



FROM THE PROVINCIAL'S DESK



1 October 2015

Dear Brothers and friends

I will not write a message this month as I would like you to study the report by the Africa Region on **New Models of Animation, Governance and Management**. We had the meeting in Rome in July and this report reflects the outcome with particular reference to the Africa region of the Institute.

Deus abençoe a todos.

Joe



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REPORT ON NEW MODELS OF ANIMATION, GOVERNANCE, AND MANAGEMENT MEETING HELD IN ROME FROM 10 – 14 JULY, 2015

PREAMBLE:

The **New Models of Animation, Governance and Management project** has the objective of ensuring the development and sustainability of the Marist Mission by proposing and implementing principles, guidelines and possible models for the GA (General Administration) and AUs that are able to address the **challenges** that come out of the SWOT analysis in four broad dimensions:

- Internationality (how could we function better as an international Institute?);
- Co-responsibility and complementarity of lay people and religious for the Mission;
- Government and Management at the level of AUs;
- General Administration Government and Management.

The **Project Scope** has been restricted to changes in Governance, Management and Animation models that are necessary to address the Challenges

The **expected outcomes** of the project are:

- Models to achieve greater synergy and equity of resources among AU's;
- Models to achieve greater co-responsibility and communion between lay people and Brothers;
- Suggestions to change the Constitutions (if necessary);



- Roles and responsibilities of key governance agents (General Council, Econome General, Provincial Councils etc.);
- Critical decision macro-processes (e.g. strategic planning, ownership succession planning for real estate and other assets, funding of Institute strategic projects, risk management policies, evangelization guidelines etc.) involving the GA and the AU's;
- Governance, management and animation model of the GA (principles, structure, processes and resources);
- Principles (including animation principles), guidelines, "minimums" and possible GMA models for AU's;
- Implementation roadmap (including change management approaches);
- New vitality for the Marist Mission and Life.



The **New Models meeting** took place in the General House, Rome from 10th to 14 July, 2015, sharing the result of one and half years work done together with all the Provinces and Districts. In attendance were 86 Marist Brothers including two Consultants from A.T. Kearney and one external facilitator. The Superior General and General Councillors were in attendance. As for the region of Africa, all the Provincials, a District Superior and one additional delegate from each AU from Africa were present.

In his opening address at the Assembly, the **Superior General**, Br. Emili Turu called on the Brothers to start to think globally, and act globally as well as locally. He further said the world is changing, therefore as an Institute we need to look for new ways to respond to these changes in the world in order to strengthen our Marist Mission. He reminded the Assembly of the key events in the Institute currently, which are: Bicentenary Celebration; International Communities; Lay Marists; and New Models of Animation, Governance, and Management. He encouraged the

Brothers to be ready for this paradigm shift in mind and heart.

OBJECTIVES OF THE ASSEMBLY

The key objectives of the Assembly are to provide principles, guidelines, and possibly New Models of Animation, Governance, and Management for the General Administration, and Administrative Units, on both People and Mission dimensions.

OUTCOMES FROM THE PROJECT

Based on our shared Marist Principles, we have **discussed and agreed on eight key guidelines** for the New Models:

1. At the beginning of the third millenium, we search for the most adequate ways to **ensure the sustainability and vitality of the Marist Mission**;
2. We develop people who are happy, passionate and committed to the Marist charism; for them we promote **experiences and accompaniment and formation processes** at all levels of the Institute;
3. We identify ourselves as an **international Institute** acting as a **global body** in all dimensions of the Marist life and Mission;
4. We prioritize the **presence and closeness of Brothers and vocational lay people among the children and young people**, especially the poor and vulnerable;
5. We experience and undertake **communion and co-responsibility** in the Marist Mission;
6. We take up at all levels of the Institute (AUs, Regions and General Government) **participation and co-responsibility** in the animation, government and management of the Marist Mission;
7. In order to respond to the calls and challenges of our Mission, we search for **appropriate structures** and clearly define roles and responsibilities of people.
8. Specifically on the **People dimension**, the future focus is proposed to adhere to the following horizons:
 - **Believe in "our people", Brothers and Lay people**, strengthen the relationship based on co-responsibility in the Mission, communion and family spirit and **moving forward together**, towards new mission frontiers, where needs of children and young people are most urgent;

