

Draft

English

**GENERAL CENTER
FOR MARIST MISSION
(GCMM)**



Manual of Roles and Functions

**GENERAL GOVERNMENT
OF THE MARIST INSTITUTE
ROME, 2017**

Draft

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Presentation

A decorative graphic on the right side of the page consists of a vertical chain of overlapping circles. The circles are light gray and overlap in a way that creates a continuous, interlocking pattern. The word "Presentation" is written vertically in a dark blue, serif font, centered within this graphic.

The purpose of this Manual of Roles and functions for Marist Mission is to establish common parameters for how the organizational structure of the Marist Mission operates and makes decisions at the various levels of the Institute. At the same time, its aim is also to define clearly the roles and functions of the various bodies that comprise the organizational structures of the General Center for Marist Mission which, in turn, can inspire similar structures in the Regions and in the Administrative Units.

The Manual provides an overview of the core elements for the management of Marist Mission. It presents an overall picture of the General Center for Marist Mission, as well as the scope and functions of its bodies. Finally, it offers minimum standards for the organization of mission in Regional and Administrative Units.

This document is the result of the experience, reflection, study and dialogue of different teams and people who have contributed to the realization of the New Models Project. Today, we are all invited to take ownership of this new proposal and implement it for the sake of the vitality of Marist Mission at all levels.

Introduction



We make possible
a new beginning

The XXI General Chapter's call "With Mary, go in haste to a new land!" has generated many processes of life in the different Regions of the Institute. One of these processes has been the New Models Project that has helped us to look more closely at the heart of the Marist charism and to recognize ourselves as a single body, with a global vision and identity. In this process we are co-creators, responsible for decision making that may enable a better future for the Marist life and Mission.

The basic goal of the Project is to ensure the development and sustainability of the life and Marist Mission, in close co-responsibility *giving priority to our evangelization of and the significant presence among children and young people in situations of vulnerability.* To this end, it establishes principles, guidelines and adaptable models of animation, governance and management for the General Administration, the Regions and the Administrative Units.

The Project has two core elements of organization and development: OUR PEOPLE and OUR MISSION. We believe in people who are happy, passionate and committed to the Marist charism. It is essential to ensure initiative-taking in mission by Brothers and Laypeople, providing for their professional development and vocational response.

We are committed to the vitality and the sustainability of the Marist Mission. The new Marist centenary requires a new mindset and openness to new processes. In this context, it has been designing a roadmap, a line to follow, incorporating new forms of organization and structures in response to the new circumstances we find ourselves in.

As an Institute, as a global body, we recognize the richness and the great potential we have in each of our separate realities. We feel inspired to work with a shared services approach that promotes mission and solidarity at all levels.

To promote this new beginning, we offer herein a new vision and style of animating, governing and managing Marist Mission in a clear and harmonious way, co-ordinating all involved in Marist Mission at all levels.

***Principles and
Guidelines for
the Animation,
Governance and
Management***



Marist Principles

Our principles come from our founding history and our tradition. They form the basis of our thinking and we formulate them in a way that can help us to respond to the calls and challenges of today's world.

From these principles, we respond to **our mission**, “To make Jesus known and loved” (C2) with a significant presence among poor children and young people.

- 1. Based on core Marist values:** these values are family spirit, love of work and, in the way of Mary, we ensure our presence with humility, simplicity and modesty.
- 2. With our own spirituality:** we have an Apostolic and Marian spirituality that we express today as mystics and prophets in communion, and that reflects the Marian face of the Church.
- 3. We are a global Institute:** one global body to serve our Mission, on the basis of co-responsibility and global availability, sharing our resources.

- 4. Immersed in the world of our times:** we feel deeply connected with the Church and the society; we have a capacity to think globally and act locally, taking advantage of emerging opportunities.
- 5. With a new relationship between Brothers and laypeople:** committed Marists, working together in co-responsibility, with a spirit of communion, forming a “charismatic family”. For that purpose, we base our relationship on dialogue, respect and mutual support, learning from one another.
- 6. Serving children and young people:** we are builders of the kingdom of God on earth and we make Jesus known and loved through education and evangelization. For that purpose, we use new methods and languages, especially in the new peripheries of the world.



Principles for the Animation, Governance and Management

The Marist Principles have inspired other key principles for animation, governance and management. These help us to position ourselves in a new way in the mission at all levels.

*Passion for
Marist
life
and Mission*

the vitality of the Mission results from passion for Marist Life and the commitment of Brothers and Laypeople who together form a charismatic family.

*Presence among
children
and
young people*

we use new languages and methods, especially among the vulnerable and poor; we welcome them, listen to them and accompany them as they grow up.

*Co-responsibility,
solidarity
et subsidiarity*

together Brothers and Laypeople, with a significant role played by women, we commit ourselves in the life and Mission at all levels and dimensions of the Marist Charism, both in the decision making and in the allocation of the resources.

**Global
mind-set**

we act as a single body strengthening our global identity. We develop our cross-cultural competencies and act interdependently and cooperatively, making good use of our mobility and agility.

Interculturality

we recognize that we are different and complementary. We learn from each other.

**Creativity
and innovation**

we respond to the calls and challenges of children and young people, integrating creativity and innovation in the style our leadership style, in developing new proposals and in managing resources.

**Appropriate
competences
and attitudes**

we develop spiritual, ecclesial and professional leadership in all aspects. We build and strengthen core competences, attitudes and basic behaviors.

Transparency

we are transparent in our behavior and attitudes, individually and as an institution, especially in the allocation of resources and in our internal and external communication as well.



Guidelines for Animation, Governance and Management

These guidelines provide some direction for ensuring growth and sustainability in Marist Life and Mission, in increased co-responsibility between Brothers and Laypeople, in prioritizing evangelization and our significant presence among children and young people in situations of vulnerability.

1. At the beginning of this third centenary we are looking for the best **ways to ensure the sustainability and vitality of the Marist Mission.**
2. We want people who are happy, passionate and committed to the Marist charism; for that purpose, **we provide experiences and processes of accompaniment and formation** at all levels of the Institute.
3. We identify ourselves as an **international Institute** acting as **a global body** in all dimensions of Marist Life and Mission.

- 4.** We prioritize **the presence and closeness of Brothers and Lay Marists among children and young people**, especially among the most vulnerable.
- 5.** We live and undertake **communion and co-responsibility** in Marist Mission.
- 6.** We adopt a policy of **participation and co-responsibility** in the animation, governance and management of Marist Mission at all levels of the Institute (AUs, Regions and General Government).
- 7.** In response to the calls and challenges of our mission, we seek **appropriate new structures** where roles and responsibilities are clearly defined.







***General Center
for Marist
Mission (GCMM)***

Marist mission is one of the great riches that we share as **Brothers and Laypeople, committed as disciples and missionaries throughout the world.** “Make Jesus known and loved” (C 2) through a significant presence among poor children and young people, is a call and a challenge that touches the heart of every Marist.

Today we experience the phenomenon of globalization that has caused new technologies to emerge and builds new relationships around the world. This phenomenon offers many opportunities to promote the common good of children and young peoples and yet also involves risks. As Marists, we must be able to seize, with ethics and wisdom, the opportunities offered by this phenomenon in the service of our mission.

The Marist Institute is present in 79 countries in five continents. Our charism has found a home in the different realities and it appeals to people as a way of living the Gospel in our days. In

the past we have responded to the calls and needs of these contexts from our local organizations and connections. Now we feel called to develop an international mindset and heart-set, to recognize ourselves and act as a global body to respond to mission calls and to the needs of children and young people of today.

