness of the Marist lay vocation and its relationship with our own vocation as brothers. Both vocations animate and enrich each other.

Language and communication. We have frequently used terms, slogans and metaphors to foster and encourage our journey into the future, but we feel that sometimes we should have deepened their content to make them clearer and more spe-



*“Mid-life” spirituality course
in Manziana - May 2015*

cific. That is the case, for example, with the following expressions: new land, go out in haste, new way of being brothers, brothers today, lay Marists, and Marist of Champagnat. We should flesh them out with a fuller content to grasp all their meaning.

Brothers Today Secretariat. We appreciate the Secretariat’s effort to integrate and unify different areas, such as vocational animation, initial and ongoing formation, and spiritual patrimony. At the same time, we realize that the present structure is probably unable to give enough attention to all of them.

C. CHALLENGES

Interiority/spirituality. As we already mentioned, new ways of living interiority and spirituality seem to be emerging in some areas of the Institute. However, there is still a long way to go in such areas, and even more so in the places where very little has been done in this area. It seems to us that provincial meetings – such as Chapters, Assemblies, and retreat sessions – could further emphasize interiority and contemplation, in order to strengthen this experience locally.

Vocational situation. How can we go on accompanying everyone to face the aging process and numerical decrease of the Institute? How can we accompany the Provinces and Regions that currently have the highest number of young brothers? How can we elicit new initiatives of Marist vocations ministry?

A new way of being brothers. We need to strengthen the current process of interiority and spirituality at all levels – person, community, Province and Institute. The topic of internationality and global availability is still at a very early stage, and perhaps requires further discussion and



concrete proposals regarding initial and ongoing formation. Vocations ministry and formation should include a discussion and clearer guidelines about what it means to be a brother nowadays. All this is related to the reflection on the identity and mission of Marist Brothers today, and the communion between brothers and lay people.

The question of community. We face the challenge of realizing that the community dimension is a very strong prophetic sign for today and the years ahead. How can we accompany each community throughout the Institute according to its specific needs? How can we renew our enthusiasm for community life, and realize that we are called together to generate a space where we can relate to each other and grow as a result, clearly knowing that our community exists for the sake of the mission? How can we encourage the restructuring of communities that have become unfeasible and do not guarantee basic community living because they have too few members? How can we form welcoming communities that can favor the vocational growth of new members, temporary-professed brothers, volunteers, and lay Marists?

Initial formation. Initial formation needs to emphasize the topics the Institute is proposing regarding the new ways of being brothers. Interiority and spirituality should be strengthened during initial formation, in addition to what ongoing formation programs are already doing in this regard. The conclusions of the *International Colloquium on Marist Initial Formation* need further discussion and implementation in the Regions. The General Administration, and particularly the Secretariat, have tried to offer a closer accompaniment of initial formation across the Institute.

Ongoing formation. It seems to us that, in order to support and accompany the Marists of Champagnat – brothers and laity – we must generate new mechanisms, strategies and ways of intensifying their formation. The ongoing formation programs of Manziana, Rome and El Escorial face the challenge of reaching the minimum number of participants that can guarantee their viability, given that it has been difficult to do so in recent years.

*Marist International Colloquium
on Initial Formation – October 2015*



D. GUIDELINES FOR THE FUTURE

Interiority/spirituality. We need to promote a contemplative attitude with a Marian face that can color the way we implement and live our fraternity. Initial formation should include a wider range of experiences regarding interiority. We need more centers that can promote and encourage interiority/spirituality across the Institute. The meetings promoted by the General Council and the Secretariats should go on presenting a more balanced and human way of living, as well as offering experiences of interiority and contemplative dialogue.

Interculturality. Initial and ongoing formation programs need to include the multicultural/ intercultural issue. We believe it is important to encourage brothers and lay people to learn languages as a way to facilitate communication at the international level.

*"Fratelli Project",
Lebanon*



*Blue
Marists
of Aleppo,
Syria*





Programme of vocational animators – general house, November – December 2016

Vocations Ministry. We need guidelines for the entire Institute regarding Marist vocations ministry, which should be based on an open attitude that welcomes every young person, and offers a more specific accompaniment to those who feel called to be Marist Brothers.

Initial formation. We should offer closer accompaniment to the Regions that currently have greater number of postulants, novices and post-novices. Such accompaniment should be based on a set of general criteria and guidelines aimed at orienting all Regions of the Institute.

Ongoing formation programs. We should explore the possibility of offering more inter-language sessions (with simultaneous translation), or just a

single inter-language program. We should also try to look for collaboration with other Congregations regarding some of the formation proposals.

Joint formation for brothers and laity. It seems important to continue developing and offering joint formation programs for brothers and laity in order to strengthen mutual understanding and vocational revitalization among the participants.

Child protection. We believe that the issue of child protection should be included in initial and ongoing formation programs. Vocations ministry should take it into account when carrying out vocational discernment with the candidates, and during the screening process.

2. SECOND FUTURE HORIZON:

A NEW RELATIONSHIP BETWEEN BROTHERS AND LAITY, SEEKING GREATER VITALITY TOGETHER

A. THE JOURNEY / ACHIEVEMENTS

Secretariat of Laity. The Secretariat's structure has been reinforced: there is a brother acting as Director and two lay people as Co-directors. The Expanded Secretariat includes representatives from all Regions of the Institute.

Continental Commissions. We have gradually created the Continental Commissions of lay Marists, which met in Our Lady of the Hermitage in October 2016. Discussions during the meeting revolved around a document entitled "Global Identity Framework for the Lay Marists", whose final version adopted the new title of "Being a lay Marist".

Provincial Commissions. We have been supporting a discernment process that has gradually led to the establishment of Provincial Commissions. Almost all Provinces have lay animation teams, although in some cases there is only one person in charge of this animation. There

*La Valla –
October 2016*





Solomon Islands

have been several meetings of Provincial Commissions in Europe, Asia and the Americas.

Meeting on bonding and belonging. A meeting on lay bonding and belonging was held in Rome in March 2014. The invitation was addressed to all who were interested in the topic, and most Administrative Units participated. The idea of having a Global Framework for the entire Institute came from this meeting.

Lay Formators Course. In May, 2015, the Secretariat of Laity organized and led a course for lay animators in the General House. There were 55 participants representing almost all the Provinces of the Institute.

Champagnat Movement of the Marist Family. The Secretariat of Laity accompanied the update

process of the CMMF Life Project, which marked the 25th anniversary of the Movement's foundation. The process was led by the laity themselves. It aimed at drafting the Life Project with a lay language, and at including new relevant issues regarding the life of the Church and the Institute.

Being a Lay Marist. We drafted a Global Identity Framework for the lay Marists who feel called to live the Marist charism in the world. In some cases, an international lay association will acknowledge their identity, in communion with the brothers. Awakening, discovering, identity building, and associating are the four stages of a possible vocational process for lay Marists.

Communication and resources. We published different written materials aimed at spreading and animating the process of communion, such as a

2. SECOND FUTURE HORIZON

Lexicon, the Secretariat's Bulletin, and several study guides. We have also communicated the experiences of communion that took place across the Institute – retreat sessions for brothers and laity, joint formation activities, and mixed groups and communities – through publications, workshops, and visits.

Vocational animation. We have tried to develop a joint vocations ministry by several means: discussing the topic, publishing a guiding document, organizing joint vocations ministry teams, and offering formation courses for brothers and laity who are in charge of vocational animation.

Joint formation. We have favored joint formation, which aims to deepen the Christian vocation and, at the same time, the specific vocational identities of brothers and lay people. It is also an expression of shared responsibility and charismatic vitality. There are rich and diverse experiences of joint formation in the Provinces. The Secretariat has carried out awareness and animation workshops in places like Les Avellanes, Nairobi, and Nigeria. Thanks to the joint efforts of the Brothers Today and Laity Secretariats, there has also been a progressive inclusion of lay people in some ongoing formation programs that previously targeted only brothers.

Shared responsibility. The implementation of the *New Models* process has been an important opportunity to continue promoting shared responsibility between brothers and lay people in different dimensions of the Mission, such as animation, management and government.

*Brothers and laity
involved in
the Secretariat
of the Laity
in recent years –
N.D. de l'Hermitage,
October 2016*



Communities of brothers and lay people. The General Council has favored the creation of communities of brothers and lay people – for instance in Our Lady of the Hermitage, and through the Lavalla200> program – and has also been attentive to the communities of this kind that are already in place in different Provinces. In these communities, the brothers bring the gifts of the charism and their religious vocation, as well as their spiritual journey and community experience, while lay people offer the gifts of their lay vocation, their family-style relationships, their Christian community experience, and their particular expression of the charism.

Various forms of bonding and belonging.

Some lay people are committed to a Marist group or institution in one way or another. We got to know and accompanied several experiences of lay organization and bonding in different Provinces, for example the lay Marists linked to the charism in the Province of Ibérica, Association Mariste de Laïcs, in Canada, and the Marist Association of St. Marcellin Champagnat in Australia.

We have followed up the proposal of the Province of Australia regarding the creation of a Public Association of Faithful – of which both Marist brothers and laity could be members – a civil and canonical structure that could articulate the Marist laity, and assure management for the educational works. In June of 2015, we studied the Statutes and made some modifications. And finally, in February 2016, the General Council approved the creation of the Association, which now needs to be accepted by the Holy See.

The General Council recognizes the Marist Association of St. Marcellin Champagnat as a pilot project within the Institute, which is groundbreaking for us and even for the Holy See. Implementing it in Australia will help us visualize its potential, even for other Provinces that could adhere to this model in the future. It is an experience among others that are taking place in the Institute regarding the articulation of lay people and the management of our schools (cf. Brother Emili Turú, Bulletin 29 to Provincials, March 2016).

B. LEARNING FROM EXPERIENCE



The path of communion. We have set out to walk together, brothers and laity, and that makes our experience unique. We find mutual enrichment between brothers and laity in this path of communion, and we have learned that this new relationship based on communion requires personal conversion. As we construct it, we grasp more clearly our distinct identities, without one vocation absorbing the other.

Lay Marist vocation. There is growing awareness of the lay Marist vocation, and the Institute is welcoming this gift of the Spirit with more and more joy. We realize that the Marist charism is

2. SECOND FUTURE HORIZON

*On the following page:
Workshop for Brothers and laity
of Nigeria – April 2016*

progressively opening a broader horizon before us, and that it keeps spreading for the good of the Church and the world.

Experiencing a living encounter. The encounter between brothers and laity helps us undertake the path of personal and institutional conversion. When Provinces and Regions discover the richness of this new relationship of communion, they create conditions to favor and promote it.

Future of communion. We see our Marist future as a future of communion, partaking in the same charism and being consistent with our specific vocations. We are discovering more and more the global sense of the Marist charism as it takes the form of a network. A strong sense of Marist belonging is progressively emerging, and its animation, articulation and expression are being shaped in different ways.

C. CHALLENGES

Formation. We need to mainstream the initial and ongoing formation programs for brothers and lay people in shared settings, and form lay leaders for the animation of Marist life.

*Encounter of reflection
on the new relations
between Brothers
and laity in the Brasil
Sul-Amazonia
province
(June 2016)*





Charismatic family. We must grow together in awareness about and the construction of the Marist charismatic family, which is a space to share the different vocations, services and life styles that revolve around our single charism, complementing each other in the service of the Kingdom and for the good of all. This requires concrete forms of lay international association and bonding, according to the submitted proposals.

Animation structures. We need to enhance the animation role of the Continental Commissions of the Laity, besides offering greater support to the Administrative Units that have less experience, resources or possibilities regarding the path of communion and are thus struggling to follow it more dynamically.

Experiences of communion. We should dare to live experiences of communion between brothers and lay people, and welcome the possibility of having more mixed communities. We should also promote living, open and committed lay communities. We need to find suitable ways of adapting the path of communion between brothers and laity to each context.

Joint Vocations Ministry. It is important to generate joint processes of Vocations Ministry through which we could present and accompany the vocation of Marist brothers and laity.

Interreligious dialogue. We need to encourage participation in ecumenical and interreligious dialogue in order to promote more openness, understanding, acceptance of diversity, and mutual enrichment.

D. GUIDELINES FOR THE FUTURE

Joint Formation Guide. The elaboration of a Joint Formation Guide that the 21st General Chapter asked for is still pending. This Guide could be based on the renewed Constitutions, and the global framework entitled “Being a Lay Marist”, as well as on the guidelines that could follow from the 22nd General Chapter. The document could also indicate the shared spaces for initial and permanent formation of brothers and lay people.