- Strengthen **community life** and develop a sense of leadership in the community environment;
- **Make progress in defining** a lay Marist, encouraging lay vocation and commitment, developing proposals for **bonding and belonging** to the charism and the Institute;
- Discern the peculiarity of the **Marist Brothers' vocation and mission** vis-à-vis new realities;
- Enhance and improve an **organized and systematic accompaniment** of people in their journey through life and Mission;
- Develop **formation** plans aimed at **personal commitment** to Mission, charism and the Institute, as well as the involvement of each in their own growth;
- Define **new Marist charismatic and vocational processes of growth** for Brothers and Lay people, promoting **joint formation programs**;
- Favor the growth and **mystic and prophetic leadership**, both at personal and community levels, of Brothers and Lay people;
- Make progress in the **professional management** of those involved in the Mission.



On the **Mission dimension**, the future focus is proposed to adhere to the following horizons:

- **Proper definition of our objectives** (Strategic Mission, long-term planning with evidence of expected impacts and timeline, aligning with the Marist Mission at every level -

common goals, priority setting, substantial Mission innovation);

- **Effective organization** (General Administration re-organization, creation of Regions (Arco Norte, Cono Sur and Brazil, Europe, Africa, Asia and Oceania), introduction of Mission Councils at all levels, standardization across geographies, shared services, outsourcing and partnership model - based on core focus and competencies, enhancement of internal networks;
- **Best use of our resources** (Sustainable model, enhance planning and control, focus on real estate and financial asset protection - P&L planned on flow, not on assets erosion,

professional fundraising for non-self-sustainable Mission, enhancement of subsidiarity and solidarity, professionalization on investments;

- **Adequate tools aligned with contemporary society** (IT systems / tools, knowledge and resources management systems, new technologies in education, communication).

Proposed Roadmap for New Models of Animation, Governance and Management

The key logic proposed for the implementation is to co-design with the different Regions a model that guarantees a common direction with full respect of local situations.

Based on shared and agreed principles, the Project team has envisioned the future proposal model for the mid-long term, which implies a fresh innovative view on how we see our congregation evolving across all dimensions and within society. The model presented shows the highest possible complexity at all levels of the Institute. This has to be detailed on the key dimensions (Mission, asset management, capabilities and enablers) according to the reality of each Region and Administrative Unit.

The gap between the desired “end model” and the current one will be bridged with a journey designed regionally with those that will be in charge of the implementation, most likely carried out by functional area within each Region. The logic is to co-design our own future, but within a mechanism that fosters the maximum benefit from global contributions.

The proposed roadmap for the implementation covers six points:

1. **Key processes design** (based on a shared effort GA with representatives from AUs to draft global standards for Strategic planning, People development and Resource sharing and Financing and funding)
2. **GA new organization** (Design of the GA Mission Council structure and prioritization of activities to be performed)
3. **Regions set-up** (Region composition finalization, set-up of light standard structures as appropriate, selection of key activities to be managed at Regional level)

4. **AUs alignment** (AUs organization standardization and fine-tuning)
5. **Communication and change Management** (Definition of the communication plan and process, identification of links within Provinces to support locally the global implementation)
6. **Coordination with other outstanding projects** (Identification of key project topics in overlap with other outstanding projects / Proactive involvement and update to project teams in order to be aligned with other on-going projects within the Institute).

IMPLICATIONS AND WAY FORWARD FOR THE AFRICA REGION

As part of discussing the way forward, the proposed regional structures were asked to meet in a separate workshop in order to dialogue, discuss, and engage key proposals within their Regions.

The **first workshop session** was anchored on this guideline and each proposed Region was asked to come up with a possible roadmap on how a tailored new model could work.

The delegates from Africa comprising the four Provincials, one District Superior and the other representatives met and brainstormed on this. After deliberations, Africa made the following **immediate inputs** to the Assembly.



• REGIONAL STRUCTURE

The existing Conference of Major Superiors of Africa and Madagascar can be a framework to kick start the process of forming a regional council for Africa. Some possibilities:

- The conference can be given more executive powers;
- The conference can be expanded to incorporate more Brothers who can dedicate sufficient time to serve in the regional council;
- The conference can be more involved in the life and mission of Africa as opposed to focussing mainly on MIC/MIUC.