Also in its organization and coordinated action, the Marist Mission must express the message of communion and solidarity that we want to build up and offer to the world. In acknowledging our global character we recognize that we have to think and organize mission, in the most appropriate

way for our times. The New Models Projects has opened the way for dialogue about this at all levels of the Institute and for collaborating in articulating proposals for responding better at this particular moment in Marist life and Mission.

The key proposals for the design of the new operational model for Marist Mission has started with a better understanding of the General Administration's function with respect to the mission and strengthening this understanding in the Regions and in the Administrative Units.

1. Operational model for Marist Mission at all levels

The New Operational model for Marist Mission, present in this Manual of Roles and Functions, is based especially on the following key principles aimed at supporting the consolidation of “one global body”: global mindset; co-responsibility; solidarity and subsidiarity; interculturality; appropriate competences and attitudes. Through these we want to develop:

- a.** Organizational structures globally coordinated and interconnected at all levels: General Administration, Regions and Administrative Units.
- b.** Competence-driven structures primarily in the areas of Consecrated Life, Laity, Finance and Mission.
- c.** Synergies and integration at all levels, by making the best of regional and global competences, thus avoiding duplications and fostering solidarity.
- d.** A multi-center organization through shared Animation Centers and Service Centers enabling mission to be led in a more effective, agile, transparent and participatory way.
- e.** Co-responsibility in decision-making for promoting greater vitality and efficiency in carrying out Marist Mission.

This new operational model has been developed over the course of the last three years, using a methodology that engaged the General Administration and the Administrative Units as co-designers. Value has been given to good practices already in place in various parts of the Institute. Appeals for support and accompaniment coming from the different Regions have been heard.

2. The General Center for Marist Mission within the organizational structure of the General Administration

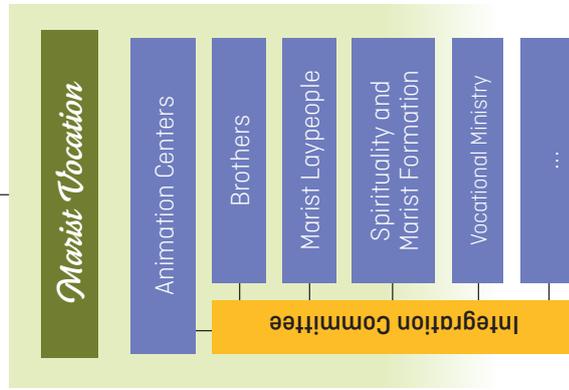
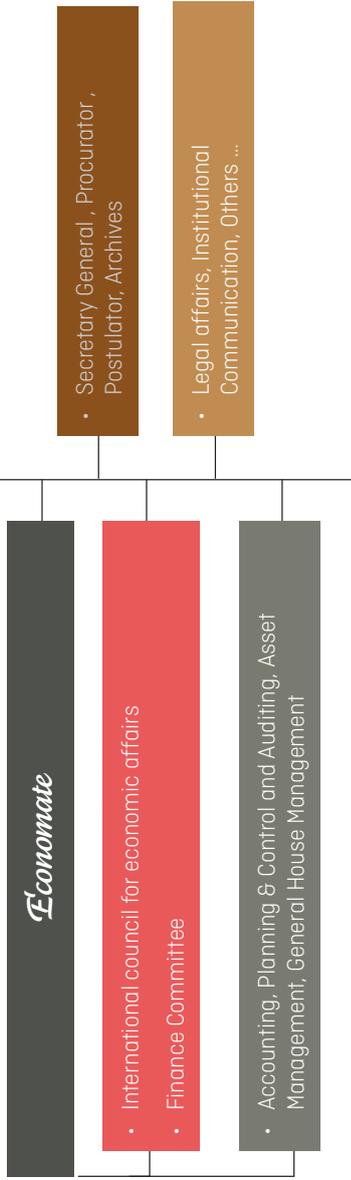
The General Center for Marist Mission (GCMM) is part of the organizational structure of the General Administration and has authority delegated to it from the Superior General and his General Council for the animation, governance and management of Marist Mission.

The proposed organizational structure of the General Administration includes: the Superior General and the General Council, Finances, Administrative Services, Marist Vocation and General Center

for Marist Mission. They are interdependent areas. At the same time, they maintain their specific responsibilities and together seek to cover all the different aspects of the Marist Life and Mission.

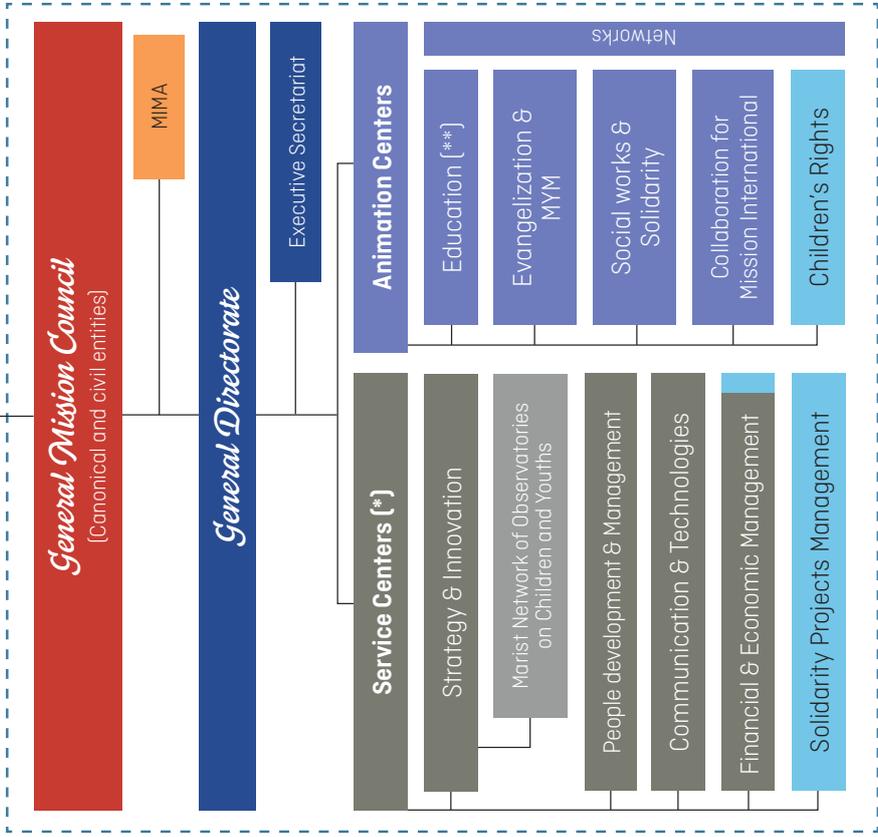
The vision of the General Administration organizational structure helps us to better locate the place and roles of the General Center for Marist Mission within it.

Superior General and General Council



(Under development)

General Center for Marist Mission



(*) Services will be supporting Econome, Marist Vocation and Mission.

(**) Education from primary to tertiary. Publishing Houses in networks.