Formation. Based on the Global Framework, we should implement the proposal of establishing formation itineraries to accompany the lay vocation, adapting them to local realities. This will require forming people in the area of accompaniment.

Joint formation. We need to keep promoting joint formation programs for brothers and laity that can favor mutual understanding between both vocations, and a vocational revitalization of the participants.

Bonding and belonging. We should promote the international association of the Marist laity, while listening to, considering, and respecting local realities.

Structures. We need to consolidate the Continental Commissions to promote shared responsibility and leadership.

Communion. We must promote experiences of communion between brothers and laity (formation, community, mission, retreat sessions, animation, etc.). We underline the importance of organizing reference communities.

3. THIRD FUTURE HORIZON:

A STRONGLY SIGNIFICANT PRESENCE AMONG CHILDREN AND YOUTH / THE MARIST MISSION IN A NEW WORLD

*On the following page:
Commission of
New Models with
the directors of
the secretariats and
the general council
(February 2015)*

*Br Emili Turú visits
Haiti (2010)*



PROVINCES AND DISTRICTS TOOK DIFFERENT STEPS IN THE PROCESS OF BECOMING A STRONGLY SIGNIFICANT PRESENCE AMONG POOR CHILDREN AND YOUNG PEOPLE.

intensely the issues relating to the mission, as we will mention in this section.

We will now refer to the General Administration's projects that more clearly indicate this option, and to the implications of the Marist mission in a new world. Some of the Secretariats have addressed more

A. THE JOURNEY / ACHIEVEMENTS

Secretariats. In this period, we established and consolidated the *Secretariat for Mission* and the *Secretariat Collaboration for mission, international (Cmi)*.

In the last two years, FMSI has gone through a process of restructuring and professionalization aimed at optimizing its service to the rights of children. Since September 2016, FMSI has only one office, located in the General House of Rome, and since January 2017, it is coordinated by a General Director. FMSI has now a Board of Directors comprising brothers and lay people who are experts in the field.

We are moving forward regarding the cooperation between, and integration of these three Secretariats that are at the service of the mission.



The Secretariat for Mission accompanied a series of mission-related projects: consolidating the Regional Commissions for Mission; establishing leader training programs in almost all Regions; animating and supporting the *International Gatherings of Marist Youth* in Madrid (2011), Rio de Janeiro (2013) and Lyon (2016); preparing the *II Marist International Mission Assembly* of Nairobi; supporting Marist Youth Ministry through the dissemination of the document *Evangelizers Among Youth*; consolidating of the Marist Higher Education and Marist Publishing Networks, and active participation in inter-congregation networks, such as UISG-USG and OIEC; promoting the online program called *Marist Charism and Education Principles*, with the strong support of the Marist University of Curitiba (Brazil Centro Sul); and developing new digital tools and applications at the service of the mission, such as *Missio* and *Nexus*.

New Models Project. This was one of the projects in which we invested more energy and resources in the past four years. We have tried to generate a reflection process across the Institute aimed at defining and implementing new models of animation, management and governance at the service of the mission. The project includes three major lines of future action: specialization, construction of a global body, and shared responsibility between brothers and lay people. Under the coordination and support of the Secretariat for Mission – and thanks to the reflection

coming from external consultants, Provincial and District council meetings in the Regions, and the New Models Assembly of the entire Institute in July 2015 – we carried out the process in the six Regions of the Institute: Africa, South America, Arco Norte, Asia, Europe and Oceania.

The Secretariat **Collaboration for mission, international (Cmi)** has carried out different projects: it has developed an international volunteer network through which people can offer their services abroad within a specific time frame; it directly helped implementing the *Fratelli Project* (inter-congregation communities together with the Lasalian Brothers), which is presently at the service of young refugees in Lebanon; and it has offered close and continuous support to the *Lavalla* project (international communities for a new beginning) in different Regions of the Institute, including the strengthening of some communities in the Marist District of Asia.

FMSI (Italian acronym standing for Marist Foundation for International Solidarity) is working to defend the rights of children, both at the United Nations Office in Geneva, and by raising awareness on this topic within the Marist Institute. An important right of children is the implementation of child protection policies to deal with sexual abuse. Therefore, FMSI has followed up this issue, and conducted workshops on child protection in different places across the Institute.

3. THIRD FUTURE HORIZON



FMSI
Per il Bene dei Bambini

FMSI has also offered advice regarding the design of fundraising projects, besides directly contacting different organizations that can offer economic support. FMSI is becoming better known among donors as an organization at the service of solidarity projects.

We have provided humanitarian support in emergency situations, for example in Syria, the Philippines and Haiti.

We have been networking with local FMSI offices in several Regions of the Institute, and with other solidarity organizations, such as BICE (International Catholic Child Bureau), Child Rights Connect, and CCIG (International Catholic Center of Geneva). Regarding justice and peace, the Marist Institute is a member of JPIC (General Office for Justice, Peace, and Integrity of Creation) and SEDOS (Service of Documentation and Study on Global Mission).

B. LEARNING FROM EXPERIENCE

There is an increasing awareness the **Institute as a global body** we belong to, with the richness of its diversity and multiple cultures. We have learned to walk at the pace and speed that each local situation required. At the same time, we have learned that we need leaders with a clear vision of the future, capable of helping us journey towards a 'New Land'.

We perceive an increasing **involvement of the laity** at different levels of the institutional structure, which they help to design and develop by participating in the decision-making process.

We have learned better how to work in **partnership**, networking with several organizations within and beyond the Institute, and we have been able to share the best practices and resources available. All this has been done to favor the development of the mission. We have realized that we can also strengthen and consolidate the mission by working with other Congregations and institutions.

We are learning how to give a broader meaning to the **concept of Marist mission**. It begins with the testimony of our lifestyle and fraternity, and embraces different apostolic services, gradually overcoming past tensions regarding the kind of Marist works we are involved in – schools versus insertion communities, formal versus non-formal education. More and more, we all become part of the same mission.





Conference on the protection of children – general house, April 2016

We have **sought external advice and contacted experts** regarding some areas in which we are not skilled enough, and we have learned that, besides goodwill, we need more training and professionalism to achieve certain goals.

There is greater awareness and knowledge regarding the **rights and protection of children and youth**. The pain and frustration brought about by situations of sexual abuse have taught us that prevention is essential for all the brothers and laity who are at the service of youth.

We are implementing **new initiatives in our work with poor children and young people** in the emergent peripheries. Connecting with organizations that have experience in this field is becoming more and more helpful.

Regarding education, justice, solidarity, fundraising and the rights of children, will are learning to **rely more on the local resources available**, as we work together to achieve a more effective pedagogy in these areas throughout the Institute.

The **New Models Project** is allowing us to open forward-looking horizons focused on the future of the Marist mission, in contrast with a rather pessimistic vision regarding issues like secularism, the dropping number of brothers, and the social and cultural problems we are facing. Although the project primarily focused on the mission, it gradually integrated other important pieces, such as management, economy and the animation and accompaniment of brothers and laity.

C. CHALLENGES

As an Institute, we are still measuring up to the challenge of **being closer to the poor** and moving to the peripheries, so that we can live more effectively the Chapter's Future Horizon of being a strongly significant presence among poor children and young people.

There is still a long way to go before **evangelization** becomes the priority and the center of our apostolic work. Despite the dissemination and implementation of the document *Evangelizers Among Youth*, and the substantial work that Marist Youth Ministry is carrying out in many parts of the Institute, there is still much to be done in the Provinces and Districts. Youth Ministry should be based on young people's leadership, allowing them to find their true selves, and encounter the living God, so that they can become, in turn, evangelizers of youth.

We believe it is important to consolidate the process of **integration between the Secretariats of Mission, Collaboration for mission, international (Cmi), and FMSI regarding the Marist mission**, in order to improve their dialogue and connection, and achieve better outreach to the Regions and Provinces.

There is a growing need for **interdisciplinary work** based on specific competences, with a more international and intercultural approach.

It is important to **become more aware and develop a common vision** regarding the issues of

3. THIRD FUTURE HORIZON



*Bucharest,
Romania*

justice, human rights, and solidarity at the local, regional and global levels. We need a new culture of commitment to justice and solidarity in our formal and non-formal educational works.

We must keep **sensing the Institute as a global body**, a process that should include, among other things, the financial aspect, given that external aid is declining.

We need a better **networking** strategy within the Institute, and regarding other Congregations and bodies.

It is important to establish mechanisms enabling the Institute to **adopt a clear and socially visible position** – in synergy with other institutions – regarding key issues, such as human rights, migrants, child labor, and education.

We must continue supporting and consolidating the **New Models of Animation, Management and Government Project** at the service of the Marist mission, trying to support and accompany each Region of the Institute according to its own pace and needs. We should particularly focus on the creation and consolidation of suitable structures to accompany and coordinate the issue of mission, assuring the financial support that will allow their functioning and development.

Leadership training programs should be a priority, if we want to count with skilled people to carry out the processes and accompany other people. los procesos y acompañar a las personas.

*Mangamanuth,
India*



D. GUIDELINES FOR THE FUTURE

We need a **shared and consistent planning** of all aspects of the mission (guiding principles, goals, activities, processes, etc.), in coordination with the others Secretariats, the Econome General's office, and others bodies of the General Administration.

We must **strengthen the work of the Regional Commissions** in the different areas of the mission (education, evangelization, solidarity, and human rights).

We should **strengthen and consolidate networks** to address the concerns we share with other Congregations and organizations (human rights, education, solidarity, social projects, etc.).

It is important to launch the **new operational models** for the animation, management and government of the Marist mission at all levels, empowering all Marists, brothers and laity, to engage more intensely in the project and in the implementation process. We should take good care of the communication process regarding the project and its development, so that it can touch the Regional and Provincial levels, but most of all, the local level.

We must keep working to make **evangelization** a priority in the Institute and, to this end, we should arrive at a common *Marist Youth Ministry Project* for the entire Institute.

We need to deepen our understanding of the **Marist pedagogy** in today's world. Therefore, it would be important to review the document *In the Footsteps of Marcellin Champagnat*, and to define a set of indicators to assess the Marist works.

We should continue defining a **common identity** regarding the Marist mission at the Institute level (logo, communications, networks, etc.) through the implementation of policies and strategies for the entire Institute, so that we can consolidate more and more the sense of a global body.

We need to strengthen our **shared responsibility** at all levels regarding the acquisition and management of resources (better financial planning, greater awareness of the value and impact of our projects, etc.).

It is important to continue strengthening and following up the **Lavalla200> Project**, so as to con-



Marist Interamerican meeting of Vocational Ministry (Guatemala 2015)

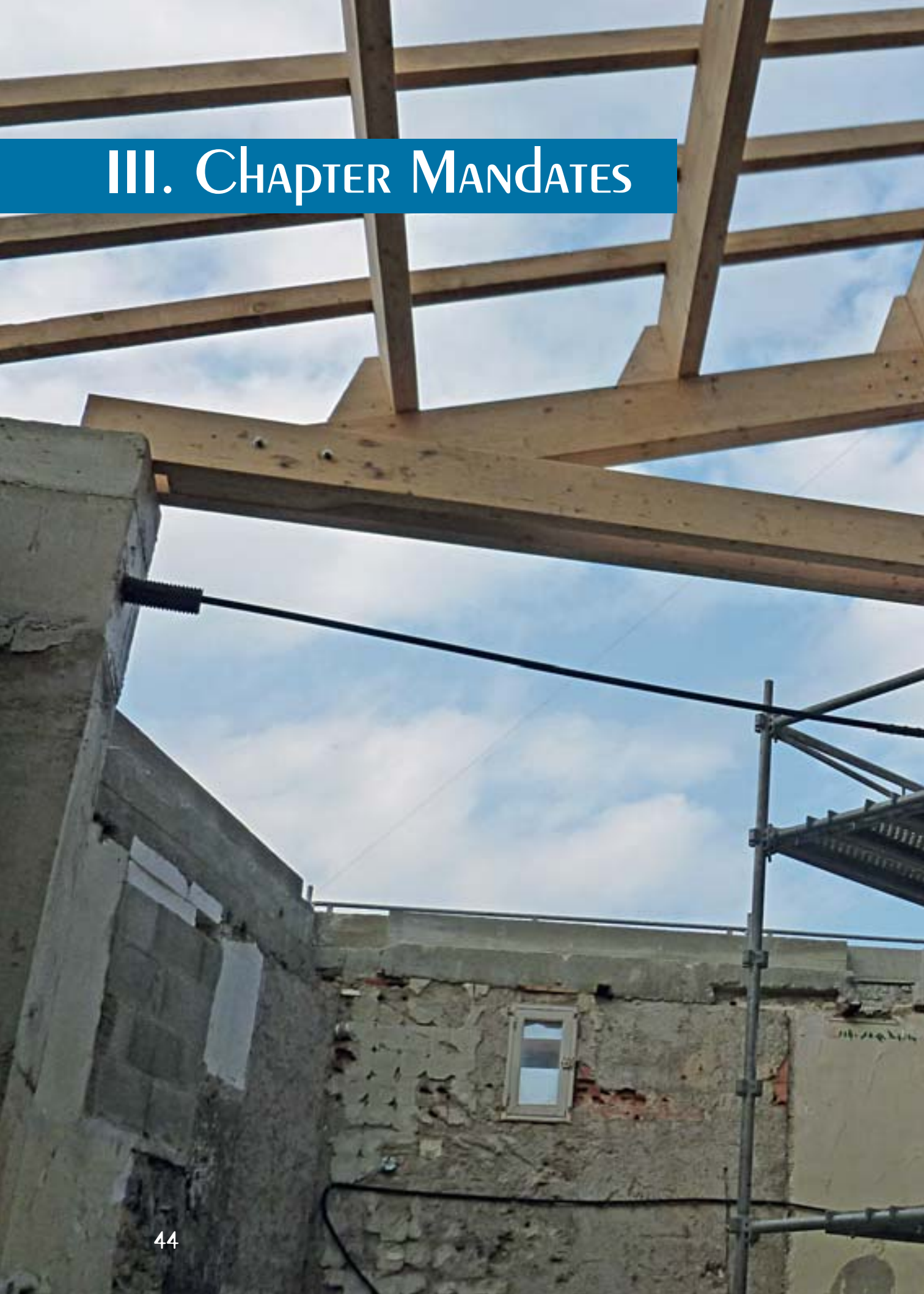
solidate the new international communities across the Institute.