• VOCATION/FORMATION

Africa still has vocations to Brotherhood. There is need to sustain the vocations in Africa. We need to train and re-train the Brothers in terms of initial formation and on-going formation. The vocations from Africa can be used in the service of the global Marist Mission. Africa needs strong financial support in this regard.

• Lay Marists

The modus operandi of Lay Marists in Europe and North America is quite different from Africa. Lay Marists in Africa depend on the Brothers for their functioning. Africa needs to develop her own model of Lay Marists that will resonate with her context. Copy-pasting the Euro-centric model of Lay Marists on Africa is counter-productive. Africa needs to develop at her own pace, taking into cognizance her realities, situations, and peculiarities.

Furthermore, Brothers need to be trained and given the tools and content to educate Lay Marists. Formation of Brothers and Lay Marists is very pertinent.

• Finance

There is need of finance in providing the basic tools for carrying out the mission in Africa.

In terms of **practical way forward**, the African Provinces proposed and presented to the Assembly the following:

- There can be a common fund for on-going **formation**. Each Province and District in Africa will contribute to that common fund. In addition, the

global Marist body can also contribute to the fund.

- Africa has to give her rich **human resources** for the services of the global Marist Mission.
- There is need to **communicate** more among Africa Region and the global Marist body, particularly outcomes from Commission meetings, conferences, chapter messages, among others to create more synergy.
- This new model needs **further involvement and participation** of the Brothers in the Provinces and District.
- The new model has to be incarnated in order to respond to the context of Africa's situation, so that the great majority of the Brothers can own the model.
- Our **Marist Consecrated life** as well as our Marist values, traditions, and ethos should be incorporated in this model so that it does not appear to be a business model.

The **SECOND PHASE OF THE WORKSHOP** was based on two questions:

- What are we prepared to give to the global Marist body?
- What do we need to receive from the global Marist body?

Concerning **what Africa can give the global Marist body**, the Region proposed: **contribute human resources**. Africa is willing to share her human resources for the global Marist mission. There is the willingness for Africa to participate actively in the global Marist body, in terms of providing personnel for mission, and to help Brothers and Lay to accept the proposed new Marist model.

Concerning **what Africa expects from the global Marist body**, the following were presented:

- Financial assistance to enable Africa to grow and be self-sustaining.
- Assistance with initial and on-going formation
- Africa expects to be accepted by the global body the way Africa is, as well as our situation and realities. Similarly, Africa is willing to respect and accept other Regions as they are.

THE **LAST STAGE OF THE WORKSHOP** was for each Region to propose a possible practical roadmap as a

way of moving forward. Africa presented the following possible roadmap with events and time line.

- Creating awareness and communication among the Brothers

It was agreed that the first step is to create awareness among the Brothers of the different administrative units, as well as to clarify the nature of this proposed New Model of Animation, Governance, and Management and so help them to accept it. Channels and platforms that will create awareness and clarification are:

1. Communication from the Provincials/District Superior on the outcome of the meeting in Rome
2. Further discussion and dialogue on the model during annual retreats, seminars, meetings of headmasters in Nairobi, Provincial Chapter of PACE in December, 2015, District Chapter of West Africa, August 2015, and Provincial Chapter of Nigeria, January, 2017. II MIMA Assembly in Madagascar, September, 2015, Lay Formators/Animators meetings, Provincial Assemblies, meetings of young Brothers, and Community meetings.



• **Actions**

The vision is to transform the Conference of Major Superiors of Africa into Africa Regional Council by July, 2017.

During the Conference of Superiors meeting in Nairobi in July 2015, this issue will be discussed further, as well as in their meetings in February and July, 2016, February and July 2017. The conference can explore the possibility of appointing a Committee of African Brothers to coordinate these activities.

- **Existing Commissions in Africa**

The Africa Mission Commission, Finance Commission, Lay Commission, and Formation Commission can also be vehicles to strengthen Africa as a Region for possible transformation into a regional governing body.

OUTCOMES FROM OTHER REGIONS

Other proposed Regions made presentations of their views on the New Models. There was a strong feeling from all the Regions that there is need for the Institute to carry out her mission in a more global dimension. There was also strong concern for the proposed model of animation and governance to take into consideration the local needs and situation of each Region. A single model may not be successfully operational in the different Regions of the Institute. Therefore, there was a strong confirmation from all the Regions on the proposed direction for the model to be re-incarnated in each local situation.