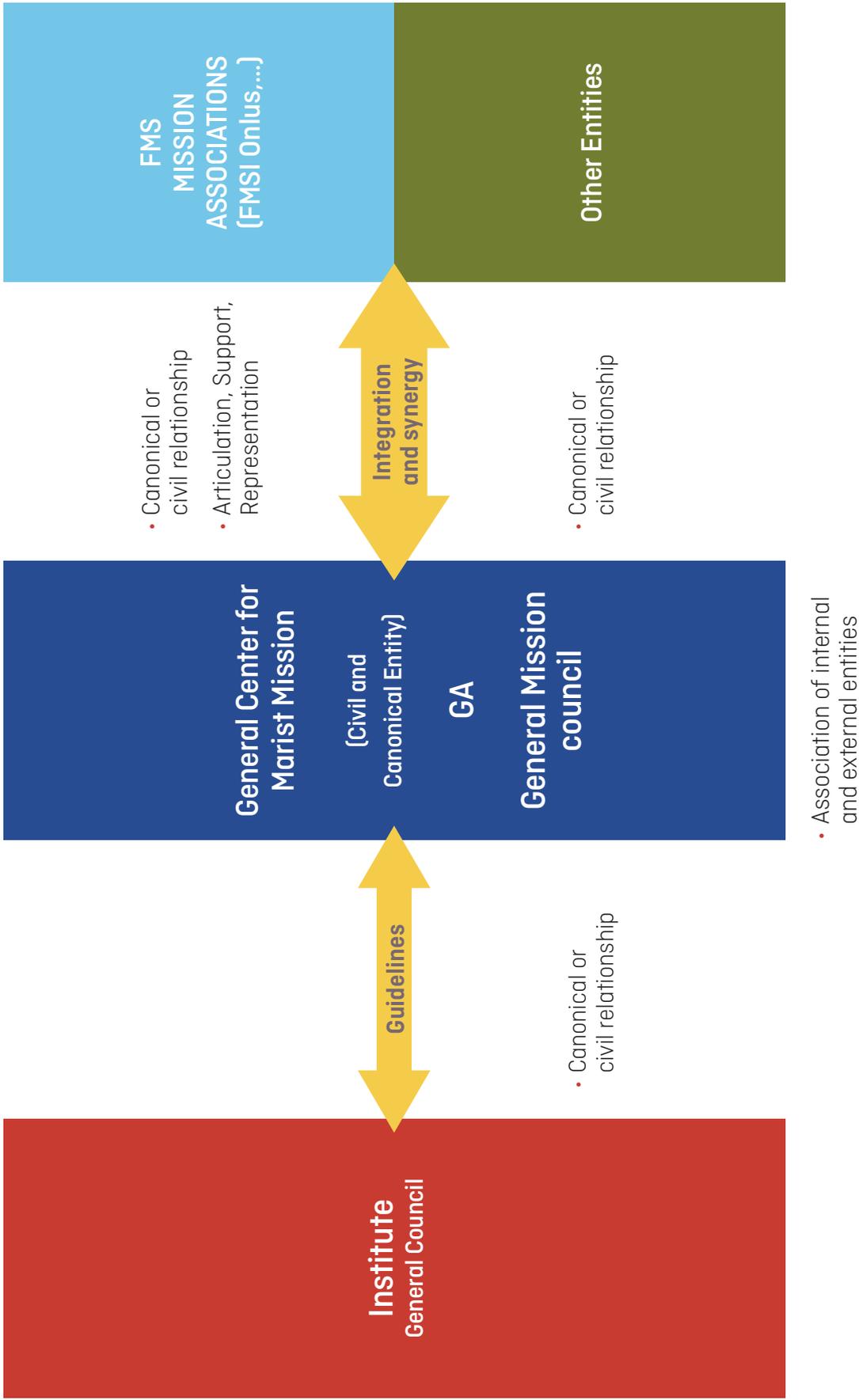
In collaboration with FMSI

3. Concept of the General Center for Marist Mission

The General Center for Marist Mission (GCMM) is the body of the General Government of the Marist Institute for the Animation, Governance and Management of the Marist Mission at global level. Its purpose is to contribute creatively, boldly and prophetically to the development and the sustainability of the Marist Mission at all levels of the Institute. It works closely with and is in communication with Regions and Administrative Units' structures for Mission, looking for ways to work together on mission issues and processes.

The Center will have a civil-law statute encompassing the civil and canonical entities for mission in the Regions. Other external and internal entities with common purposes could be partnering with the General Center for Marist Mission.

It is proposed that financial support of the General Center for Marist Mission will come from contributions of associated entities, savings from common negotiations on a large-scale, donations, sales of products and services.



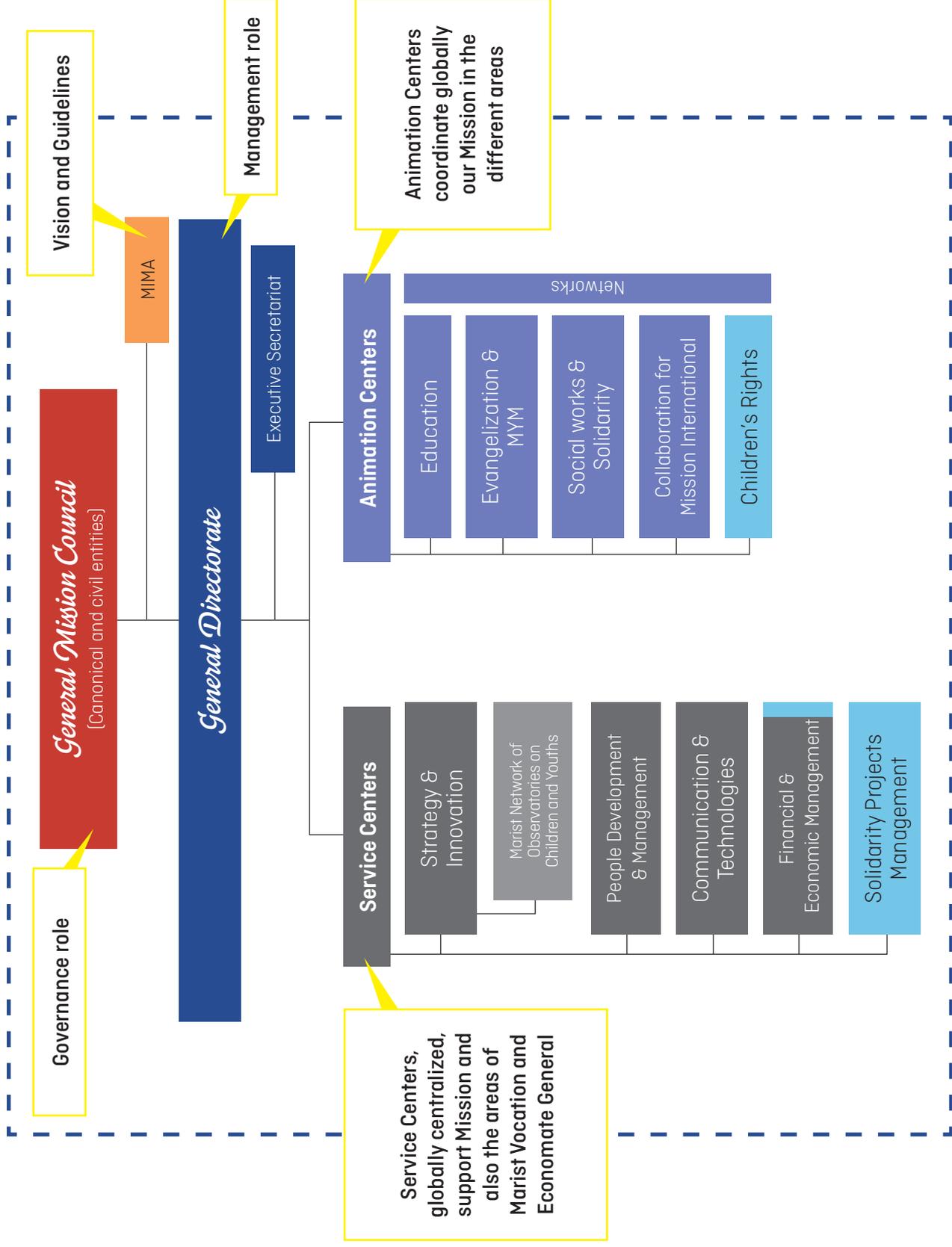
4. **Structure**

Governance of the General Center for Marist Mission is the responsibility of a General Mission Council. The Marist International Mission Assembly (MIMA) defines the long-term vision and guidelines for mission. The General Directorate is responsible for the animation and ordinary management of the GCMM and of the Animation Centers and Service Centers.

