



Region South America



Builders of a New Hermitage





“We are very busy with the construction. **Resources are scarce**, and this is a major cause for concern. **However, we trust in Providence, which has never forsaken us.**”

Letter to Brother Barthélemy

- Date:** January 2, 1825
- Place:** L'Hermitage (under construction)
- Reference:** Letters of Champagnat, No. 14



HISTORY AND CONTEXT OF THE SOUTH AMERICA REGION

Provinces



PSMA

**Bolivia
Chile
Peru**



PCDS

**Argentina
Uruguay
Paraguay**



PMBCN

Brazil



PMBSA

Brazil



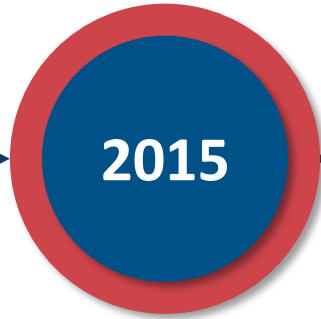
PMBCS

Brazil

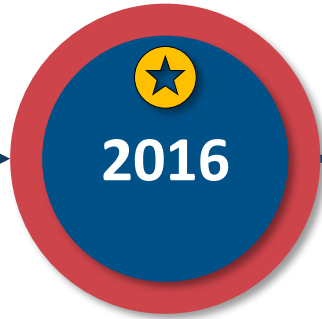
***5 Provinces
7 Countries***



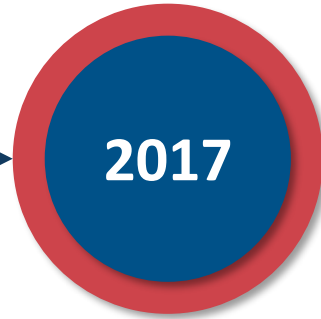
South America Region



CIAP – Curitiba
International
of Provincials



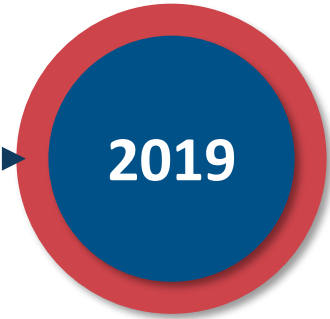
1st Regional Assembly
Florianópolis (Brazil)
Brazil & Southern Cone Region



2nd Regional Assembly
Montevideo (Uruguay)



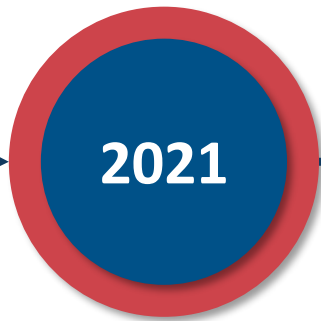
3rd Regional Assembly
Porto Alegre (Brazil)



1st Regional Forum
Mendes (Brazil)



4th Regional Assembly
Virtual



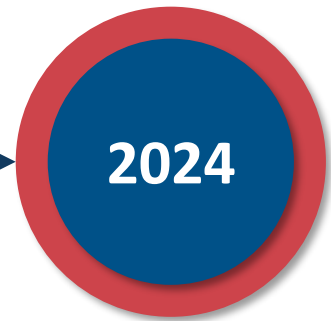
5th Regional Assembly
Virtual
2nd Regional Forum
Virtual



**Meeting of the
Committee and
Coordinators**
Brasília (Brazil)



6th Regional Assembly
Cochabamba (Bolivia)



3rd Regional Forum
Luján (Argentina)



**7th Regional Assembly
Brasília (Brazil)**



**4th Regional Forum
PMBSA
Restructuring**



**VII Regional Assembly
PCDS
Restructuring**



109

AMONG PRIVATE OR SUBSIDIZED SCHOOLS

76

BETWEEN SOCIAL SCHOOLS, SOCIAL CENTERS, AND
COMMUNITY EDUCATION CENTERS

5

UNIVERSITIES

3

HOSPITALS

6

PRINTING HOUSES |
PUBLISHERS

Approximately **40,000**
employees

More than **300,000**
children, adolescents, and
young people benefiting from
social and educational
programs (basic and higher
education).