It is worth noting that the European Region is ready to work more closely with the African Provinces and District in areas of interest to both Regions. This was seen as a commendable step in the right direction.

Furthermore, some Regions like Australia-Pacific expressed strong need to collaborate with Lay Marists in the Mission. Europe also expressed the same need to work closely with Lay Marists and to share our Marist charism and spirituality with them more deeply.

All the Regions presented a roadmap on how this New Model of Animation, Governance, and Management

can operate in their Regions, taking into cognisance their local situation, since mission is carried out more at the local level. There was a pledge to engage more of this new initiative with the Brothers back in their Provinces and Districts, to seek their views on the possible ways the initiative can be realised.

CONCLUSION

There was a feeling from the general assembly that there is need for the Marist Mission to take a more global dimension. In addition, Regions seem to be more willing to share their resources, both human and material, for the global Marist Mission. The current challenges in the globalized world call for new ways to respond and to animate Marist mission in the world.

However, how the dynamics of this new model will be carried out is what now needs to be fine-tuned at Regional level, giving local answers allowing the Marist Institute to act as a global body, in respect of local differences. In the words of the Superior General, Br. Emili Turu, the assembly was not meant to answer all questions, or to force down the throat of the Brothers a new administrative structure which does not respond to the needs of mission.

Rather, the assembly was for Brothers to meet, listen to each other, and chart together a better roadmap to respond to our Marist Mission in the current globalized world.



Issued by the Conference of Superiors of the African Continent

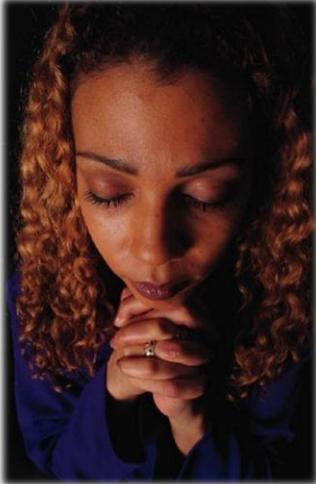


HAPPY BIRTHDAY TO YOU!

OCTOBER	
02-10-74	Tomás Kalumbula
09-10-76	Floriano Silepo
09-10-77	Chiza Phiri
10-10-88	Fonseca Fernando
16-10-76	John Bwanali
19-10-78	Paul Mbuyi

OCTOBER	
21-10-86	Tembo Mariot
23-10-85	José Quintas
26-10-78	Daniel Banda
28-10-84	Daniel Jariosse
30-10-92	Rufino Macimacuele

PRAYER INTENTIONS



- ✚ The **SYNOD OF BISHOPS ON FAMILY LIFE** taking place in Rome during October.
- ✚ The bereaved families of **Brothers: Francis Jumbe** (who lost his father), **Evans Musakanya** (who lost his sister): and **Steven Chinsolo** (who lost his father) during September.
- ✚ The **MARIST COLLOQUIUM ON FORMATION** to take place in l'Hermitage during October. Br Joe Walton will be accompanied by Br Norbert Mwila for this meeting.
- ✚ The repose of the soul of Brother **LAURENCE MORRISON** who died in Cape Town on 25 September 2015.



Something to think about

COME UNTO ME

A well-known sculptor had a burning ambition to create the greatest statue of Jesus Christ ever made. He began in his ocean-side studio by shaping a clay model of a triumphant, regal figure. The head was thrown back and the arms upraised in a gesture of



majesty. It was his concept how Christ would look: strong and dominant.

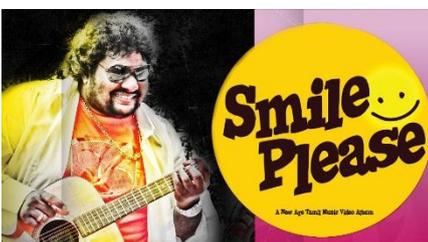
“This will be my masterpiece,” he said, on the day the clay model was completed.