The General Center is responsible for the animation, governance and management of Marist Mission at the Institute level.

It is composed of Brothers and Laypeople, both men and women, selected according to the competences required by their respective functions, working together as a team.

General Center for Marist Mission



Key responsibilities, governance and management mechanisms

- 1.** To accompany Marist Mission at regional and AUs levels.
- 2.** Propose the Marist Mission's short and medium term vision and strategies.
- 3.** Propose, amongst others, policies, guidelines, tools and evaluation indicators and innovation proposals, amongst others, for Marist Mission.
- 4.** Promote cooperation, synergies and integration in the different areas and levels of Marist Mission.
- 5.** Identify, manage and monitor key risks in close cooperation with the Finance Office and the General Center for Marist Vocation.
- 6.** Provide regular reports to the General Mission Council.
- 7.** Contribute to the sustainability of Marist Mission.

Liaison and networking

- Reports to the General Mission Council.
- Working in cooperation with the Marist Vocation and Finance areas.
- Working closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.
- Liaising with similar external bodies.

5. Animation Centers and Service Centers

The **General Center for Marist Mission** acts as a global body through interlinked Animation Centers and Service Centers coordinated among themselves. These Centers possess the competences required for our mission and are composed of groups and teams, that may be temporary or permanent, centralized or decentralized, networking across all levels.

The Animation Centers:

1. Coordinate and animate the different areas of Marist mission.
2. Are defined according to the constitutive dimensions and needs of Marist Mission: Education, Evangelization and MYM - Marist Youth Ministry, Social Works and Solidarity, Collaboration for Mission International and Children's Rights, amongst others.
3. Are centralized or decentralized according to criteria defined by the Institute, geographically distributed in the Regions and/or in the Administrative Units on the basis of available competences and their capacity to deliver global support. These could be the same structures providing support services to the Regions and AUs.
4. Are organized with appropriate support structures and staff for their operations.
5. Each Animation Center, independently from its location, is under

the responsibility of the GCMM.

- 6.** The operational costs of the Animation Centers form part of the budget of the General Center for Marist Mission. In the situations where the Center is shared with Regions and/or AUs, the costs are divided in proportion to the service provided by each body.
- 7.** Each of them is led by a Central Coordinator.
- 8.** Each Central Coordinator responds to the Director of Animation Centers.

The Service Centers

- 1.** Coordinate and offer specific administrative support to the Mission and other bodies of the General Administration (Finances, Marist Vocation, etc.).
- 2.** Are defined according to the support needs required by Marist Mission: amongst others, Strategy & Innovation, People Development & Management, Communication & Technology, Financial & Economic Management and Solidarity Projects Management.
- 3.** Are centralized or decentralized according to criteria defined by the Institute, geographically distributed in the Regions and in the Administrative Units, on the basis of available competences and their capacity to deliver global administrative services. These could be the same structures providing support services to the Regions and AUs.

4. Are organized with appropriate support structures and staff for their operations.
5. Each Service Center, independently from its location, is under the responsibility of the GCMM.
6. The Service Centers' Operational Costs form part of the budget of the General Center for Marist Mission. In the situations where the Center is shared with other Regions and/or AUs, the costs are divided in proportion to the service provided by each body.
7. Each of them is led by a Central Coordinator.
8. Each Central Coordinator responds to the Service Centers' Director.

■ **5.1 Criteria for centralization and decentralization**

The criteria considered for the centralization and decentralization of the Animation Centers and Service Centers, making part of the General Center for Marist Mission, are the following:

Centralization

Based at the General House.

1. Proximity of the General Directorate of the GCMM to the General Government.

2. Direct cooperation with existing structures (i.e. FMSI Onlus and Finances).
3. Global strategic process.

Decentralization

Based in the Regions and/or Administrative Units.

1. Proximity to the local reality of the Mission.
2. Sustainability and cost efficiency (cost-benefit ratio).
3. Global co-responsibility and solidarity.
4. Best leverage of existing competences and structures.
5. Greater possibility to employ experienced Laypeople with families.

■ 5.2 Criteria for geographical localization

The criteria considered for the geographical localization of the Animation Centers and the Service Centers in Regions and Administrative Units, are the following:

Operational criteria

- 1.** Benefit from Institute's structures already existing at Regional or AU level, incorporating into them a "global perspective".
- 2.** Count with highly skilled local staff to provide support to the Centers.
- 3.** Set up the Centers' infrastructures where communication, logistic conditions and organization favor mobility and global support.
- 4.** Ensure that the composition of the expert's teams for each Competence Center is international, and with a global and multicultural vision and mindset.

Economical and strategic criteria

- 1.** Overall economic and financial sustainability.
- 2.** Balanced distribution at global level to avoid an over-concentration of Centers' infrastructures in any geographic area of the Institute.
- 3.** Priorization of the geographical areas where certain mission's dimensions are more consolidated and have a stronger local impact.



2

*Scope and Functions
of the structures of
the General Center
for Marist Mission*



1. *General Mission Council*

The General Mission Council has delegated authority from the General Council, for the governance of Marist Mission at global level, and of the General Center for Marist Mission.

The General Mission Council ensures the vitality and sustainability of the Marist Mission according to the Marist Charism and is accountable for the governance and animation of the Marist Mission at Institute level.

The General Mission Council is composed of Brothers and Laypeople, men and women, selected by the Superior General and his Council in accordance with the competences required by the respective functions and their experience and commitment as Marists, ensuring the representativeness of the Regions. External experts in the dimensions of Marist Mission, may participate as members of the Council.

Key responsibilities and governance mechanisms

- 1.** Governance and Animation of the Marist Mission at the global level and of the General Center for Marist Mission.
- 2.** Guide and accompany the elaboration, development and evaluation of the Strategic Plan for the Marist Mission.
- 3.** Accompany and support the implementation of the New Models Project at Regional and AUs levels.
- 4.** Approve the Annual Action Plan and Budget developed by the General Center for Marist Mission.
- 5.** Promote innovation and creativity in all areas of the Marist Mission.
- 6.** Define global policies; provide advice and guidance for the Marist Mission.
- 7.** Propose guidelines for and coordinate the cooperation and the alignment of the Marist Mission at all levels.
- 8.** Contribute to the economic and financial sustainability of the Marist Mission.
- 9.** Define the structures of the Animation Centers and the Service Centers.
- 10.** Provide regular reports to the General Council.
- 11.** Appoint the Director General of the General Center for Marist Mission.
- 12.** Approve the Staff Establishment Plan for the General Center for Marist Mission.