We must also **consolidate the FMSI restructuring process** that is under way, and assess how local solidarity offices are working, in order to achieve better leadership coordination between the General Administration and the Administrative Units and Regions.

Innovative reflection should lead us to **new forms and fields for the Institute's mission** aimed at bringing greater vitality and expansion to Champagnat's charism.

It is important to promote the process of internal and external **institutional communication**, which requires a better definition of what and how we should communicate, and of the common criteria we should follow. The need for guidelines regarding communication are a cross-cutting issue that touches every area of the mission.

III. CHAPTER MANDATES





IN ADDITION TO THE FUNDAMENTAL CALL AND THE THREE HORIZONS FOR THE FUTURE THAT WE PRESENTED IN DETAIL IN THE PREVIOUS SECTION, THE XXI GENERAL CHAPTER IDENTIFIED 4 MANDATES TO BE CARRIED OUT BY THE GENERAL COUNCIL OVER THE FOLLOWING YEARS. THE FIRST OF THESE HAD TO DO WITH THE REVISION OF THE CONSTITUTIONS AND STATUTES. THE SECOND REQUIRED A PLAN TO FINANCE THE GENERAL ADMINISTRATION. THE THIRD FOCUSED ON HOW TO PROCEED TOWARDS THE FINANCING OF THE ADMINISTRATIVE UNITS. AND A FOURTH MANDATE CONCERNED THE POSSIBLE SALE AND SUBSEQUENT TRANSFER OF THE GENERAL HOUSE.

WHAT FOLLOWS IS A SUMMARISED REPORT ON HOW WE RESPONDED TO AND CARRIED OUT EACH OF THE CHAPTER MANDATES. A MORE DETAILED REPORT, IN THE FORM OF APPENDICES, WILL BE FORWARDED TO THE PARTICIPANTS OF THE XXII GENERAL CHAPTER.

1. PROCESS OF THE REVISION OF THE CONSTITUTIONS

*On the following page:
The general council
participates in
the process of
the revision of
the Constitutions,
in Nemi (May 2015)*

**A COMPLETE STANDARD EDITION OF THE CURRENT TEXT.
A THOROUGH REVISION OF THE CONSTITUTIONS.**

THE XXI GENERAL CHAPTER RECOGNISED THE VALUE OF THE CONSTITUTIONS AS THE “APPLICATION OF THE GOSPEL TO OUR LIVES” AND, PARTICULARLY ATTENTIVE TO THE SEARCH FOR A NEW WAY OF BEING BROTHER, DECIDED THAT

“for a new world, we need a conversion of heart. A thorough revision of the Constitutions and Statutes, with the full participation of the Brothers, can help to revitalize our vocation”.

As a preliminary step, it established that the General Government should produce an edition of the Constitutions of 1986, consistent in terms of style, language and references, incorporating the various changes that have taken place up to now. That edition was produced in 2010 and was distributed during 2011. However, the thorough revision of the text was not begun until 2015, as one of the processes accompanying the preparation for the celebration of the Bicentenary. One reason for this delay was the fear that too long a process would be tedious and uninspiring for the Brothers and Communities.

The first commission appointed by the General Council designed the general approach and the initial consultation. This was launched to the Institute in 2015. As early as 2016, a second, more focused, editing committee collected contributions and drew up three drafts. The first two were submitted for consultation to the Administrative Units (in 2016 and 2017), while the third will be presented directly to the Chapter.

The first consultation (*“Stories of the Journey, Told around the Fire”*) consisted of 5 topics and yielded a total of about 700 reports. In the consultation on the first draft, 237 reports were received (and we still do not know the response to the second





draft). From the first moment, we were able to see the excellent quality of the contributions and the interest of all the participants in the consultation, mainly Brothers, but also lay Marists. The suggestions for changes were so numerous that, from the outset, it became clear that the revision was not going to be merely cosmetic or limited to minor amendments.

As a result of these consultations, the guidelines that have directed the revision are:

- **Maintain** basic Marist principles and values, **but carefully revise** the entire text.
- **Clarify** and distinguish in some way the “inspirational” aspects from the “normative”.
- **Simplify** the general structure and expression.
- **Update** the language and some content, incorporating themes and references from after 1986.

The commission also unofficially consulted a canon lawyer from the Dicastery for Consecrated Life. He stressed that it was not necessary to say everything in the Constitutions and encouraged us to develop other texts for the Institute where we could present more fully the various aspects of Marist charism, life and mission. With this approach, the Commission proposed moving the articles that canon law does not require to a preliminary text, in the knowledge that this text linked to the Constitutions

could offer the Chapter an interesting space to present Marist life in a more flexible, adaptable and complete way, along with other proposals of an institutional nature that would not require canonical approval. The Constitutions would thus be the canonical translation of this preliminary text, provisionally called the “Rule of Life” and would, essentially, constitute the formal link connecting us to the greater ecclesial community and making us an expression of the same. It is in this sense of communion that we are called to live the Constitutions.

Indirectly, this proposal has other advantages, both for the stability and survival of the Constitutions text, and for its efficacy, especially in countries where canon law acquires a civil value. In such circumstances, it is good to have a succinct text, low-key with regard to theological content and clear in what is normative.

In order to respond to this desire **for clarification, simplification and updating**, the Commission began to work on the first draft, and experimented by developing just two chapters, both of the Constitutions and of the “Rule of Life”. The subsequent consultation confirmed the options chosen, and the Commission began to prepare a complete draft of the Constitutions and Statutes, structured into five chapters. The time available was insufficient to develop a draft of the preliminary text or Rule of Life. During this period of consultation, the Commission is preparing materials that may help in the preparation of the text, should the Chapter finally endorse the proposal to adopt it.

2. How to finance the expenses of the General Administration

DURING THE XXI GENERAL CHAPTER, SEVERAL SESSIONS WERE DEVOTED TO THE STUDY OF THE FINANCIAL AND ECONOMIC SITUATION OF THE GENERAL ADMINISTRATION.

Coming from the fundamental call, criteria such as solidarity, internationality and mission resonated most strongly, particularly with regard to how the Institute uses the goods at its

disposal and to what purpose. A number of principles were suggested and the following recommendation was made:

That the General Council appoint a team of specialists in finance to draw up a plan for the financing of the General Administration, taking the work of the pre-Chapter Finance Commission as their point of departure, and following the call of the XXI General Chapter.

Document of the XXI General Chapter

As from 2010, the International Council for Economic Affairs (ICEA) became responsible for working on the recommendation of the XXI General Chapter. The process of developing a “Model of Financing” in-

*Encounter of provincial
economies (October 2013)*



cluded various working sessions by the ICEA, recommendations from the General Council, as well as recommendations that emerged during the presentation of the proposed model to the whole Institute in a number of regional meetings that included Provincials, Bursars and one member of the Provin-

cial Council. This proposal was finally approved by the General Council in February 2012, “ad experimentum and for three years”: 2013, 2014 and 2015. The “Financing Plan” or “Finance Model” was based on the principles fixed by the XXI General Chapter. A summary of the elements of the plan are as follows:

- a. The income which the General Administration receives, as opposed to the former per capita, needs to be boosted: income from investments, funding, donations from the Provinces for solidarity, repayment for services provided, recovery of loans.
- b. As from 2013, the “per capita” system was replaced by the “Province Contribution” calculated by means of a mathematical formula. This included:
 - Economic information:
 - the annual surplus, which reflects the performance of the economic activity of the Province and the quality of management,
 - the turnover of services or income, which reflects the level of economic activity of the Province
 - and the value of the Patrimony, which reflects the “wealth” of the Province.
 - The greater the financial capacity of a Province, the higher the amount to be paid, to reflect the principles of justice, equity and sharing.
 - Information on the apostolic activity (number of students, brothers, collaborators and the amount allocated to solidarity). The model supports the evangelizing, educational mission of the Institute.
 - Information on the responsibility of the Province for its elderly brothers and for its young men in formation. The greater the financial responsibility of the Province, in terms of care for its elderly brothers, as well as for the young brothers and new vocations (novices), assuring the continuity of the Institute and its mission, the lower the contribution.
- c. An agreement to establish a fixed contribution with those Provinces having a weak financial capacity and for other Provinces that no longer count upon adequate income-generating activity.



The application and integration of the principles of the XXI General Chapter in the Finance Model has been generally well received. Understanding and accepting that the old model of collaboration, based on the “per capita” system is no longer valid, and that the calculation for the new form of collaboration which is based on other indicators showing the economic capacity as well as the different responsibilities in the Provinces for the elderly brothers, young brothers and those in formation, has been a gradual process. What is needed now, and was requested by the General Council when it approved the model “ad experimentum” for three years, is an evaluation and/or reformulation.

2. HOW TO FINANCE THE EXPENSES OF THE GENERAL ADMINISTRATION



What follows are some of the concerns that we noted which arise from the application of the new formula to determine the “Collaboration of the Provinces”: the model should be simpler; it does not take into consideration the differences in structures; there is concern around the application of the formula to Provinces with very low earning capacity; in a good number of Provinces the relevant assets have an outdated accounting value, and this affects the fairness of the application of the model; there appears to be no differentiation between the types of student and the service provided; the use of the “solidarity” indicator for the final calculation is complicated. Additionally, the application of the model is inappropriate for Administrative Units with a weak financial capacity and for those that no longer have income-providing activity. On the other hand, the application of a model that has used economic indicators as well as responsibility for the care of elderly brothers, and for those in formation, has been helpful in obtaining from the Administrative Units all the relevant information in a transparent way.

Other concerns include: onerous legislation in certain places concerning the international transfer of capital, all of which requires a study of legal structures that would facilitate the sharing of resources among the different regions of the Institute. Finally, the implementation of the New Models project, as well as the other needs that occur in the General Administration, will require the consideration of other forms of financing.

3. FINANCIAL AUTONOMY of THE ADMINISTRATIVE UNITS

THE XXI GENERAL CHAPTER,
IN RELATION TO THE FINAN-
CING OF ADMINISTRATIVE UNITS,
REQUESTED THE following:

That the General Council appoint a team of specialists in finance to draw up a plan for the progressive achievement of the economic autonomy of the Administrative Units, as well as the Mission Ad Gentes Sector, taking the work of the pre-chapter Finance Commission as their point of departure and following the call of the XXI General Chapter.

Document of the XXI General Chapter

In October 2011, the International Commission for Economic Affairs began its reflection on this recommendation, interpreting the Chapter mandate as a “desirable situation” which seeks to diminish dependence on the Institute’s solidarity ad intra, increase self-sustainability of the economic activity and financial output of the Provinces, and improve access to external funding.

From the beginning of the work, the Key Elements of the plan for self-sustainability were established, not only to be applied to Africa and Asia but to wherever Marist mission is present. These Key Elements are as follows: the sharing of best practice and models of Government and Management, competencies for the development and management of profitable economic activities, and a capacity to attract non-reimbursable external funding.