During the night, however, a heavy fog rolled into the area and the sea spray seeped

through a partially opened window. The moisture affected the shape of the clay so that when the artist returned to the studio in the morning, he was shocked at what he found

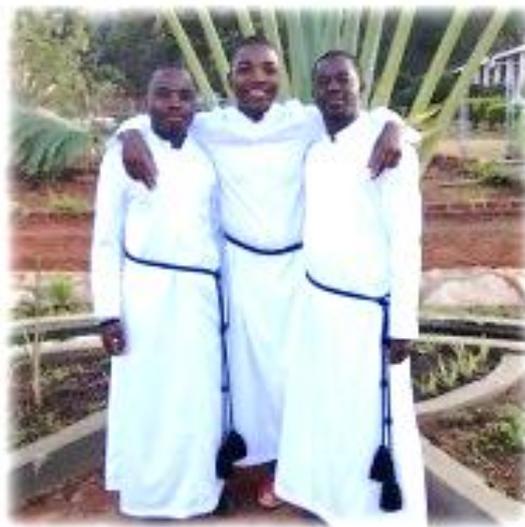
Droplets of moisture had formed on the model creating an illusion of bleeding. The head had drooped. The facial expression had transformed from one of severity to one of compassion. And the arms had dropped into a posture of welcome. It had become the wounded Christ-figure.

The artist stared at the figure, agonizing over the time wasted and needed to begin all over again. Then, inspiration came over him to change his mood. He began to see that this image of Christ was, by far, the truer one. So he carved these words in the base of the newly shaped figure: ***Come unto Me.***



**“I asked God for a bike, but I know God doesn't work that way.
So I stole a bike and asked for forgiveness.”**

VOWS RENEWAL IN ZAMBIA



Brothers Moffat PHIRI, Stephen CHINSOLO, and Chfundo NKHOMA



Brothers Chrisantus C. MWANSA, Joseph DAKA, Raymond MBAO and Ascensio NJOBVU

BROTHER JOE'S CALENDAR

OCTOBER 2015	
1 - 2	Johannesburg
3	Travel to L'Hermitage, France
4 - 15	Colloquium on Formation, L'Hermitage
16	Travel to Johannesburg
20 - 31	Johannesburg

NOVEMBER 2015	
1 - 7	Johannesburg
8	Travel to Nivava, Mozambique
9 - 11	Nivava
12	Travel to Johannesburg
13 - 18	Johannesburg
19 - 20	Provincial Council Meeting, Jo'burg



RESPONDING TO THE REFUGEE CRISIS



10/09/2015: General House
General House of Marist Brothers offers to take in refugees
Superior General appeals to European Provincials to do the same
 (FMS Champagnat) The general house of the Marist Brothers is offering to take in refugees after the Pope issued a strong appeal to the entire European Church to take in migrant families during his Angelus prayer on Sept. 6.
[Read more](#)

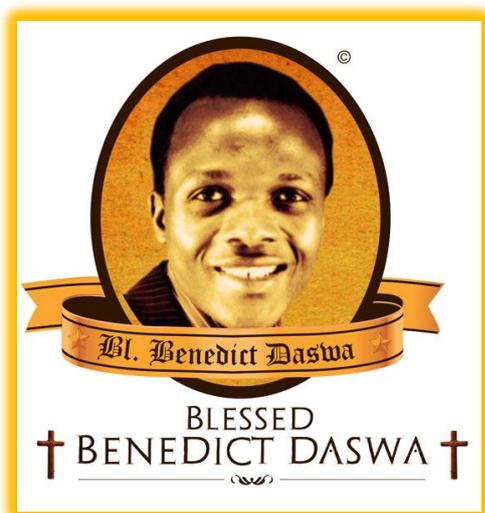


09/09/2015: Lebanon
A Marist and a La Salle Brother arrive to Lebanon to help displaced children
A new inter-congregational community begins Fratelli Project
 (FMS Champagnat) A Marist and a De La Salle Brother have arrived to Lebanon to begin a project together that aims to help educate displaced refugee young people as an investment in their future.
[Read more](#)

<http://www.champagnat.org/400.php?a=6&n=3715>
<http://www.champagnat.org/400.php?a=6&n=3714>

BEATIFICATION OF BENEDICT DASWA

Loving parent, educator, catechist, community leader, carer of youth, martyr



Blessed Benedict Daswa (16 June 1946 - 2 February 1990), born **Tshimangadzo Samuel Daswa**, was a South African school teacher and principal.