Liaison and networking

- Reports to the General Council.
- Works in cooperation with Regional and Provincial Councils for Mission or with similar bodies.
- Liaises with similar external entities.

2. Marist International Mission Assembly (MIMA)

The Marist International Mission Assembly is the body responsible for establishing the long term global vision and guidelines for the Marist Mission.

It is organized in cooperation with the Marist Vocation area.

It is composed of representatives, Brothers and Laypeople, coming from all Administrative Units and Regions:

- Representatives of the General Council, the General Mission Council, the areas of Marist Vocation and Finances.
- 2 members from each Administrative unit: one Brother and one Lay person.
- 4 members from each Region: two Young people, one Lay person, one Brother.

Key responsibilities and management mechanisms

- 1.** Establish the long term vision and guidelines for the Marist Mission.
- 2.** Ensure participation at all levels and areas of the Marist Mission, through Provincial and Regional Assemblies.
- 3.** Propose strategic topics in the Mission area, for the General Chapters.

3. General Directorate

The General Directorate is responsible for the daily management, efficiency and sustainability of the General Center for Marist Mission. It provides leadership on specific mission projects.

It is composed of the Director General and the Deputy Director General.

Key responsibilities and management mechanisms

- 1.** Accompaniment of Marist Mission at Institute level.
- 2.** Propose the short-medium term vision and strategies for the Marist Mission.
- 3.** Responsible for the Strategic Plan and the regularly reports of the General Center for Marist Mission.
- 4.** Propose policies, guidelines, tools and evaluation indicators, for the Marist Mission.
- 5.** Promote cooperation, synergies and integration in the different areas and levels of the Marist Mission.
- 6.** Identify, manage and monitor key risks that the Marist Mission may incur.
- 7.** Ensure the operational, economic and financial sustainability of the GCMM.
- 8.** Organize and co-ordinate the Animation Centers and the Service Centers.

Liaison and networking

- Reports to the General Mission Council.
- Works in cooperation with the areas of the Marist Vocation and Finances.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.
- Liaises with similar external entities.

■ 3.1 Director General

The Director General is responsible for the leadership and management of the General Center for Marist Mission to ensure that it accomplishes its set objectives.

Key responsibilities and management mechanisms

- 1.** Ensure the management of the General Center for Marist Mission's daily operations according to delegated responsibilities.
- 2.** Ensure the sustainability of the General Center for Marist Mission and of the services provided by the centralized and decentralized Animation Centers and Service Centers.
- 3.** Guarantee the integration and co-ordination of the Animation Centers and Service Centers that are part of the GCMM.
- 4.** Propose the General Center for Marist Mission's Action Plan and Budget for the approval of the General Mission Council.
- 5.** Coordinate the collaboration of the different Regions and AUs and follow-up of Marist Mission's initiatives at all levels.
- 6.** Coordinate the Mission initiatives delegated to the GCMM.
- 7.** Represent Marist Mission and ensure its connection and collaboration with internal and external organizations.
- 8.** Drive the image, brand, identity, principles and values of Marist Mission.
- 9.** Be responsible for the Staff Establishment Plan of the GCMM and for accompanying the work cycle of each member of staff.

Liaison and networking

- Reports to the General Mission Council.
- Carries out work in a coherent and integrated manner with the Deputy Director General, with the Animation Centers' Director and the Service Centers' Director.
- Works in cooperation with the areas of the Marist Vocation and Finances.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.
- Liaises with other similar external entities.

■ 3.2 Deputy Director General

The Deputy Director General works sensibly and harmoniously alongside the Director General and supports him in the performance of his duties and responsibilities.

Key responsibilities and management mechanisms

- 1.** To support the Director General in the daily operations of the GCMM.
- 2.** Lead and be accountable for Mission initiatives and responsibilities agreed-upon with the Director General and/or the General Mission Council.
- 3.** Contribute to the integration coordination of the Animation Centers and Service Centers that are part of the GCMM.
- 4.** Represent the GCMM in the designated forums and areas of Marist Mission.
- 5.** Cover, as needed, the functions of Director of Animation Centers and Director of Service Centers.

Liaison and networking

- Reports to the Director General and to the General Mission Council.
- Represents and connects with similar internal and external entities on the basis of his/her established responsibilities.
- Works in cooperation with the areas of Marist Vocation and the Finances.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.

■ 3.3 Executive Secretariat

The Executive Secretariat is a body whose aim is to support the General Directorate. It is responsible for the secretariat, communication, database and administrative support of the GCMM.

Key responsibilities and management mechanisms

- 1.** To oversee the ordinary management of the Secretariat.
- 2.** Ensure the organization and preservation of the archives.
- 3.** Support the Director General in the coordination and draft consolidation of the General Center for Marist Mission's regularly reports.
- 4.** To support the preparation of materials for internal and external meetings, as well as for events organized by the GCMM.
- 5.** Coordinate the ordinary communication of the General Center for Marist Mission.

- 6.** Provide administrative support to the General Directorate.
- 7.** Manage the GCMM's database.
- 8.** Provide support for travel arrangements, visas and other documents.

Liaison and networking

- Reports to the Director General and the Deputy Director General.
- Connects with internal and external entities on the basis of his/her established responsibilities.

4. Animation Centers and Service Centers

4.1 Director of Animation Centers

The Director of Animation Centers is responsible for the operational and administrative functions of the Animation Centers.

Key responsibilities and management mechanisms

1. To ensure the daily operations of Animation Centers according to their delegated responsibilities.
2. Propose the Action Plan and Budget of Animation Centers, including those of decentralized Centers, for the approval of the Director General and the General Mission Council.
3. To ensure the monitoring and evaluation of the Animation Centers.
4. Manage and accompany the professional development and the performance of the people engaged in Animation Centers.
5. Coordinate and follow up initiatives of Animation Centers at all levels.
6. Ensure the representation and coordination of the Animation Centers globally and their collaboration with internal and external organizations.

- 7.** Guide, spread and foster the implementation of the identity, principles and values of Marist Mission at all levels, within the areas of competence of the Animation Centers.

Liaison and networking

- Reports to the General Directorate.
- Represents and connects with internal and external entities on the basis of his/her established responsibilities.
- Works in cooperation with the Service Centers and the areas of Marist Vocation and Finances.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.

■ 4.2 Director of Service Centers

The Director of Service Centers is responsible for the management and the operational and administrative functions of the centralized and decentralized Service Centers.

Key responsibilities and management mechanisms

- 1.** To ensure the management of the daily operations of Service Centers according to delegated responsibilities.
- 2.** Propose the Service Centers' Action Plan and Budget, including the ones of decentralized Centers, for the approval of the Director General and the General Mission Council.
- 3.** To ensure the monitoring and evaluation of the Service Centers.
- 4.** Manage and accompany the professional development and the performance of the people engaged in the Service Centers.
- 5.** Coordinate and follow up on initiatives of the Service Centers at all levels.
- 6.** To ensure the representation and coordination of the Service Centers globally and their cooperation with internal and external organizations.
- 7.** Guide, spread and foster the implementation of the identity, principles and values of Marist Mission at all levels, within the areas of competence of the Service Centers.
- 8.** Foster innovation and internal and external collaboration on Mission initiatives and processes.

9. Promote throughout all areas and levels, the search for internal and external best practices.

Liaison and networking

- Reports to the General Directorate.
- Represents and coordinates with internal and external entities on the basis of his/her established responsibilities.
- Works in cooperation with the Animation Centers and the areas of Marist Vocation and Finances.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.