The General Council gave the go-ahead to develop a project along these lines, and in May 2013 appointed the commission requested by the XXI General Chapter, establishing the following as the OBJECTIVE OF THE PROJECT, “to promote the self-sustainability and financial autonomy of the Marist mission on Africa and Asia by means of strategic/pastoral planning, which would be effective, transparent and participative.”

3. FINANCIAL AUTONOMY OF THE ADMINISTRATIVE UNITS

As tangible benefits in the medium and long term, the project proposes: management training for local teams, fostering integration between brothers and lay people, encouraging a move towards the evangelical use of resources, strengthening autonomy and local financial responsibility, participative collaboration focusing on transparency of strategic and pastoral management, and modelling to achieve greater responsibility, transparency and autonomy in the management of Marist mission.

As Final Outcomes of the implementation of the “Sustainability of the Mission” project, the following are highlighted: improving the management of Marist Mission in Africa and Asia, identifying the time needed for each Province to achieve full autonomy, the pastoral and economic evaluation of each apostolic activity of the Provinces, and being able to rely on a model of planning and control, which favours greater transparency and effectiveness in the management of the provinces in Africa and Asia.

*On the following page:
Kenya, February 2016*

*Second workshop
on Sustainability
of the Mission in Africa
and Asia
(Rwanda, March 2017)*

At the suggestion of the Commission, the initial implementation was to be carried out through simultaneous pilot projects in Africa and Asia: Madagascar, Central-East Africa and South Asia.





A. IMPLEMENTATION OF THE PROJECT PHASES IN PROVINCES IN AFRICA AND ASIA

The implementation of the Project in each of the Provinces will be under the responsibility of the Local Team (Brothers and laity) appointed by the Provincial Council. It will receive, at a distance, advice and support from the Global Project Team,

which will report periodically to the General Council.

Implementation, including the training and involvement of local teams, will be presented in three distinct phases:

- **First phase:** development of strategic and pastoral planning for each of the apostolic works of the Province;
- **Second phase:** a review of the system of government in the Province;
- **Third phase:** the development of a strategic and pastoral plan for the Province; this will be achieved by integrating the strategic and pastoral planning of each of the apostolic works of the Province.

B. FORMATION WORKSHOPS

Throughout 2016, the first formation workshops were held in Nairobi (Kenya), Antsirabé (Madagascar), Negombo (Sri Lanka), and Trichy (India). These aimed at familiarising participants with the tools necessary for obtaining information and analysing the apostolic activity of Marist mission. One result of these workshops was that other Provinces indicated their interest in taking up the

methodology even although they had not been chosen as part of the pilot project.

A second formation workshop of local teams was held in 2017 in the District of West Africa, the Province of Madagascar, the Province of Central East Africa (in two venues), and in the Province of South Asia, to present and provide training on how to use the tools to carry out strategic and pastoral planning for the apostolic works of the Province.

3. FINANCIAL AUTONOMY OF THE ADMINISTRATIVE UNITS

EAST TIMOR



BANGLADESH



HONDURAS



SUDAN



VIETNAM



C. PROJECT DEVELOPMENT TEAMS FOR THE “MISSION SUSTAINABILITY” PROJECT

The implementation of the project was carried out by three teams of brothers and lay people, each addressing different functions:

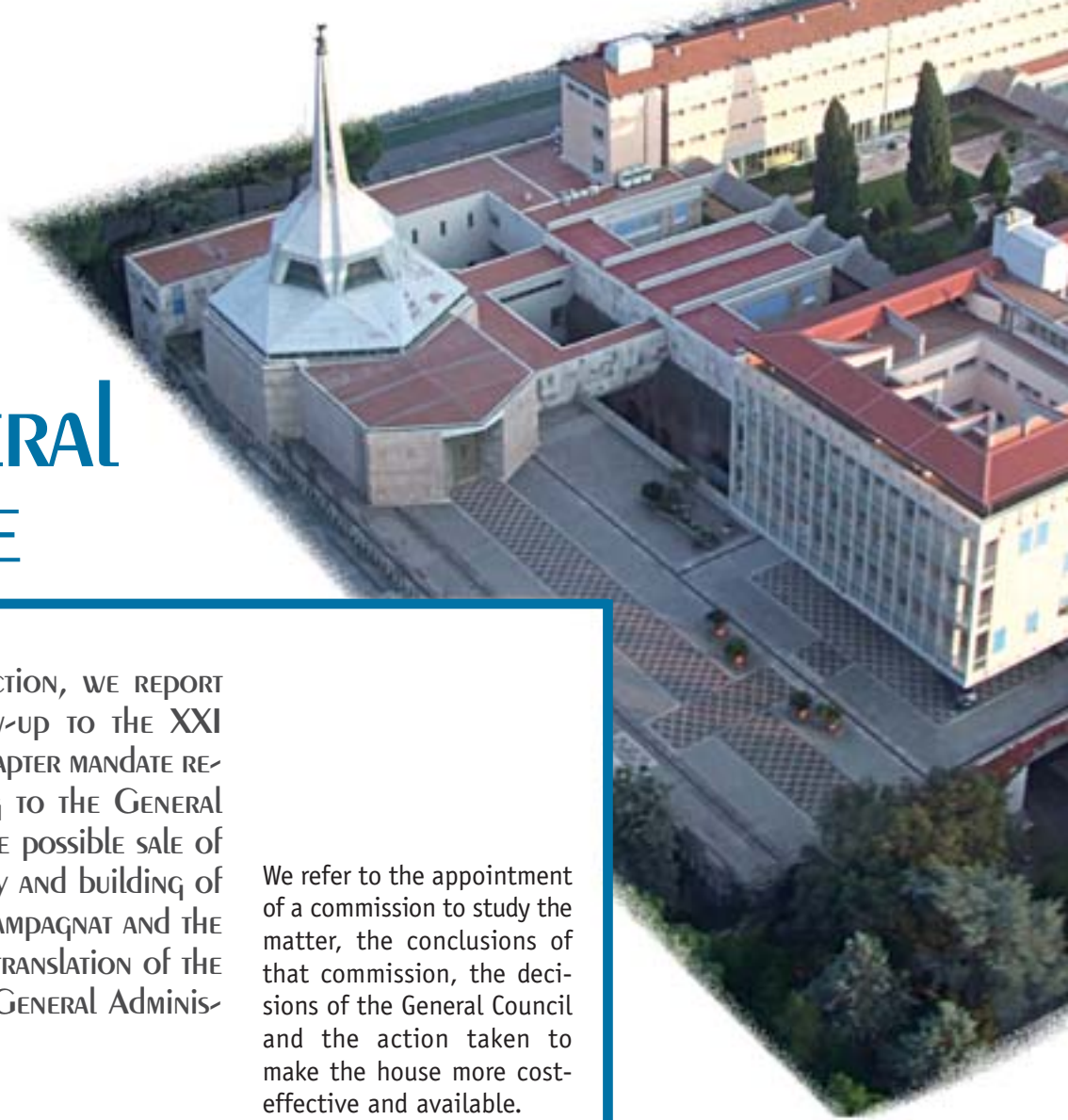
- **Project Commission:** appointed by the General Council. Its main task was to develop the project design and encourage the Provincial Councils of Africa and Asia to carry out the project.
- **Global teams:** their main objective was to carry out the stages of the work designed by the project commission. Additionally, they were to attend to the training and advising of the local teams. This work would be supported by a group of experts.
- **Local teams:** appointed by the Provincial Council to implement the project in their respective Provinces in accordance with guidelines from the “Global Team”.

The implementation of the project has been made possible through the considerable involvement of brothers and lay collaborators from the Province of Brasil Centro-Sul. To this end, an agreement of cooperation was signed defining responsibilities and tasks related to the project during the period December 2015 to 2018, with the presence and active participation of Mr. June Alisson Westarb Cruz and Br. Jorge Gaio, Provincial Bursar, together with a technical team dedicated to the formation of the local teams and guiding the implementation. We are grateful to Brother Joaquim Sperandio, Provincial of Brasil Centro-Sul, for making available the human resources in the service of the solidarity which the Marist Institute extends to its mission in Africa and Asia.

We are equally grateful for the interest and participation of Provinces in Africa and Asia, and for their response to the recommendation of the XXI General Chapter to build the financial sustainability of Marist life and mission in their regions.

*We are not an organization
that has a mission.
We are a mission
that has an organization.*

4. GENERAL HOUSE



IN THIS SECTION, WE REPORT ON follow-up TO THE XXI GENERAL CHAPTER MANDATE RECOMMENDING TO THE GENERAL COUNCIL “THE POSSIBLE SALE OF THE PROPERTY AND BUILDING OF PIAZZALE CHAMPAGNAT AND THE SUBSEQUENT TRANSLATION OF THE SEAT OF THE GENERAL ADMINISTRATION”.

We refer to the appointment of a commission to study the matter, the conclusions of that commission, the decisions of the General Council and the action taken to make the house more cost-effective and available.

The XXI General Chapter, in conformity with the vision and the calls it has inspired, recommends to the General Council:

- a) *The possible sale of the property and building of Piazzale Champagnat;*
- b) *The subsequent translation of the seat of the General Administration, under the following conditions:*

The General Council will appoint an international commission of experts to further the study already carried out, to request a second valuation of the property and building, to ask for and evaluate various offers, and to accompany the process of the possible sale and the installation on the new site; will guarantee a profit which the commission of experts considers reasonable; will guarantee adequate information to the whole Institute about the significant e of this decision; will decide the destination of the profit taking into account the strengthening of the funds of the General Administration and the solidarity fund in favour of the poor.

Document of the XXI General Chapter

During the Plenary session of February 2011, the General Council officially appointed the commission coordinated by Br. Joseph McKee, Vicar General.

One of the first tasks of this commission was to request new valuations from a number of estate agents and construction companies. The commission then studied these valuations and arrived at the following conclusions:

- a. The valuations received ranged between 27 and 40 million euros, depending on the eventual use of the property. The greater the amount needed for any restructuring or upgrading of the property, the lower the profit received from the sale (We may recall that the General Chapter spoke of a valuation of 70 million euros).
- b. The legal documentation for the property was completed and brought up-to-date, and it was ascertained that no tax would be paid on the income of a sale.
- c. It was noted that, given that the property is more than 50 years old and subject to the Code of Cultural Heritage, confirmation from the Vicariate of Rome would be required as to whether it would put limitations on its use, or had rights over the property.
- d. The main options for the use of the property were identified according to Municipal Norms: tourist accommodation, offices, health care facility, home for the elderly, or residential use.
- e. For any of the above, the present building would have to undergo major structural alteration and would be subject to municipal administrative processes.
- f. A study of "land available for additional construction" was carried out. The result was to *"exclude definitively the possibility of any future construction"*. This factor would significantly hinder any possible sale above 40 million euros.

In light of the conclusions reached by the Commission, the General Council found that the present time was not the most appropriate to undertake the sale of the property. The principal factor was the economic crisis which adversely affected the property market. As a result, the updated estimates indicated that the selling price would be somewhere between 27 and 40 million euros. Other factors affecting the issue were that the Commission received no clear guidance from the General Council concerning the study of a new seat for the General House, nor any interpretation of the meaning of "a reasonable profit margin" in the event of the sale of the property.

In the interim, the Council:

1. highlighted the urgency of improving the cost-effectiveness of Villa EUR. This would ultimately boost the value of the property in the event of a possible sale.
2. suggested that there be flexibility in relation to additional spaces offered to the new management: L'Hermitage' section, Chapter Hall, Chapel, Sports areas, Swimming Pool...
3. stated that we could continue to seek offers for a possible sale.
4. stated that the external legal consultancy should continue.
5. stated that any contractual commitments which might limit the flexibility for a possible sale should be avoided.

Finally, in 2014, the General Council came to the conclusion that at present, and for a variety of reasons,

The conditions were not in place to recommend the sale of the General House.

Given that it is anticipated that these conditions will continue over the coming years,

The work of the International Commission created as a result of the recommendation of the General Chapter has come to an end. It is requested that ways to make the General House more cost-effective for providing welcome and solidarity, as well as continuing the work begun to bring up-to-date the documentation of the house with a view to an eventual sale.

Given the right conditions, the Council will consider a potential sale. From 2012 until the present day, only one offer to buy has been received. The General Council considered the offer too low to accept.