361 BROTHERS IN 82 COMMUNITIES

40

Young Brothers (ages 18–39)

149

Adult Brothers (ages 40–69)

172

Seniors (70 years or older)



STRUCTURE AND STRUCTURE AND DOCUMENTS



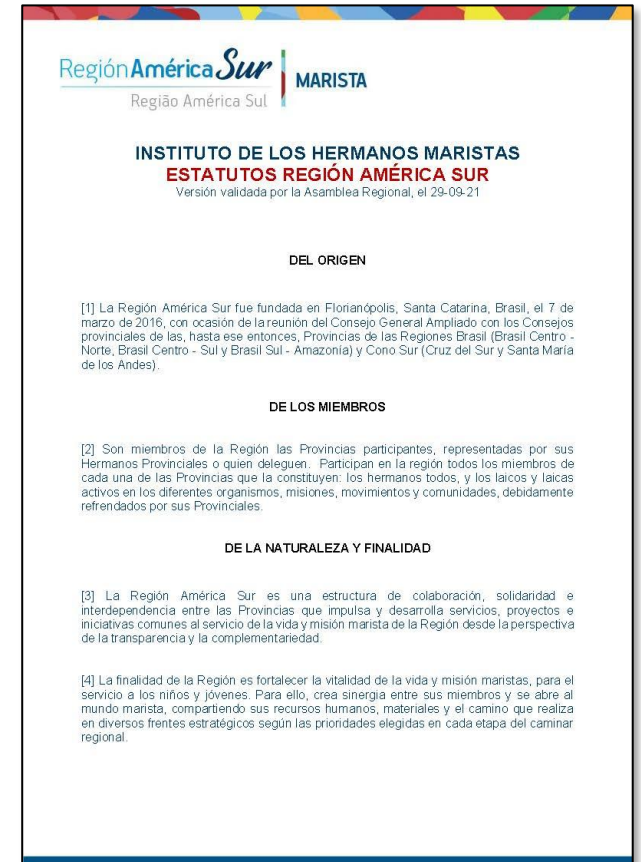
REGION

BY ITS VERY NATURE

[3] The South America Region is a structure of **collaboration, solidarity, and interdependence** among the Provinces that promotes and develops common services, projects, and initiatives in the service of Marist life and mission [...].

ON ITS PURPOSE

[4] The purpose of the Region is to strengthen the **vitality** of Marist **life** and **mission**, in service to children and young people.



Statutes of the South America Region

Región América Sur | MARISTA
Região América Sul

INSTITUTO DE LOS HERMANOS MARISTAS
ESTATUTOS REGIÓN AMÉRICA SUR
Versión validada por la Asamblea Regional, el 29-09-21

DEL ORIGEN

[1] La Región América Sur fue fundada en Florianópolis, Santa Catarina, Brasil, el 7 de marzo de 2016, con ocasión de la reunión del Consejo General Ampliado con los Consejos provinciales de las, hasta ese entonces, Provincias de las Regiones Brasil (Brasil Centro - Norte, Brasil Centro - Sur y Brasil Sul - Amazonia) y Cono Sur (Cruz del Sur y Santa María de los Andes).

DE LOS MIEMBROS

[2] Son miembros de la Región las Provincias participantes, representadas por sus Hermanos Provinciales o quien deleguen. Participan en la región todos los miembros de cada una de las Provincias que la constituyen: los hermanos todos, y los laicos y laicas activos en los diferentes organismos, misiones, movimientos y comunidades, debidamente referendados por sus Provinciales.

DE LA NATURALEZA Y FINALIDAD

[3] La Región América Sur es una estructura de colaboración, solidaridad e interdependencia entre las Provincias que impulsa y desarrolla servicios, proyectos e iniciativas comunes al servicio de la vida y misión marista de la Región desde la perspectiva de la transparencia y la complementariedad.

[4] La finalidad de la Región es fortalecer la vitalidad de la vida y misión maristas, para el servicio a los niños y jóvenes. Para ello, crea sinergia entre sus miembros y se abre al mundo marista, compartiendo sus recursos humanos, materiales y el camino que realiza en diversos frentes estratégicos según las prioridades elegidas en cada etapa del caminar regional.



Fratelli Maristi
Decisión del Consejo General
Jueves, 18 de Noviembre de 2021
7.1

REGIÓN AMERICA SUR

Autorización de Estatutos de la Región América Sur.