■ 4.3 Animation Centers

The Animation Centers coordinate and animate the different areas of Marist Mission.

4.3.1 Education Center

The circumstances and profiles of Marist schools around the world vary greatly, depending on their social, cultural, political and legal settings. They are to be found in rural, indigenous and urban areas. There are schools and educational works functioning during daytime and nighttime and others offering boarding. They may belong entirely to the Institute, or be conducted by Administrative Units on behalf of a diocese, parish, a government or of other entities.

The Education Center ensures that the principles, values, innovation and quality of the Education offered at all levels, are in accord with the Marist Charism and pedagogy.

It is organized to serve and offer support at the following Education levels, amongst others: Kindergarten, Primary, Secondary, Preparatory, Higher Education, Training of teachers and their and their school/university networks. It also supports and collaborates with Marist Publishing Houses and their networks.

The Education Center is composed of a Central Coordinator and experts in different aspects of Marist Education.

Key responsibilities and management mechanisms

- 1.** To offer short and medium term vision and guidelines for Marist Education.
- 2.** Ensure the accomplishment of our Marist mission to “Make Jesus known and loved” through Education.
- 3.** To ensure the formation and accompaniment of leaders and of educational processes at Institute level.
- 4.** Define the priorities and strategies for Marist Education at the global level.
- 5.** Promote innovation and creativity in the development of the proposal for Marist evangelization in education.
- 6.** Promote studies, research, dissemination and updating of documents on Marist Education.
- 7.** Develop International Networks in Education in collaboration with the other Animation Centers.
- 8.** Establish standards, methodologies and instruments for the evaluation of the Marist Education.
- 9.** Assess the needs and, where needed, propose educational policies and initiatives, in coordination with other Marist entities.

Liaison and networking

- Reports to the Animation Centers' Director.
- Works in cooperation with the other Animation Centers and Service Centers.
- Works closely with Regions and Administrative Units for greater coordination in mission, for interregional synergy and integration.

4.3.2 Evangelization & MYM Center

Evangelization is the heart of Marist Mission.

This Center accompanies, promotes and supports global processes of Evangelization and Marist Youth Ministry (MYM) at Institute level, ensuring common synergy and vision among Regions and Administrative Units.

It collaborates with the other Animation Centers providing technical support and expertise in the area of Evangelization and MYM to fulfil the objectives of Marist Mission.

The Center is composed of a Central Coordinator and experts in the different aspects of Evangelization and MYM.

Key responsibilities and management mechanisms

- 1.** To propose institutional vision, policies, guidelines, evaluation parameters and strategies for the enhancement of Evangelization and MYM.
- 2.** Promote studies, research and dissemination of ideas about Evangelization and MYM.
- 3.** Ensure the accompaniment of processes and experiences in Evangelization and MYM, as well as the formation of leaders, at Institute level.
- 4.** Coordinate initiatives concerning children and youth, Evangelization and MYM in cooperation with other areas of Marist Mission.
- 5.** Develop resources and tools regarding Evangelization and MYM.
- 6.** Promote the sharing of knowledge, experiences, materials and learnings among Regions and Administrative Units.
- 7.** Enhance the organization of evangelization and youth networks at the global level.

Liaison and networking

- Reports to the Director of Animation Centers
- Works in cooperation with the other Animation Centers and Service Centers.

- Works closely with Regions and Administrative Units for greater coordination in Evangelization and Youth Ministry.
- Liaises with other congregations and organizations working with Youth.

4.3.3 Social Works & Solidarity Center

The Social Works & Solidarity Center ensures that the principles, values, innovation and quality of mission provided in the area of Social Works and other social initiatives are in accord with the Marist charism and pedagogy.

It promotes a culture of solidarity in all areas of Marist Mission.

It is focused on works in the area of non-formal education, paying special attention to children and young people on the edge of society and in situations of vulnerability.

The Center is composed of a Central Coordinator and experts in their different operational areas.

Key responsibilities and management mechanisms

- 1.** To propose vision, policies, guidelines, evaluation parameters and priorities for Social Works and Solidarity, and aligned to Marist Mission at Institute level.
- 2.** Ensure the accomplishment of our Marist Mission to “Make Jesus known and loved” through Social Works and other solidarity initiatives.
- 3.** To promote studies, research and dissemination of ideas about Marist Solidarity.
- 4.** Identify needs and emergency situations among children and young people and propose solutions.
- 5.** Encourage networking at all levels.
- 6.** Support Regions and AUs in the accompaniment, animation and management of Social Works and other solidarity initiatives, as well as in the formation of leaders.

Liaison and networking

- Reports to the Director of Animation Centers
- Works in cooperation with the other Animation Centers, with FMSI Onlus and the Service Centers.
- Works closely with Regions and Administrative Units for greater coordination in social works and solidarity.
- Liaises with other civil and religious organizations dedicated to Solidarity initiatives.

4.3.4 Center of ‘Collaboration for Mission, International’ (Cmi)

The Center of ‘Collaboration for Mission, International’ (Cmi) promotes a better understanding and appreciation of the international and intercultural Marist identity, living globalization in an alternative way, and encouraging greater availability to efficiently respond to needs and calls in mission.

The Center is composed of a Central Coordinator and experts in the different dimensions of the ‘Collaboration for Mission, International’.

Key responsibilities and management mechanisms

- 1.** To develop an international and intercultural mindset and heart-set.
- 2.** Identify and prepare Brothers and Laypeople for international experiences of Mission (International Communities, Marist District of Asia, etc.).
- 3.** Support the establishment, implementation and development of international and interprovincial communities and projects for mission, open also to inter-congregational cooperation, whenever possible.

4. Support the development and consolidation of the Marist presence and mission in Asia and in other frontier areas.
5. Develop and implement a Network of Services of Marist Volunteers to support our mission.

Liaison and networking

- Reports to the General Council and to the Director of Animation Centers.
- Works in cooperation with the other Animation Centers and Service Centers, particularly on subjects of preparation and formation.
- Works closely with Regions and Administrative Units for greater coordination in volunteering and international placement .
- Liaises with other civil and religious organizations.

4.3.5 Center for Children's Rights

The promotion and protection of Children's Rights are an integral part of Marist Mission. This does not limit itself to educating and promoting the welfare of those within Marist walls. We care about a decent standard of living for all children and young people of the world.

The Center for Children's Rights develops and implements the promotion, protection and advocacy of Children's Rights at all levels in line with our Marist charism and principles.

It supports Marist Leaders involved in UN mechanisms, regarding Children's Rights and provide guidance for their reports.

The Center is composed of a Central Coordinator and experts in Children's Rights.

Key responsibilities and management mechanisms

- 1.** To propose vision, policies, guidelines, evaluation parameters and priorities aligned to Marist Mission at Institute level.
- 2.** Promote studies, research and dissemination of ideas about Children's Rights.
- 3.** Offer accompaniment and support to Regions and AUs for the formation of Leaders, processes and experiences in the promotion, protection and advocacy of Children's Rights
- 4.** Promote the sharing of experiences, lessons learned and resources in the promotion, protection and advocacy of Children's Rights at all levels and across all fields of Marist mission.
- 5.** Identify needs and emergency situations among children and young peoples and propose solutions.

Liaison and networking

- Reports to the Director of Animation Centers and to the Director General of FMSI Onlus, according to the schedule of responsibilities agreed between the GCMM and FMSI Onlus.
- Works in cooperation with the other Animation Centers and Service Centers.
- Works closely with Regions and Administrative Units for greater coordination in Children's Rights
- Liaises with other civil and religious organizations dedicated to Children's Rights.