He was given the name of "Samuel" by his parents when he started to attend school and assumed the name "Benedict" upon his conversion to the Catholic Church.

A local mob murdered him when he refused to fund their witchcraft superstitions. He had already been venerated as a martyr after his death, and his martyrdom was confirmed in 2015, paving the way for his beatification.



ADVOCACY for the RIGHTS OF CHILDREN

An Apostolate with invisible golden rewards

Until recently, I had a very vague understanding of human rights, let alone child rights; and I regarded the work of advocacy for child rights with a lot of skepticism and prejudice. That has changed, thanks to the internship programme that I followed in Geneva in June and July.



For three weeks during my stay I was privileged to follow proceedings during the 29th Session of the Human Rights Council at the United Nations. I was able to update myself and get a first-hand understanding of the major human rights issues in many parts of the world, particularly those affecting women & children.

It was an enriching to see how mutual dialogue is a precious resource that we have as human beings. While sitting in the UN chamber with delegates from the majority of the 193 member states as well as members of civil society, and listening to reports on the various atrocities that children are subjected to in many parts of the world, I came to appreciate the appeal on this issue by Br Emili at the 2009 General Chapter: *"... be experts in the defense of the rights of children and the young. Let us hope that in eight years' time, when we look back, we will be able to say that the Institute has taken very significant steps in that direction."* The issues remain relevant six years later.

We live in a fast-moving world that defines performance by instant results. Lobbying and advocacy on Child Rights, however, have no short cuts: this work that we are all called upon to assume, demands patience built on confident belief that relevant stakeholders will one day find value in actively listening to the voices that speak for children by promoting the

best interests of children in various spheres of their life. With our particular focus in the schools, we are indeed strategically positioned to become experts in the defense of the rights of children and the young while still teaching chemistry and maths!

All in all, I am very grateful to the Provincial and his Council for the golden opportunity accorded to me. I sincerely thank the members of FMSI for being “brother” to me during my stay.

I would not wish to be the sole beneficiary of this wonderful experience. Wherever possible, I would encourage other brothers to have this first-hand experience in Geneva to make Child Rights advocacy a reality in our province, otherwise we will always remain at mere rhetoric. We need inner conviction to believe that the work on Child Rights advocacy and protection is a worthy cause and knows no geographical boundary! *(Br Francis Jumbe)*

Who will speak for the voiceless children? If not you or I, who will?

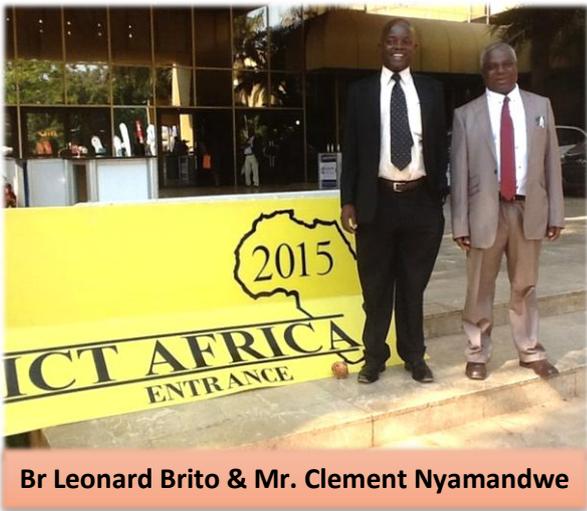


Meeting Pope Francis and a visit to Champagnat Country



Bolivian actress Carla Ortiz once said, “The best things in life come when you least expect it!” and I bear witness to that famous quote. Never in my life, did I imagine that one day I would shake hands with the Holy Father but the gracious moment presented itself when I was invited to accompany the members of FMSI-Geneva (Evaristus and Vicente) to present to the Pontiff the works of FMSI on Child Rights advocacy and protection. It was a rich, and uplifting experience that still makes an impact on me. *(Br Francis Jumbe)*