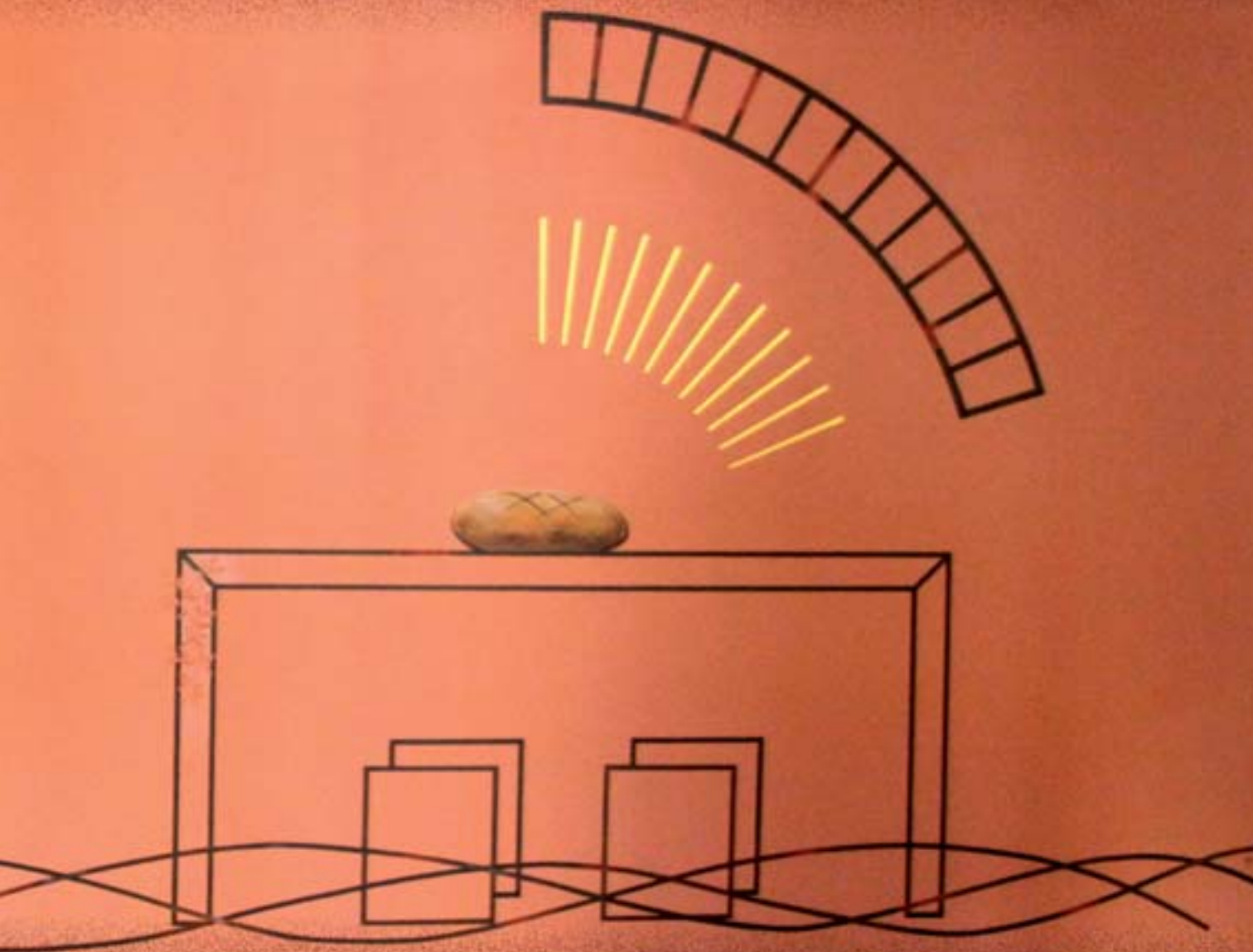
In 2013, the General Council authorised a change in the management of the Villa Eur. Since then, we have been receiving some financial benefit.





IV. TOWARDS A NEW BEGINNING FUTURE LINES OF ACTION

“THEY SET OUT THAT INSTANT AND RETURNED TO JERUSALEM” (LK 24:33).



IV. TOWARDS A NEW BEGINNING / FUTURE LINES OF ACTION



AFTER EXPERIENCING THE LORD'S PRESENCE, RECOGNIZING HIM IN THE BREAKING OF THE BREAD, AND DEEPLY CONNECTING WITH HIM TO THE POINT OF FEELING THEIR HEARTS WERE ON FIRE, THE TWO DISCIPLES OF EMMAUS SET OUT IN HASTE!

Thanks to this encounter with Jesus, they could read and understand what had happened, welcomed the situation they were living, and grasped what was taking place around them. When we encounter Jesus in people, and in

the intimate connection with Him through the exercise of interiority, we understand and look at reality with a new pair of eyes, and find the strength to set out in haste!

The rebirth of our Institute, the New Beginning, has much to do with our spiritual rebirth, with the fact of taking contemplative living more and more seriously, with the ability to learn by listening and being still, stopping the compulsive work that many times absorbs us. And above all, we need to drink from the inner source where God dwells, where we find the strength and courage to be free and leave our comfort zone.

Indeed, it means standing up, setting out, and proclaiming the news with energy and joy, because the mission is at the heart of our being Marists. *Get going and help others to do so!*

It involves learning to see ever more clearly, since

“fidelity to our mission requires us to be constantly alert to the signs of the times, to the calls of the Church, and to the needs of youth. Such alertness makes it easier for us to adapt structures and to take courageous, even unprecedented decisions”

Constitutions 168



Marists of Champagnat are called to walk closely and in a humble way alongside children and young people, particularly those who are most vulnerable in our societies nowadays. Marcellin was touched by the Spirit when he was touched by young Montagne. That is why he immediately grabbed Mary's secure and supporting hand, knowing that the Pilgrim of Faith who gave a full 'yes' to God would always walk at his side.

In today's world, we are touched by the difficult situations many children and young people are facing. Half the world's population is under 25 years of age, and their life is being threatened in several countries¹. If things do not change radically, millions of children could die at an early age, many others will suffer extreme poverty, and may not even attend a school, including those who live in countries where Marists are present².

Here are some additional facts about the current world situation that also challenge us:

- *The power centers* in the world are shifting: financial power seems to replace political power, and multinational companies become stronger by the day.
- We are witnessing *a world in movement*, in which the issue of migration becomes increasingly crucial across the different continents. In the face of this global situation, it is not enough to find ways of welcoming migrants: we also need to understand why they are migrating, and how we can help them solve the problems that trigger migration in their countries of origin.
- There are a series of *tensions and polarizations*:
 - On the one hand, we experience globalized finance and technology in information societies; on the other, a growing gap between different social groups.
 - Due to a fast development of communication technologies, the relationship with the world surrounding us is becoming more “virtual” than real.
 - A growing sense of being part of humankind is in contrast with the outbreak of nationalism and racism.
 - There is a thriving interreligious dialogue, and greater mutual understanding; at the same time, fundamentalist reactions and persecution of believers are a growing problem.
 - There is a search for meaning and spirituality, a thirst for silence, which are in contrast with a growing secularization and shallowness in people's lives.
 - There is growing awareness regarding human rights and the rights of children; at the same time, the situations of violence and abuse, particularly towards children, are increasing (new forms of slavery, prostitution, trafficking of minors, etc.).
 - We could go on listing the tensions and polarizations of our present world, which many times are quite perplexing and make us feel unable to tackle the situation.

¹ The 10 countries in which being a child is most difficult are: Syria, Central African Republic, Chad, Mali, the Philippines, South Sudan, Somalia, Haiti, Democratic Republic of Congo, and Afghanistan (UNICEF 2014).

² The time to act is now, for unless we accelerate our progress, by 2030:

- Almost 70 million children may die before reaching their fifth birthdays – 3.6 million in 2030 alone, the deadline year for the Sustainable Development Goals.
- Children in sub-Saharan Africa will be 10 times more likely to die before their fifth birthdays than children in high-income countries.
- Nine out of 10 children living in extreme poverty will live in sub-Saharan Africa.
- More than 60 million primary school-aged children will be out of school – roughly the same number as are out of school today. More than half will be from sub-Saharan Africa.
- Some 750 million women will have been married as children – three quarters of a billion child brides.
- One in four of the world's school-aged children live in countries affected by crises. (UNICEF, *The state of the world's children*, 2016).

IV. TOWARDS A NEW BEGINNING / FUTURE LINES OF ACTION



WE LISTEN TO THE CALLS OF THE CHURCH:

"I prefer a Church which is bruised, hurting and dirty because it has been out on the streets, rather than a Church which is unhealthy from being confined and from clinging to its own security"

*Pope Francis,
Evangelii Gaudium 49*

- ❑ We are invited to move, to be a Church which goes forth, focusing mainly on our mission of evangelization.
- ❑ We are invited to become tangible signs of mercy, tenderness, and of a welcoming attitude, letting Mary's maternal face shine in the Church and the world.
- ❑ The increasing awareness and participation of the laity is a clear sign for us. It calls us to become stronger together, brothers and laity, in order to face the present challenges and continue our mission with passion.
- ❑ The encyclical *Laudato sii* calls us to act decisively in the face of a wounded and worn-out planet, and to collaborate in the healing and restoration of ecology through very concrete actions, by means of an ever-growing network that elicits more and more collective efforts.
- ❑ The synod on the family invites us to welcome the increasingly complex family situations of our society, and to sow the values of cordiality and healthy human relations in them. This could be an expression of the family spirit we inherited from Marcellin Champagnat.
- ❑ We are coming close to the celebration of the Synod of 2018 on "youth, faith and vocational discernment", a topic of great relevance for an Institute that is at the service of young people.
- ❑ How can we become bold enough to welcome these new calls regarding ecology and the family, which seem to be almost absent from our mission? How can we respond to them concretely and explicitly?

THE INSTITUTE IS SOMEHOW ALREADY COMMITTED TO THESE CHURCH CALLS BUT IT IS STILL QUESTIONED BY THEM

- What impact do these calls have on the Marist life and mission, on brothers and laity, on communities and works?
- There are geographical areas where the Institute is present, and in which the difficult situation of children and young people seems to be deteriorating even further. What does this tell us about our mission there? And what can we say about other places where we are not present yet, in which critical situations will soon emerge?
- What message are these circumstances giving to our GLOBAL Institute?
- What are their implications for the *New Beginning*, and how can we face them in an efficient and tangible way through each of our Marist works?
- What should we transform and what should we leave behind?



THE INSTITUTE IS ON THE WAY

"They found the Eleven assembled together with their companions"

(Lk 24:33)

"and some women, including Mary the mother of Jesus"

(Acts 1:14)

Like the Apostles, who gathered in Jerusalem together with Mary, Marcellin firmly experienced Our Good Mother's close presence in his life. He often told her: *"This community is your work!"*

It is encouraging to know and feel that Mary – in whose heart the new times are always dawning – is with us and keeps walking close to us. Like Mary, we experience the Father's love and unconditional embrace, and share this experience with children and young people. We are called to be Mary's maternal and tender face for them; to be sowers of new life, and to cultivate its signs wherever they become visible.

Amid challenging situations, we also acknowledge the **signs of a new dawn** in the Marist Institute, which speak of God's presence among us:

IV. TOWARDS A NEW BEGINNING / FUTURE LINES OF ACTION

- There is growing solidarity in our present Marist works, and new social ministries are emerging, as well as new international communities located in periphery areas.

However, many of us cling onto our comfort zone, and are wrapped in a comfortable system, which can barely contribute to social transformation.

- Marists of Champagnat are becoming more aware about the importance of knowing and defending the rights of children, protecting their integrity, and adopting prevention policies. We are starting to participate in international forums, and to network with inter-Congregation and non-governmental organizations.

However, we recognize that there is still a long way to go in many places where this culture of human rights is still at the very earliest stages.

- We are witnessing the sprouting of a new spirituality that lives a closer, more incarnate and better integrated presence of God, a spirituality that strives to recover and adapt the best of our Marist tradition, and proposes itineraries of interiority and spirituality for the brothers, teachers, students, and parents.

At the same time, it looks like we are just getting started, still acting like beginners, and sometimes not willing to “pay the price” and jump into the new pathways of spirituality.



Angola



Argentina

- We are discovering new ways of living the charism. Its new expressions are telling us that newness is possible and real. We are opening new pathways for the laity, allowing them to mirror themselves in the Marist charism and to develop their vocation, which can lead to a process of bonding and belonging. We are rediscovering the value of the brother's vocation – which the Vatican document on the “Identity and Mission of the Religious Brother in the Church” recently reaffirmed. All these signs indicate that we are starting a new era for the Marist charism.

By contrast, many of us are clinging to the past, to world-views that were a good answer to bygone times..