■ 4.4 Service Centers

The Service Centers coordinate and offer specific administrative support for Mission and other bodies of the General Administration.

4.4.1 Strategy & Innovation Center

The Strategy & Innovation Center provides support services to the Marist Mission concerning strategy and innovation.

It is composed of a Central Coordinator and experts in strategy and innovation.

Key responsibilities and management mechanisms

- 1.** To provide methodological support and tools for mission's Strategic Planning, Monitoring, Evaluation and Reporting in Mission.
- 2.** Propose standards and metrics for the accompaniment and evaluation of the different areas of Marist Mission.
- 3.** Research on and analyze current trends, themes and issues concerning children and young people.
- 4.** Offer research capacity and other services to the Animation Centers to respond with quality and innovation to the needs and challenges of Marist Mission.

5. Look for new opportunities and proposals to carry out Marist Mission.
6. Support collaborating and networking with internal and external organizations.

Liaison and networking

- Reports to the Director of Service Centers.
- Works in cooperation with the other Animation Centers and Service Centers.
- Works closely with Regions and Administrative Units for greater coordination in strategic planning and innovation.
- Liaises with other organizations dedicated to innovation and strategic planning.

4.4.1.1 Marist Network of Observatories on Children and Youths

The Marist Network of Observatories on Children and Youths brings together and coordinates the different observatories to support Marist Mission and other related organizations.

The Observatories are directly responsible to their Administrative Units and/or local or regional entities distributed across the Institute. They are organized in a Network associated with the GCMM.

The coordination of the Network is composed of a team of representatives from the observatories and the GCMM.

Key responsibilities and management mechanisms

- 1.** To organize the Marist Network of Observatories on Children and Youths.
- 2.** Promote the creation of observatories where they are still not established and consolidate the existing ones.
- 3.** Study and analyze the reality of children and youths in cooperation with other organizations and international networks.
- 4.** Promote the creation and development of an International Network of Observers of children and young people at the different levels of the Institute.
- 5.** Anticipate future trends and envision future actions for Marist Mission areas focusing on children and young people.
- 6.** Foster the participation and cooperation of Marist organizations in local and International forums and organizations dedicated to children and youths.
- 7.** Provide regular reports to the Animation Centers concerning the reality of children and young peoples in the context of the Marist Mission.
- 8.** Support the Animation Centers on teams related to children and youths, contributing to the formulation of proposals at the global level with the active participation of children and youths.

Liaison and networking

- Reports to the General Directorate of the GCMM and to the Central Coordinator of the Innovation & Strategy Center.
- Works in cooperation with the other Animation Centers, Service Centers and Marist International Networks.
- Works closely with Regions and Administrative Units for greater coordination in the study of children and youths.
- Liaises with other organizations and observatories on children and youth, external to the Institute.

4.4.2 People Development & Management Center

The Center is responsible for the professional and Marist development and management of people at GCMM, while providing guidelines and support at the level of Regions and AUs.

It is composed of a Central Coordinator and experts in human resources and management.

Key responsibilities and management mechanisms

- 1.** To propose vision, policies, guidelines, evaluation parameters and priorities for professional and Marist development and management at Institute level.
- 2.** Promote the sharing and implementation of best practices in this area.
- 3.** Propose programs and formation guidelines for people development.

4. Develop proposals for the accompaniment of the life cycle of people working in the service of mission within the Institute (entry, retention, exit and/or retirement).
5. Support the General Administration and the GCMM bodies, at different levels and locations, in their management of people.
6. Promote the mobility of people among the different AUs and Regions, based on the required competency profiles.
7. Support the accompaniment, training, development and management of people at the GCMM.

Liaison and networking

- Reports to the Director of Service Centers.
- Works in cooperation with the other Animation Centers, Service Centers and the Finance Office.
- Works closely with Regions and Administrative Units for greater coordination in people development and management.

4.4.3 Communication & Technologies Center

The Communication & Technologies Center promotes communication and marketing processes at all levels, manages the use of our image, values and institutional identity, and enhances the use of communication and information technologies in the development of Mission.

It is composed of a Central Coordinator and experts in the field of Institutional Communication and IT.

Key responsibilities and management mechanisms

- 1.** To propose vision, policies, guidelines, evaluation parameters and priorities for Institutional Communication and IT.
- 2.** Provide support to Communication, Marketing, and IT for the GCMM.
- 3.** Promote the sharing and implementation of best practices in this area.
- 4.** To carry out a study of the Marist brand so as to define a common image, values and identity for Marist Mission.
- 5.** Develop coordinated IT solutions among Regions and Administrative Units, exploring opportunities for economies of scale and accompanying their implementation and management.
- 6.** Propose and manage integrated communication and management systems for Marist Mission.
- 7.** Manage the Marist Mission database.

Liaison and networking

- Reports to the Director of Service Centers.
- Works in cooperation with the other Animation Centers, Service Centers and the Finance Office.
- Works closely with Regions and Administrative Units for greater coordination in communication and IT.

4.4.4 Financial & Economic Management Center

The Center for Financial & Economic Management ensures the economic and financial sustainability of Mission, the evangelical use of goods and support services for mission at the global level in cooperation with the General Economate, developing innovative solutions for asset management and the support of Planning and Control.

It undertakes Planning and Control, Procurement and management of goods and services, Fundraising, Negotiations and Acquisitions, amongst other things.

It is composed of a Central Coordinator and internal and external experts in Financial and Economic Management according to the priorities defined in its Plan of Action.

Key responsibilities and management mechanisms

- 1.** To be accountable, amongst others, for the Budgeting, Accounting, Audit, Treasury, Assets and services, Financial Reporting and other operations of the General Center for Marist Mission.
- 2.** Provide financial and economic reports to the GCMM.
- 3.** Safeguard financial resources through a proper Internal Control system, at the global level.
- 4.** Propose and manage alternative economic and financial ways of ensuring the sustainability of Marist Mission at all levels, with a particular focus on fundraising and asset management.

- 5.** Ensure the organization of legal documents related to goods and services procured for Mission.
- 6.** Propose criteria for the economic and financial viability of the GCMM.
- 7.** Define policies, methodologies and indicators to ensure the evangelical use of goods for Mission.

Liaison and networking

- Reports to the Director of Service Centers
- Works in cooperation with the other Animation Centers, Service Centers and the Economate.
- Works closely with Regions and Administrative Units for greater coordination in financial and economic management.

4.4.5 Solidarity Projects Management Center

The Solidarity Projects Management Center provides, amongst others, support services in Planning, Funding, Management and Advice related to Solidarity Projects, amongst others, at all levels.

It is composed of a Central Coordinator and experts in Solidarity Projects Management under the responsibility of the Director General of the FMSI Onlus.

Key responsibilities and management mechanisms

- 1.** To support Regions and AUs in identifying needs and emergency situations and in the development of proposals for solutions.
- 2.** Propose vision, policies, guidelines, evaluation parameters and priorities in the area of Solidarity Projects Management aligned to the Marist Mission, at Institute level.
- 3.** Ensure feasibility, innovation and quality in the design of Solidarity Projects, at Institute level.
- 4.** Promote networking and collaboration with internal and external organizations operating in the field of Solidarity.

Liaison and networking

- Reports to the Director General of FMSI Onlus who works in coordination with the Director General of the GCMM.
- Works in cooperation with the other Service Centers and Animation Centers.
- Works closely with Regions and Administrative Units for greater coordination in solidarity projects.
- Liaise with other organizations and religious institutes active in Solidarity projects and initiatives.