Solicitud de aprobación de los Estatutos de la Región América Sur aprobada por la Asamblea Regional con fecha 20 septiembre 2021.

En aplicación del artículo 117 (7) y 117 (8) de nuestras Constituciones y Estatutos, el Hermano Superior general con el consentimiento de su Consejo aprueba los Estatutos de la Región América Sur a partir del 20 de septiembre de 2021.


Luis Daniel HERRERA MEZA, fms
Secretario General

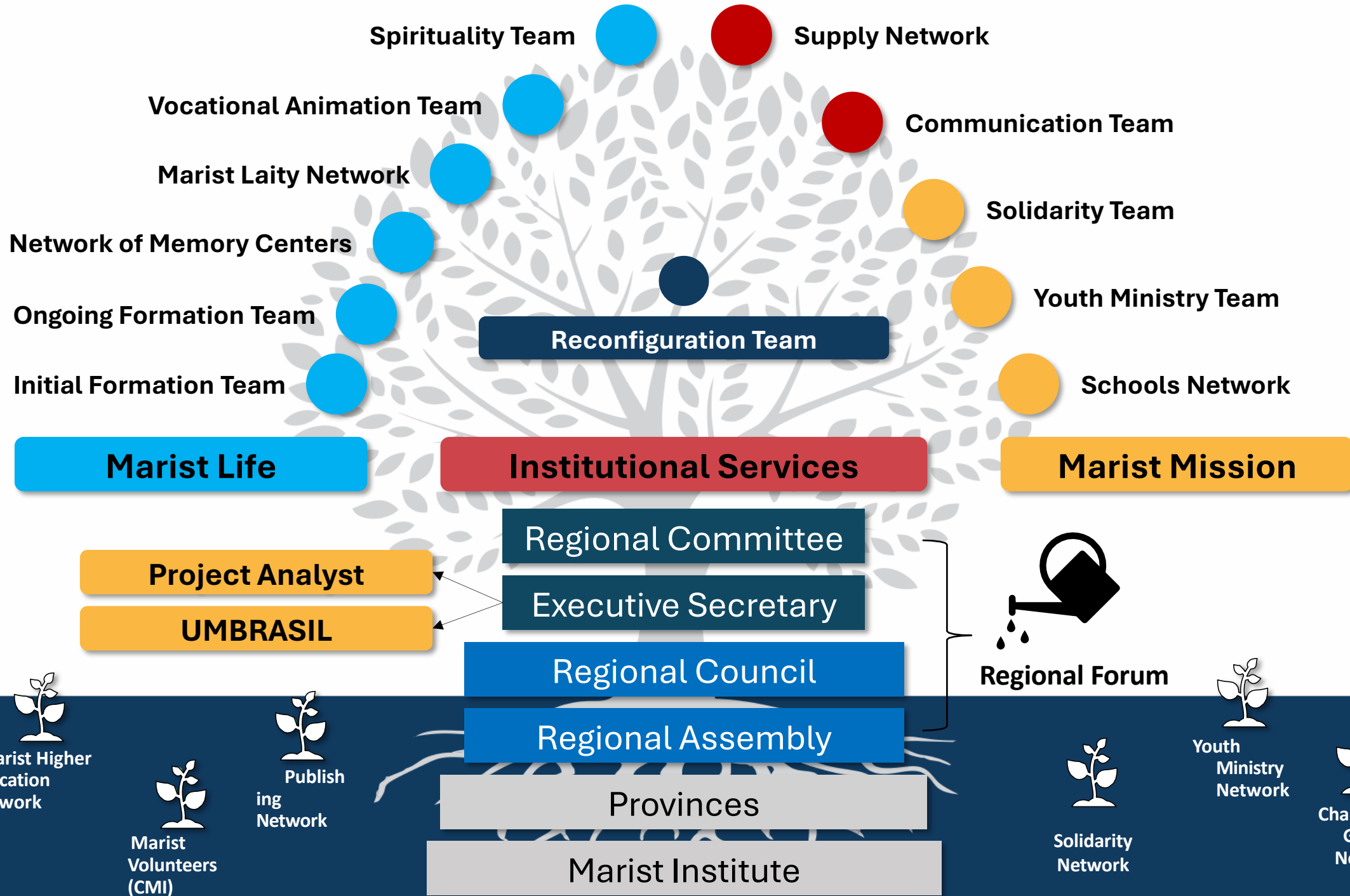



Ernesto SÁNCHEZ BARBA, fms
Superior General

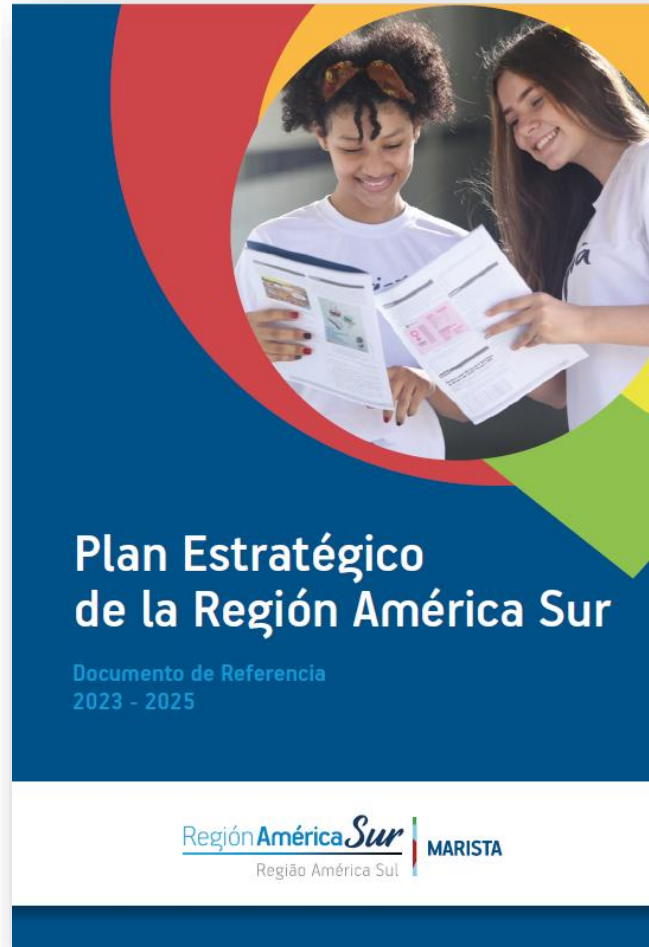
CONSEJO GENERAL - SESIÓN REGULAR
Piazzale Marcellino Champagnat, 2 - 00144 Roma, Italia

**Approval of
the Region's
Bylaws**





Strategic Plan 2023–2025 2026–2028



**Plan Estratégico
de la Región América Sur**

Documento de Referencia
2023 - 2025

Región América Sur | MARISTA
Região América Sul



Expediente

Consejo Regional
Hno. José de Assis - PMBCN Provincial (Coordinador)
Hno. Pablo Gonzales - PSMA Provincial
Hno. Raúl Schönfeld - Provincial del PCIS
Hno. Benê Oliveira - PMBCS Provincial
Hermano Devis Fischer - Provincial PBMSA

Secretario Ejecutivo
Leonardo Soares (UMBRASIL)

Comité Regional
Hermano Alberto Aparicio (PCIS)
Juan Achard (PCIS)
Hno. Maicon Donizete A. Silva (PMBCN)
Fátima R. Gonçalves (PMBCN)
Hno. Miguel Fernandes (PMBCS)
Jose Leão da Cunha Filho (PMBCS)
Hno. Danilo Bezerra (PMBSA)
Marcelo de M. Cordero (PMBSA)
Hno. Patricia Pino (PSMA)
Alberto Libera (PSMA)

[Click here!](#)