- We are experiencing the Institute as a global body more and more, feeling increasingly co-responsible and in solidarity with one another throughout the five continents.

In many of us, however, there is still a deeply-rooted and rather closed attitude towards Marist life beyond the boundaries of our country or Administrative Unit.

CONCLUSION

*With a new pair of eyes,
we could see that
“the Kingdom of God
is among us”
(Lk 17:21)*

Can we actually see it though? Do we discover God’s hand behind so many events taking place in our world today? ***But the Kingdom has not reached its fulfilment***, so how can we participate in its construction? What should our specific contribution be? In what ways are we called to move, to leave our comfort zone, so that our vocational response continues to be an expression of co-creative fidelity?

A new beginning, a new *La Valla*, a new opportunity! As we already mentioned, Brother Emili’s video message to the In-



Tanzania

stitute on the bicentennial summarized the meaning of the event in three words: **gratitude, forgiveness, commitment.**

We are full of gratitude for the gift of Marcellin Champagnat to the Church and to the world, and for so many brothers and lay people who are committed to the Institute’s life and mission, being at the service of young people.

We ask for forgiveness because we have not always

borne witness to the values we profess, and instead of enlightening others we have been a stumbling block for them; and because oftentimes we did not let the breath of the Spirit carry us away, for we lacked the courage to follow her motions, or even decided to move in the opposite direction.

And, above all, we renew our commitment to the wonderful 200-year-old spiritual heritage we now enjoy – with all its lights and shadows – the ground-



Br Emili Turú, superior general



Br Joe McKee, vicar general



Br Antonio Ramalho, general councillor



Br Víctor Preciado, general councillor



Br Michael De Waas, general councillor



Br Josep Maria Soteras, general councillor

work upon which we construct the future. We want to give ourselves the opportunity of a *new beginning*, preserving the best of the past, and being open to the newness of the Spirit. As Marists of Champagnat, we want to renew our commitments with the Church and the world:

- *We commit to constructing a Church with a Marian face, a servant Church that is welcoming, inclusive and missionary, by bearing witness to it as individuals and through our community life.*
- *We commit to constantly updating our specific service to evangelization through the education of children and young people, an integral education inspired by the values of the Gospel, in the style of Marcellin Champagnat and Mary of Nazareth.*
- *We commit to reaching out to the children and young people who are living in geographical and existential peripheries, especially those who are in the worst situations of poverty and vulnerability.*
- *We commit to defending and promoting the rights of children at the United Nations, and in the societies where we are presently working, especially through our educational institutions.*
- *We commit to welcoming the calls of the Spirit – who dwells in the world and in each of us – especially by promoting interiority.*

So, as you can see, instead of making an actual conclusion, we have tried to leave the doors open to several new pathways that can enrich the General Chapter’s discussion and discernment.

In the introduction, we invited you to spot, as you read this report, the phrases that *made your heart burn*, and helped you perceive the Lord’s presence, as well as those that brought doubt and desolation to your heart because they were not clear and needed further discussion. By inviting you to carry out this attentive reading, we wanted to help you articulate your own concerns and calls, so that you could become an active and co-creative participant in the General Chapter.

We hope that the foregoing ideas have been helpful to you and, above all, that they have facilitated your discernment, as part of our common search for Marist vitality, which will enable us to build a *New La Valla* together.



Br Ernesto Sánchez, general councillor



Br Eugène Kabanguka, general councillor



Br John Klein, general councillor (2009-2013)



ANNEXES



In this annex, we present the names of the persons, Brothers, Lay men and women, who have collaborated with the General Administration, like a great team, in the animation and government of the Institute during these past eight years (2009-2017). Our acknowledgement and thanksgiving to each one of these persons, as well as to their respective Provinces for their generous and valuable collaboration

A. GENERAL ADMINISTRATION

A. SUPERIOR GENERAL

Br Emili Turú (L'Hermitage)

B. VICAR GENERAL

Br Joseph McKee (West Central Europe)

C. GENERAL COUNCILLORS

Br Antonio Ramalho (Brasil Centro-Norte)
Br Ernesto Sánchez B. (México Occidental)
Br Josep Maria Soteras (L'Hermitage)
Br Eugène Kabanguka (Central East Africa)
Br Michael de Waas (South Asia)
Br Víctor M. Preciado (México Occidental)
Br John Klein (USA) (2009-2013)

D. OFFICE OF THE SUPERIOR GENERAL

I. Personal Secretary to the Superior General

Br José María Ferre (Mediterránea) (2009-2015)
Br Pau Fornells (Norandina) (from 2015)

II. Delegate of the Superior General to the Community of the General House

Br Antonio Ramalho

III. Delegate of the Superior General to MIC, MAPAC and AMAG-MDA

Br Joseph McKee

E. SUPERIOR OF THE COMMUNITY OF THE GENERAL HOUSE

Br Pietro Bettin (Mediterránea) (2009-2015)
Br Antonio Sancamillo (Mediterránea) (from 2015)

F. GENERAL SECRETARIAT

I. Secretary General

Br Jean Ronzon (L'Hermitage) (up to 2010)
Br Pedro Sánchez de León (Mediterránea) (2010-2013)
Br Carlos A. Huidobro (Cruz del Sur) (from 2013)

II. Assistant to the Secretary General

Br George Fontana (USA) (2008-2010)

III. Assistant to the General Secretariat and Statistics

Mrs Emanuela Lisciarelli

G. TRANSLATION

I. Coordinator of translations

Br Josep Roura (L'Hermitage) (2008-2014)
Br Santiago Fernández (Compostela) (2014-2017)

II. English

Br Edward Clisby (District of the Pacific) (2008-2014)

III. French

Br Joseph Roura (L'Hermitage) (2008-2014)

IV. Portuguese

Br Aloísio Kuhn (Brasil Centro-Sul) (2007-2011)

V. Spanish

Mrs Gabriela Scanavino (2011-2014)
Br Santiago Fernández (Compostela) (2014-2017)

H. PROCURATION AT THE HOLY SEE

I. Procurator General

Br Juan Miguel Anaya (Mediterránea) (2002-2011)

II. Representative before the Holy See

Br Franco Faggin (Mediterránea) (2011-2014)
Br Ton Martínez (L'Hermitage) (from 2014)

III. Canonical consultant

Br Juan Miguel Anaya (Mediterránea) (from 2011)

I. POSTULATOR GENERAL

Br Giovanni Bigotto (Madagascar) (2002-2010)
 Br Jorge Flores Aceves (México Occidental) (2011-2015)
 Br Antonio Martínez Estaún (L'Hermitage) (from 2016)

J. FINANCIAL SERVICES**I. Econome General**

Br Víctor Preciado (México Occidental) (2009-2014)
 Br Libardo Garzón (Norandina) (from 2015)

II. Assistant to the Econome General

Br Roy Deita (East Asia) (2009-2012)

III. Assistant to the Econome General

Mrs Flavia Angi (from 2015)

K. MANAGEMENT OF THE GENERAL HOUSE**I. Director of the General House**

Br Antoni Salat (L'Hermitage) (2008-2013)

II. General Services

Br Ton Martínez (L'Hermitage) (from 2010)

III. Administration

Br Javier Ocaranza (México Occidental) (2008-2014)
 Br Roque Brugnara (Brasil Centro-Sul) (from 2015)

IV. Team for Animation and Management

Br Joseph McKee (coordinator)
 Br Antoni Salat (up to 2013)
 Br Pedro Sánchez de León (up to 2013)
 Br Javier Ocaranza (2010-2013)
 Br Pietro Bettin (up to 2015)
 Br Víctor Preciado (up to 2015)
 Br Carlos A. Huidobro (from 2013)
 Br Antonio Sancamillo (from 2015)
 Br Libardo Garzón (from 2015)

V. Team for Administration

Mr Giovanni Sebastio (coordinator)
 Br Ton Martínez (L'Hermitage)

Br Roque Brugnara (Brasil Centro-Sul)
Br Armando Alegría (Santa María de los Andes)
Mr Marcello Zappoli
Br Javier Ocaranza (México Occidental) (up to 2014)

VI. Various services of the General House

Mrs Iolanda Gallo
Mrs Arabella Forte
Mrs Antonella Magnaschi
Mrs Stellina Cavallaro
Mr Alberto Oggiano

L. BUREAU THE COMMUNICATIONS

I. Direction

Br Antonio Martínez Estaún (L'Hermitage) (2005- 2011)
Br Alberto Ricica Siskova (América Central) (2011-2014)
Mr Luiz Da Rosa (Director from 2014)

II. Assistant

Mrs Estefanía Aguirre

III. Webmaster

Mr Luiz Da Rosa

IV. Link General Councillor

Br Antonio Ramalho

M. COMPUTER SERVICES

I. Statistical database

Br Marcelo de Brito (Cruz del Sur) (2011)

II. Computer services

Br Armando Alegría (Santa María de los Andes) (from 2013)

III. Marist computing Committee (from 2016)

Br Josep Maria Soteras
Br Jorge Gaio (Brasil Centro-Sul)
Br Marcelo de Brito (Cruz del Sur)
Mr Mauricio Nagase (Brasil Centro-Sul)
Br John Dyson (Australia)
Mr Marcos de Souza (Brasil Centro-Sul)
Mr Emerson Torquato (Brasil Centro-Sul)

N. ARCHIVES

I. Direction

Br Juan Jesús Moral (L'Hermitage) (2006-2013)
Br Colin Chalmers (West Central Europe) (from 2014)

II. Auxiliary

Mrs Dorotea Cinanni
Mrs Lucia Distefano

O. FMSI

I. Rome Office

Director

Br Rick Carey (USA) (2009-2011)
Br Mario Meuti (Mediterránea) (2011-2016)

Assistant Director

Jude Pieterse (África Austral) (2010)

Fund raising officer

Br Jude Pieterse (2008-2010)

Secretary

Mrs Sara Panciroli

Project Manager

Mrs Angela Petenzi

II. Geneva Office

Director

Br Jim Jolley (Australia) (2009-2013)
Br Patrick McNamara (USA) (2013)

Acting Director

Br Manel Mendoza (L'Hermitage) (2014-2016)

Geneva Feam

Br Vicente Falchetto (Brasil Centro-Norte) (2010-2016)
Br Manel Mendoza (L'Hermitage) (2010-2016)
Br Evaristus Kasambwe (África Austral) (2013-2016)

III. General Office in Rome (from 2016)

Director

Mrs Marzia Ventimiglia (from 2017)

Team

Br Manel Mendoza (2016-2017)

Br Evaristus Kasambwe (África Austral) (2016-2017)

Br Mario Meuti (Mediterránea) (2016-2017)

Br Álvaro Sepúlveda (Santa María de los Andes) (from 2017)

Secretary

Mrs Sara Panciroli

Project Manager

Mrs Angela Petenzi

IV. FMSI Board of Directors***2009-2016***

General Council

2016...