3

***Organization of
Marist Mission
at Regional and
Administrative
Unit level***



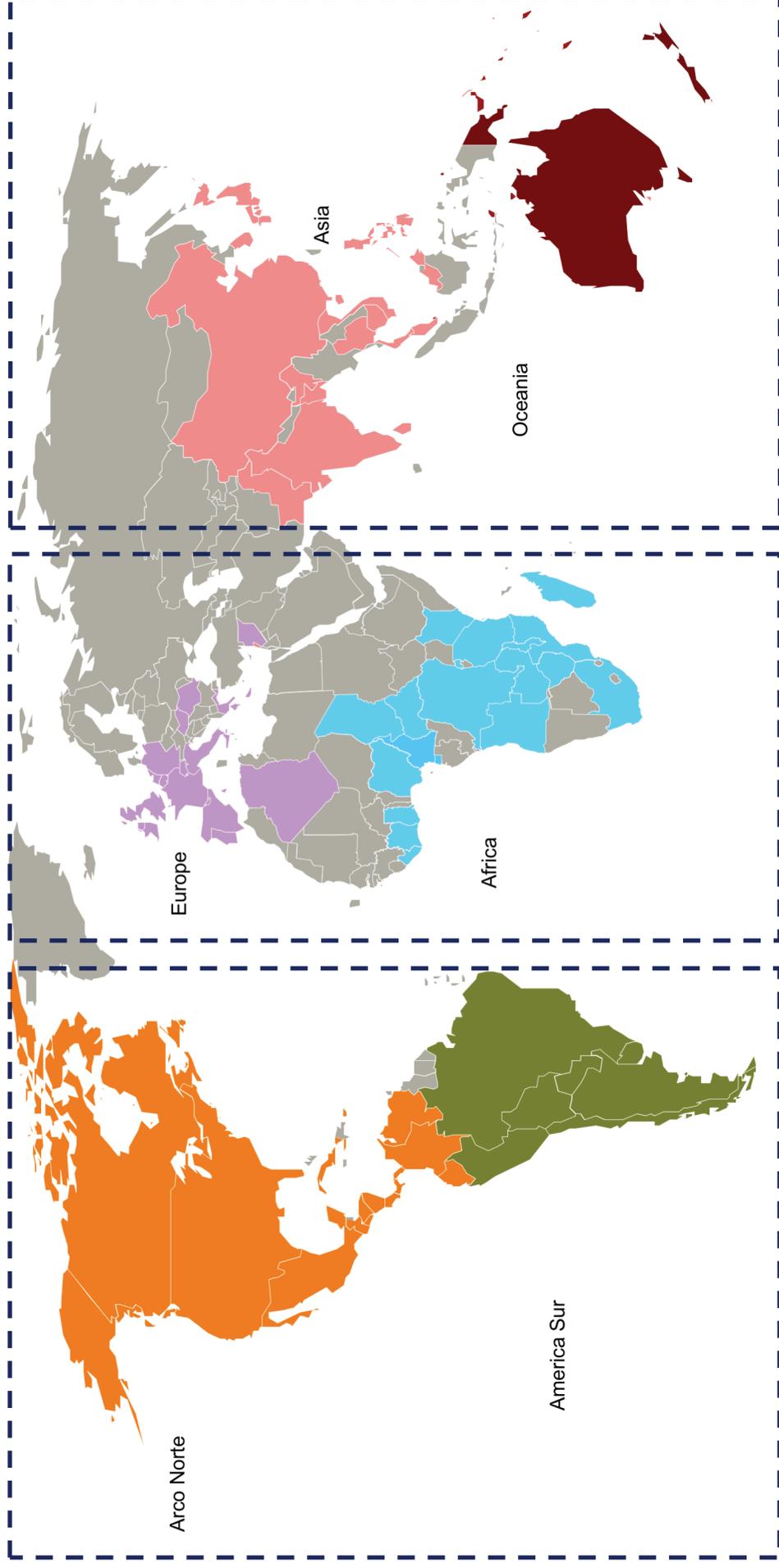
In the light of the implementation of the new operational model for **Marist Mission at the level of the General Administration, each Region and Administrative Unit can gradually adapt the model of the General Center for Marist Mission (GCMM) to its reality.** The Organization of Marist Mission at these two levels should respond to local needs and realities so as to strengthen Marist Mission and make good use of the opportunities and benefits to be achieved in the new arrangement.

Regions and Administrative Units have to adopt parallel structures and common language to facilitate working together and with the General Center for Marist Mission. This will allow Marist Mission to function as a global body.

In this document we only offer proposals for Mission to Regional and Administrative Unit Councils. The information documents on New Models previously shared during the New

Models International Assembly, together with this proposal concerning the General Center for Marist Mission, offer sufficient elements for the development and implementation of mission structures in Regions and Administrative Units.

Map of the Marist Regions in the world



1. Regional Mission Council

The Regional Mission Council is the body responsible for the governance and management of mission initiatives at the regional level.

It is composed of Brothers and Laypeople of the Provinces and Districts of the Region. The criteria for the composition of each Regional Mission Council are set out in the Statutes of the respective Region.

The Regional Mission Council ensures the presence of GCMM representatives in its meetings.

Key responsibilities and management mechanisms

- 1.** To define the vision for the future, the guidelines, the strategies and the policies for Marist Mission within the corresponding Region.
- 2.** Promote regional cooperation in Marist Mission and within the Institute at regional level, by encouraging networking.
- 3.** Manage the operations, processes, projects, assets and other mission's regional resources related to mission.
- 4.** Ensure the organizational and civil structures needed to carry out mission interests and objectives at the regional level.
- 5.** Ensure the preparation of legal and statutory documents for the functioning of mission structures at the regional level.

- 6.** Evaluate and ensure the evangelical fruitfulness of Marist Mission at the regional level.
- 7.** Identify, manage and monitor the key risks of Marist Mission regionally.
- 8.** Promote the economic and financial sustainability of Marist Mission, at the regional level.
- 9.** To network with the General Center for Marist Mission and with the Mission Councils of the Administrative Units of their Region.

2. Province Mission Council

The Province or District Mission Council is the body responsible for the animation, governance and management of Marist Mission at the level of the Administrative Unit.

The criteria for the election and number of members on the Province or District Mission Council are set out in the Statutes of the Administrative Unit, ensuring representation of both of Brothers and Laypeople.

Key responsibilities and management mechanisms

- 1.** To define the vision for the future, the guidelines, the strategies and the policies for Marist Mission at Administrative Unit level.
- 2.** Promote networking within the Region and with the Institute, at the level of the Administrative Unit.
- 3.** Manage the operations, processes, projects and assets of the Administrative Unit related to mission.
- 4.** Ensure the legal and organizational structures needed to carry out mission interests and objectives at the level of the Administrative Unit.
- 5.** Ensure the preparation of legal and statutory documents for the functioning of mission structures at the level of the Administrative Unit.
- 6.** Evaluate and ensure the evangelical fruitfulness of the Marist Mission, at the level of the Administrative Unit.

- 7.** Promote and ensure the economic and financial sustainability of the Marist Mission at the level of the Administrative Unit.
- 8.** Identify, manage and monitor the key risks of Marist Mission locally.
- 9.** Appoint Directors and Administrators of Marist Mission works.
- 10.** To work closely with the General Center for Marist Mission and with the Regional Mission Council.



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