EDUCATION CONFERENCE & EXPO – HARARE



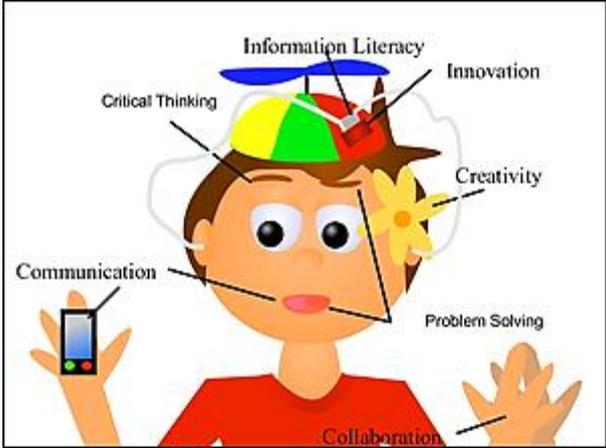
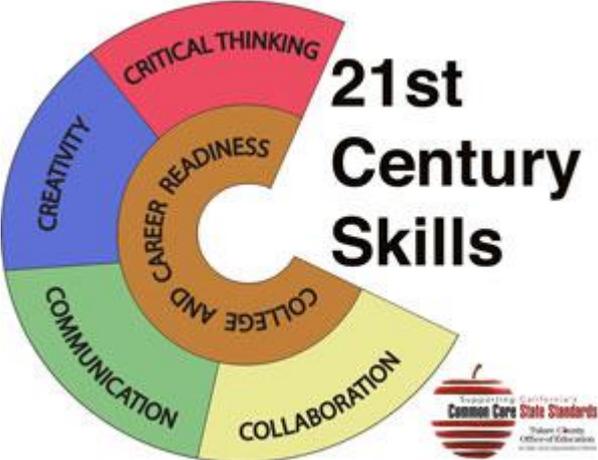
Br Leonard Brito & Mr. Clement Nyamandwe

Nyanga High School, Marist Brothers was invited to attend a two day Education Conference and Expo in Harare from 16th-18th September which was hosted by Zimbabwe through the Ministry of Primary and Secondary Education. The school Head Mr. Clement Nyamandwe and Bro. L. Brito (Head of ICT Department) were invited as delegates to the conference. We joined other local and foreign exhibitors in exhibiting our Router Server Technology which we designed which is enabling our students to seamlessly access digital educational content across the curriculum. There were more than 500 delegates drawn across Africa and beyond, some ministers of education and ICT from SADC, local educationists and representatives from Microsoft who have interest in the education field. In addition there were also ministerial delegations from The Republic of South Africa, Namibia, Botswana and South Sudan.

The main theme of this year’s conference was *“Growing socio-economic opportunities through quality education in the 21st Century”*. Various educationists made different presentation and we engaged in an interactive forum on different issues pertaining to education. Experts in the education sector said that *“there is a disconnection that exists between how we teach and what we know from science on how the brain works and how people learn”*. Therefore the need to transform our pedagogy was seen as more urgent now in the era of ICT. The SADC is already working on modalities on how it can introduce teacher and other education experts exchange programme within and beyond SADC to promote multilateral co-operation in the areas of education. One of the key presenters said that *“If you want educate children you must love them first and love them all equally”*-St. Marcellin Champagnat. The conference was educational and informative. We learnt that the 21st Century is about learning. Therefore allow me to end this article by a quotation from Alvin Toffler. *(Br Leonard Brito)*

“The illiterate of the twenty first century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.”

Alvin Toffler



A word of Thanks from Brother Francis Jumbo

Francis is deeply grateful for the prayers and visits to his late father who had been unwell for some time, especially the Brothers of Zomba Catholic Secondary School and those who accompanied his late father to his final resting place.



**PLEASE!!
NOTE**

In our **RELIGIOUS CALENDAR 2015, PART 2**
the **HEADER** on pages **14, 15 and 16**
should read **OCTOBER** and not **SEPTEMBER**.



THE FUNERAL OF BROTHER LAURENCE – 1 Oct 2015

The Obituary and List of Appointments of Brother Laurence can be found at:

<http://www.champagnat.org/430.php?a=6&id=1010>

Brother Laurence
1934 – 2015
RIP

Be of one heart and one mind.
Have the world say of the
Little Brothers of Mary, what
they said of the first
Christians: 'See how they love
one another!'
Champagnat