Br Michael de Waas (President)

Br Libardo Garzón (Econome General)

Br Allen Sherry (Australia)

Mrs Inmaculada Maíllo (Ibérica)

Mrs Jimena Djauara Grignani (Brasil Centro-Sul)

Mr Gianfranco Cattai

(President of FOCSIV Italia - Federazione Organismi Cristiani Servizio Internazionale Volontario)

Consultant of the Council

Mrs Imma Guixé

V. FMSI President and Link General Councillor

Br Michael de Waas

P. BROTHERS TODAY SECRETARIAT**I. Director**

Br César A. Rojas Carvajal (Norandina) (2010-2014)

Br Tony Leon (Australia) (from 2014)

II. Assistant Director

Br Tony Leon (Australia) (2012-2013)

Br Hipólito Pérez (América Central) (from 2015)

III. Link General Councillors

Br Eugène Kabanguka

Br Ernesto Sánchez

Br Josep Ma. Soteras (2010-2013)

Q. MARIST LAITY SECRETARIAT**I. Director**

Br Pau Fornells (Norandina) (2007-2010)
 Br Javier Espinosa (América Central) (2010-2017)

II. Co-directores

Mrs Ana Sarrate (Ibérica) (2010-2013)
 Mr Pep Buetas (L'Hermitage) (from 2013)
 Mr Tony Clarke (Australia) (2010-2016)
 Mrs Kate Fogarty (Australia) (from 2016)

III. Link General Councillor

Br Antonio Ramalho

R. SECRETARIAT FOR MISSION**I. Director**

Br João Carlos do Prado (Brasil Centro-Sul) (2010-2016)
 Br C. Alberto Rojas Carvajal (Norandina) (from 2017)

II. Assistant Director

Br Miguel Ángel Espinosa B. (México Central) (2013-2016)
 Br Mark Omede (Nigeria) (from 2017)

III. Link General Councillors

Br John Klein (2010-2013)
 Br Josep Ma. Soteras (from 2013)

**S. COLLABORATION FOR MISSION,
INTERNATIONAL (Cmi)****I. Director**

Br Chris Wills (Australia) (2012-2017)

II. Collaborator

Br Pedro Chimeno (Cruz del Sur) (2015-2016)

III. Auxiliary

Mrs Roberta Fusacchia (2016-2017)

IV. Lavalla200> Project

***Responsibility for the program of formation
and accompaniment of the Lavalla200> communities***

Br Jeffrey Crowe (Australia) (from 2016)
 Br Ángel Medina (Cruz del Sur) (from 2016)

V. Link

Br Joseph McKee (Vicar general)

T. COORDINATION OF THE MISSION AD GENTES PROJECT

Br Teófilo Minga (Compostela) (2009-2012)

U. RENEWAL COURSES AT EL ESCORIAL

I. Director

Br Ángel Medina (Cruz del Sur) (2010-2016)

Br Antonio Peralta (Santa María de los Andes) (from 2016)

II. Assistant Director

Br Joaci Pinheiro de S. (Brasil Centro-Norte) (2008-2013)

Br Joarês Pinheiro de S. (Brasil Centro-Norte) (2013-2016)

V. RENEWAL COURSES AT MANZIANA

I. Director

Br Barry Burns (District of the Pacific) (2007-2013)

Br Dennis Cooper (Australia) (2013-2017)

II. Assistant Director

Br Antoine Kazindu (Afrique Centre-Est) (2007-2013)

Br Alfredo Herrera (East-Asia) (2014-2016)

Br Teófilo Minga (Compostela) (from 2016)

III. Econome

Br Anthony Hunt (Australia) (2009-2014)

Br Réal Fournier (Canada) (2014)

Mrs Valentina Cardone (from 2014)

W. THIRD AGE COURSES

I. English language

Director

Br Barry Burns (District of the Pacific) (2007-2013)

Br Michael Sexton (Australia) (2013-2016)

Assistant Director

Br Antoine Kazindu (Afrique Centre-Est) (2007-2013)

Br Don Neary (USA) (2013-2016)

II. French language

Director

Br Bernard Beaudin (Canada) (2014-2016)

Assistant Director

Br Maurice Goutagny (L'Hermitage) (2014-2016)

III. Spanish-Portuguese language

Director

Br Inocencio Martínez (L'Hermitage) (2006-2012)

Br Landelino Ortego (Norandina) (from 2013)

Assistant Director

Br José Feix (Brasil Sul-Amazônia) (2010-2014)

Br Javier Ocaranza (México Occidental) (2014-2016)

Br Afonso Levis (Brasil Centro-Sul) (from 2017)

X. FORMATION AMAG (DAVAO CITY, PHILIPPINES)

I. Director of the 2010 program

Br Antoine Kazindu (Afrique Centre-Est) (2010)

II. Assistant Director

Br Hilario Schwab (Cruz del Sur) (2010)

III. Econome

Br Santos García (Norandina) (2010)



B. TEAMS AND COMMISSIONS NOMINATED BY THE GENERAL COUNCIL

A. INTERNATIONAL COUNCIL FOR ECONOMIC AFFAIRS

Br Víctor Preciado (coordinator up to 2014)
Br Libardo Garzón (coordinator from 2015)
Br Rick Carey (USA) (2010-2011)
Br Roy Deita (East Asia) (2010-2012)
Br Mario Meuti (FMSI) (2011-2017)
Br Alberto Oribe (Ibérica) (2003-2014)
Br Nicholas Banda (África Austral) (2010-2014)
Br Délcio Afonso Balestrin (Brasil Centro-Sul) (2010-2014)
Mr Juan Martín Cebrián (Santa María de los Andes) (2010-2014)
Mr Rex Cambrey (Australia) (2010-2014)
Br Alfonso Fernández (Ibérica) (2011-2017)
Br Jorge Gaio (Brasil Centro-Sul) (2014-2017)
Mr Paulo Franco (Brasil Centro-Sul) (2011-2017)
Mrs Adrienne Egbers (África Austral) (2014-2017)
Mr Bernard Kenna (Australia) (2014-2017)

B. CAE (ECONOMIC AFFAIRS COMMISSION OF THE GENERAL COUNCIL)

Br Víctor Preciado, coord. (up to 2014)
Br Libardo Garzón, coord. (from 2015)
Br Roy Deita (up to 2012)
Br Mario Meuti (2011-2017)
Br John Klein (up to 2013)
Br Toni Salat (up to 2013)
Mrs Angela Petenzi (2013-2017)
Br Carlos A. Huidobro (from 2013)

C. TEAM FOR REFLECTION ON FINANCIAL AUTONOMY OF THE U.S. (FROM 2013)

Br Víctor Preciado (coord.)
 Br Mario Meuti (FMSI)
 Br Mervyn Perera (South Asia)
 Br Robert Teoh (East Asia) (2013-2014)
 Br Francisco Baeza (Central East Africa)
 Br Jude Pieterse (África Austral)
 Br John Bwanali (MIC/ África Austral)
 Br Celestin Okoye (Nigeria)
 Br Michel Razafimandimby (Madagascar)
 Mr June Alisson Westarb Cruz (Brasil Centro-Sul)

D. INTERNATIONAL COMMISSION OF SPIRITUAL PATRIMONY

Br Aureliano Brambila (México Occidental) (2004-2012)
 Br Michael Green (Australia) (from 2004)
 Br André Lanfrey (L'Hermitage) (from 2004)
 Br Jaume Parés (L'Hermitage) (2004-2012)
 Br Ivo Strobino (Brasil Centro-Sul) (2004-2012)
 Br Robert Teoh (East Asia) (2008-2011)
 Br Patricio Pino (Santa María de los Andes) (from 2012)
 Br Antonio Martínez Estaún (L'Hermitage) (from 2012)
 Br Spiridion Ndanga (Afrique Centre-Est) (from 2012)
 Mrs Heloisa Afonso (Brasil Centro-Norte) (from 2012)
 Br Demosthenes Abing (East Asia) (2012-2015)
 Br Allan de Castro (East Asia) (from 2015)
 Br Colin Chalmers (from 2015)

Secretary of the Patrimony Commission

Br Henry Réocreux (L'Hermitage) (2005-2011)
 Br Michel Morel (L'Hermitage) (from 2012)

Marist origins research

Br André Lanfrey (L'Hermitage) (from 2006)

Assistant to the Patrimony

Br Louis Richard (L'Hermitage) (2007-2010)

E. INTERNATIONAL COMMISSION OF BROTHERS TODAY

I. Commission 2013-2016

Br César Rojas Carvajal (coord.) (Norandina) Br
Tony León (Director Adjunto del Secretariado) Br
Hipólito Pérez (América Central)
Br James Pinheiro (Brasil Centro-Norte)
Br Daniel O'Riordan (USA)
Br Juan Carlos Fuertes (Mediterránea)
Br Norbert Mwila (África Austral)
Br Saul Placious (South Asia)
Br Albert Nzabonaliba (Afrique Centre-Est)
Br Peter Rodney (Australia)
Br Jean Marie Batick (District of Melanesia)

II. Commission 2016-2019

Br Márcio Henrique Ferreira (Brasil Centro-Norte)
Br Óscar Martín Vicario (Compostela)
Br Cyprian Gandebo (Distrito de África del Oeste)
Br Lindley Sionosa (East Asia)
Br Peter Rodney (Australia)
Br Sefo Une (District of the Pacific)
Br Luis Felipe González (México Central)
Br Tony Leon (Director del Secretariado)
Br Hipólito Pérez (Director adjunto del Secretariado)

F. EXTENDED SECRETARIAT OF LAITY

Br Pau Fornells (Director of the Secretariat) (up to 2010)
Br Javier Espinosa (Director of the Secretariat) (2010-2017)
Mrs Ana Sarrate (Codirector of the Secretariat) (2008-2014)
Mr Tony Clarke (Codirector of the Secretariat) (2008-2016)
Mr Josep Buetas (Codirector of the Secretariat) (from 2014)
Mrs Kate Fogarty (Codirector of the Secretariat) (from 2016)
Br Afonso Murad (Brasil Centro-Norte) (2008-2010)
Mrs Patricia C. Ríos G. (México Occidental) (2011-2016)
Mrs Agnes Reyes (East Asia) (2011-2017)
Br Sylvain Ramandimbarisoa (Madagascar) (2011-2016)

Mr Fabiano Incerti (Brasil Centro-Sul) (2011-2014)
 Mr Raúl Amaya (Santa María de los Andes) (2011-2017)
 Mr João L. Fedel Gonçalves (Brasil Centro-Sul) (from 2014)

G. MARIST PLACES

I. N.D. de l'Hermitage / People who have been or are current members of the community from 2010 to 2017

Br Jean-Pierre Destombes (L'Hermitage)
 Br Michel Morel (L'Hermitage)
 Br Benito Arbués (L'Hermitage)
 Br Georges Palandre (L'Hermitage)
 Br Diogène Musine (Afrique Centre-Est)
 Br Neville Solomon (Australia)
 Mr Ernesto Spagnoli Olive (Cruz del Sur)
 Mrs Norma I. Jaramillo Ortiz (Cruz del Sur)
 Br Miro Reckziegel (Brasil Sul-Amazônia)
 Br Allan de Castro (East Asia)
 Mrs Annie Girka (L'Hermitage)
 Mrs María Élide Quiñones (México Occidental)
 Br Xavier Barceló (L'Hermitage)
 Mrs Martha Eugenia Martínez (México Occidental)
 Br Henri Catteau (L'Hermitage)
 Mrs Colette Orlandi (L'Hermitage)
 Mrs Zunilda Silva (Cruz del Sur)
 Mrs Heloisa Afonso de Almeida Sousa (Brasil Centro-Norte)
 Br Giorgio Diamanti (Mediterránea)
 Br Lodovino Marin (Brasil Sul-Amazônia)
 Mrs Paula Ocaranza (México Occidental)
 Fr John Craddock (Chaplain)
 Fr Gabriel Perret

II. People who have accompanied the community of N.D. de l'Hermitage from 2010 to 2017

Br Javier Espinosa (Secretariat of Laity)
 Br Maurice Goutagny (L'Hermitage)
 Mr Pep Buetas (L'Hermitage)

Mrs Mercè Caminal (L'Hermitage)
Br Brendan Geary (West Central Europe)
Mrs Mayte Ballaz (Ibérica)

III. Coordinator Team of the Marist Places

Br Joseph McKee (Vicar General)
Br Pere Ferré (L'Hermitage)

H. PREPARATORY COMMISSION FOR THE INTERNATIONAL MARIST MISSION ASSEMBLY (2011-2014)

Br João Carlos do Prado (Director of the Secretariat)
Br Miguel Angel Espinosa B. (Assistant Director of the Secretariat)
Mrs Alice Miesnik (USA)
Mrs Mónica Linares (Cruz del Sur)
Mr Manuel Gómez Cid (Mediterránea)
Br Mark Omede (Nigeria)
Br Paul Bhatti (South Asia)
Mr Frank Malloy (Australia)

I. NEW MODELS OF ANIMATION, MANAGEMENT, AND GOVERNMENT

Commission (2012-2015)

Br João Carlos do Prado (Secretariat of Mission)
Br John Klein
Br Víctor Preciado
Br Gabriel Villa-Real (L'Hermitage)
Mr Marco Cândido (Brasil Centro-Sul)
Br Michael Green (Australia)

Part-time team (2014-2015)

Br Carlos Alberto Rojas (Norandina)
Mr Peter McNamara (Australia)
Mr José María Sanz (Ibérica)
Br Gabriel Villa-Real (L'Hermitage)

Consultant

Mr Luca Olivari (2016-2017)

J. INTERNATIONAL COMMISSION OF PASTORAL YOUTH AD HOC (2011)

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 Br Luiz André da Silva Pereira (Brasil Centro-Norte)
 Br Ramón Rúbies (L'Hermitage)
 Br Rommel Ocasiones (East Asia)
 Br Ifeanyi Mbaegbu (Nigeria)
 Mrs Simone Boyd (Australia)

K. INTERNATIONAL COMMISSION OF MISSION (2014-2016)

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 Br Miguel Angel Espinosa (Co-director of the Secretariat)
 Br Josep Maria Soteras (General Council)
 Br Valdicer Fachi (Brasil Sul-Amazônia)
 Br Gabriel Villa-Real (L'Hermitage)
 Br Kevin Wanden (District of the Pacific)
 Br Willy Lubrico (East Asia)
 Br John Kusi Mensah (Distrito de África del Oeste)
 Mrs Cate Sydes (Australia)
 Mr Luis Gutiérrez (Mediterránea)
 Mrs Sylvia Pérez (Santa María de los Andes)
 Br Fortune Chakasara (África Austral)

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 Mr Michael Greeff (África Austral)
 Br Marciano Guzmán (Mediterránea)
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 Mr Paulo Sirino (Brasil Centro-Sul)
 Mrs Marzia Ventimiglia (FMSI)
 Br Libardo Garzón (Econome general)
 Br Josep Maria Soteras (coord.)
 Br Víctor Preciado (General Council)

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Br Joseph McKee
Br Michael de Waas
Br Óscar Martín Vicario (Compostela)
Br Ernesto Sánchez B.
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N. PREPARATORY COMMISSION FOR THE XXII GENERAL CHAPTER (2015)

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Br Eugène Kabanguka (General Councillor)
Br Carlos A. Huidobro (Secretary General)
Br Pau Fornells (Secretary of the Commission)
Br João Gutemberg (Brasil Sul-Amazônia)
Br Juan Carlos Fuertes Marí (Mediterránea)
Br Álvaro Sepúlveda Romero (Santa María de los Andes)
Br Ben Consigli (USA)
Br Vincent de Paul Kouassi (Distrito de África del Oeste)
Br Rajakumar Susai Manickam (South Asia)
Br Darren Burge (Australia)

O. TEAM FOR A NEW EDITION OF THE CURRENT CONSTITUTIONS (2011)

Br Antonio Ramalho (General Council)
Br Juan Miguel Anaya (Mediterránea)
Br Maurice Goutagny (L'Hermitage)
Br Edward Clisby (District of the Pacific)

P. COMMISSION FOR THE REVISION OF THE CONSTITUTIONS

I. Commission for launching the process 2013-2015

Br Nicholas Fernando (South Asia)
Br Diogène Musine (Afrique Centre-Est)

Br John Hazelman (District of the Pacific)
 Br Patrick McNamara (USA)
 Br Deivis Fischer (Brasil Sul-Amazônia)
 Br Juan Ignacio Fuentes (Cruz del Sur)
 Br António Leal, coordinación (Compostela)
 Br Emili Turú, coordinación
 Br Joseph McKee, coordinación

II. Committee for revision and writing (2015-2017)

Br Josep Maria Soterias (coord.)
 Br Tony John Clark (Australia)
 Br Eduardo Navarro de la Torre (México Occidental)
 Br Albert Nzabonaliba (Afrique Centre-Est)
 Br Sebastião Ferrarini (Brasil Sul-Amazônia)
 Br Antonio Peralta (Santa María de los Andes)
 Br António Leal (Compostela) (2015)

Q. AD HOC COMMISSION TO STUDY DE FUTURE OF THE GENERAL HOUSE (2010)

Br Joseph McKee (coordinator)
 Br Víctor Preciado (Econome general)
 Br Antoni Salat (Director of the General House)
 Br Zeno Piazza (Mediterránea)
 Br Primitivo Mendoza (Compostela)
 Br Straton Malisaba (Afrique Centre-Est)
 Br Edgardo López (América Central)
 Br Lauro Hochscheidt (Brasil Sul-Amazônia)
 Br Anthony Robinson (Australia)
 Br Tom Chin (East Asia)

R. COMMITTEE OF COMMUNICATIONS

Committee ad hoc (2015)

Mrs Rosângela Florczak (Brasil Sul-Amazônia)
 Br Paulo Henrique Martins (Brasil Centro-Norte)
 Mr Pedro García (Compostela)

Committee of Communications of the Institute (from 2016)

Mr Luiz Da Rosa (Director of Communications)
Mr José María Martín (Marist Spanish Conference)
Br Paulo Henrique Martins (Brasil Centro-Norte)
Mrs Estefanía Aguirre W. (Assistant)
Br Antonio Ramalho (General Council)

S. WORKING GROUP ON CHILD PROTECTION (2010)

Br John Klein (coord.)
Br Brendan Geary (West Central Europe)
Br Nicolás García (Compostela)
Br Jim Jolley (Australia)
Br Gérard Bachand (Canadá)

**T. AD HOC COMMITTEE FOR MONITORING
THE PROVINCIAL PLANS
ON PROTECTION OF CHILDREN (2013)**

Br John Klein (General Council)
Br Luis Carlos Gutiérrez B. (América Central)
Br Gérard Bachand (Canada)
Br Sandro André Bobrzyk (Brasil Sul-Amazônia)
Br Alexis Turton (Australia)
Br Lluís Serra (L'Hermitage)
Fr Elías Lorenzo (consultor)

**U. AD HOC COMMISSION FOR THE PREPARATION
OF THE MEETING ON
"KEEPING CHILDREN SAFE" (2015)**

Br Michael de Waas (coord.)
Br Manel Mendoza (FMSI)
Br Brendan Geary (West Central Europe)
Br Lluís Serra (L'Hermitage)

MARIST PRESENCE *in the world*



AFRICA REGION

- **Southern Africa**
Angola | Malawi | Mozambique | South Africa |
Zambia | Zimbabwe
- **East Central Africa**
Democratic Republic of Congo | Central African Republic |
Kenya | Rwanda | Tanzania
- **West Africa (District)**
Cameroon | Chad | Ivory Coast | Ghana | Equatorial Guinea | Liberia
- **Madagascar**
Madagascar
- **Nigeria**
Nigeria
- **Solidarity with South Sudan**
South Sudan



AMÉRICA SUR REGION

-  **Brasil Centro-Norte**
Brazil
-  **Brasil Centro-Sul**
Brazil
-  **Brasil Sul-Amazônia**
Brazil
-  **Cruz del Sur**
Argentina | Uruguay | Paraguay
-  **Santa María de los Andes**
Bolivia | Chile | Peru



ARCO NORTE REGION

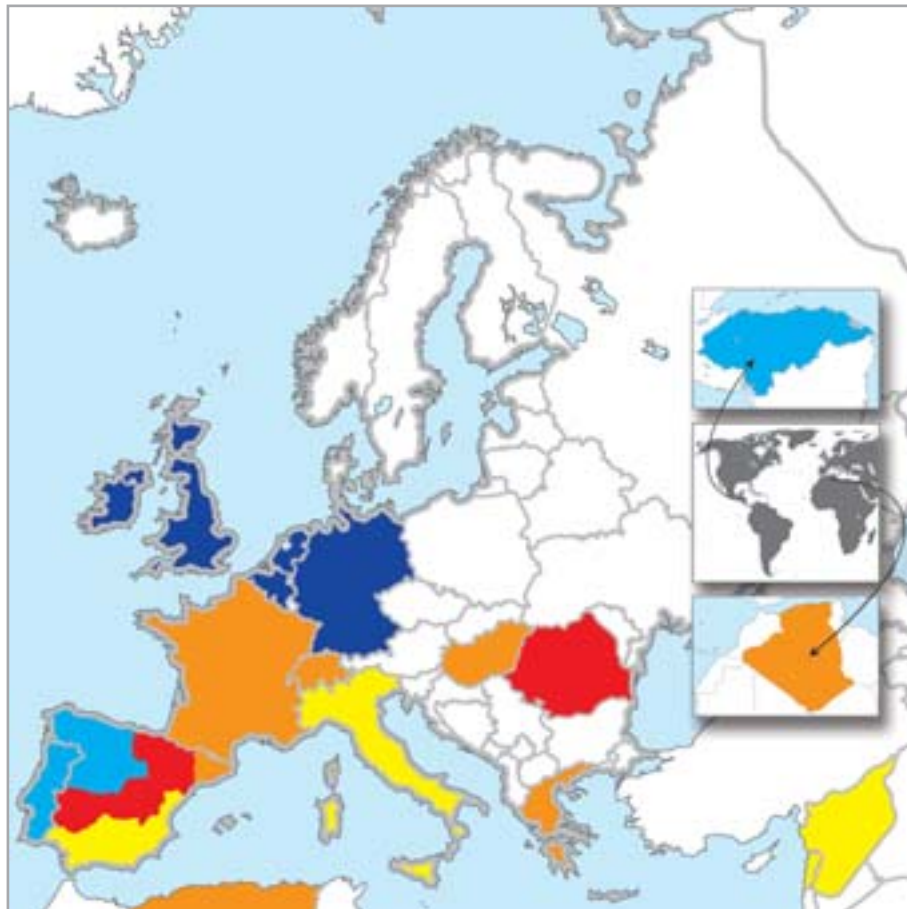
- **América Central**
Costa Rica | El Salvador | Guatemala | Nicaragua |
Puerto Rico | Cuba
- **Canada**
Canada
- **México Central**
Mexico
- **México Occidental**
Mexico | Haiti
- **Norandina**
Colombia | Venezuela | Ecuador
- **United States of America**
United States



ASIA REGION

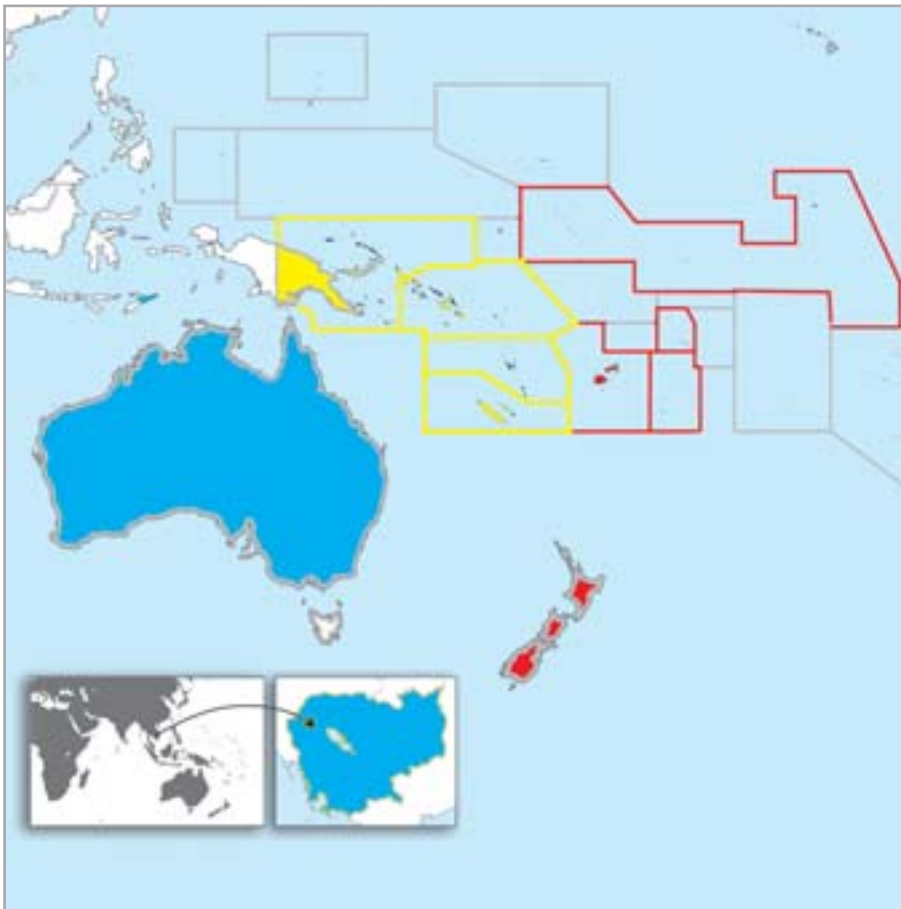
- District of Asia**
Thailand | Bangladesh | India | Cambodia |
China | Vietnam
- East Asia**
Singapore | Malaysia | Hong Kong | Korea
| Philippines | Japan | China
- South Asia**
Pakistan | Sri Lanka | India

MARIST PRESENCE *in the world*



EUROPE REGION

- Compostela**
Spain | Honduras | Portugal
- West Central Europe**
Belgium | Germany | Ireland | Netherlands | Great Britain
- Ibérica**
Spain | Romania
- L'Hermitage**
Algeria | Spain | France | Greece | Hungary | Switzerland
- Mediterránea**
Spain | Italy | Lebanon | Syria



OCEANIA REGION

- Australia**
Australia, Cambodia, Timor Leste
- District of Melanesia**
New Caledonia | Papua New Guinea |
Solomon Islands | Vanuatu
- District of Pacific**
Fiji | Kiribati | New Zealand | Samoa |
American Samoa

Maison
Champagnat



a new La Valla



marists 2017
22nd general chapter