P1 - MARIST APOSTOLIC SPIRITUALITY PROJECT

P2 - VOCATIONAL ANIMATION PROJECT

P3 - SOLIDARITY PROJECT

P4 - INITIAL AND ONGOING FORMATION PROJECT

P5 - YOUTH MINISTRY PROJECT

P6 - RECONFIGURATION STUDY PROJECT

F1 - FLOW: SHARED COMMUNICATION

F2 - FLOW: FINANCIAL SUSTAINABILITY

F3 - WORKFLOW: EXCHANGES AND EDUCATIONAL EXPERIENCES

SPECIFIC INITIATIVES BY TEAMS AND NETWORKS

**Strategic Projects
in the Region
South America**

Work Flows

General Initiatives

Regional Council

PCDS



Bro. Horacio Bustos

PMBCN



Bro. José de Assis

PMBCS



**Brother Vanderlei
Siqueira**

PMBSA



Bro. Oldimar Fachi

PSMA



Brother Pablo Gonzales



Executive Secretariat

Executive Secretary



Leonardo Soares

Project Analyst



María Cecilia Crévola

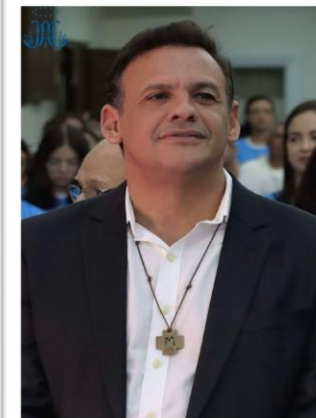
Regional Committee

PCDS



Brother César Borja and Analía Ruggeri

PMBCN



Bro. Luiz André and Fátima Rodrigues

PMBSA



Bro. Diego Lunkes and Marcelo Cordeiro

PSMA



Bro. Patricio Pino and Jorge Radic

PMBCS



Bro. Miguel Fernandes and José Leão



REGIONAL CHALLENGES

Regional Council

REGIONAL CHALLENGES
Regional Council

Regional Council

PCDS



Bro. Horacio Bustos

PMBCN



Bro. José de Assis

PMBCS



**Brother Vanderlei
Siqueira**

PMBSA



Bro. Oldimar Fachi

PSMA



Brother Pablo Gonzales



Regional Council

The greatest challenge is **governance based on influence.**

Región **América Sur**

A logic of **collaboration, solidarity, and interdependence**, without a direct or hierarchical management structure among the provinces

Best practices we must refine:

The Council must play the role of **a consensus facilitator**, promoting jointly developed decisions.

The Council must serve as a **facilitator of consensus**, promoting decisions reached through joint effort.

Alignment of Priorities: Reconciling the local priorities of each province with the region's long-term goals. The risk is that the regional agenda will be perceived as “extra work” rather than a core strategy.

EXAMPLE SITUATION

Province X faces an **educational emergency** after obtaining some lower-than-expected educational results in its schools, which requires the immediate development of an internal improvement plan. During this same period, the Region proposes implementing a **new regional educational policy** aimed at strengthening Marist identity in the long term.

The provincial team, pressured by urgent local demands, begins to view the regional initiative as secondary, seeing it as “**extra work**” rather than an integral part of the institutional strategy.

The Council must act as a **facilitator of consensus**, promoting decisions reached through joint effort.

Managing Interculturality: Overcoming language barriers (Portuñol is not sufficient for complex decisions) and, above all, differences in organizational cultures. What works in a Brazilian state may not be applicable to the Chilean or Argentine models.

EXAMPLE SITUATION

At a regional meeting to define a **common training program**, misunderstandings arise because some participants interpret technical terms differently and have differing expectations regarding **deadlines and working methods**. What one group considers a **mandatory step**, another understands as a **suggestion**. Linguistic and organizational style differences slow progress and create confusion, highlighting the need for better intercultural management.

The Council must act as a **facilitator of consensus**, promoting decisions reached through joint effort.

Sustainability and Shared Responsibility: Define how resources (financial and human) will be shared fairly, ensuring that provinces with different economic capacities contribute and benefit in a balanced manner.

EXAMPLE SITUATION

When preparing the **regional budget**, the costs of the same activity vary greatly among the **seven countries** due to exchange rates, inflation, and taxes. Some may contribute more financial resources, while others contribute only personnel. Without common criteria, **tensions and delays arise**, highlighting how difficult it is to build a balanced and fair budget for the entire Region.

The Council should act as **a facilitator of consensus**, promoting decisions reached through joint effort.

Speed of Implementation: In voluntary membership structures, the decision-making process tends to be slower. The challenge is to prevent the search for consensus from leading to paralysis or missed opportunities.

EXAMPLE SITUATION

In a **regional project**, each group needs more time to consult with its teams before making decisions. Meetings **move slowly**, and proposals are put on hold while total consensus is sought. This causes delays and a sense that opportunities are being missed, illustrating how voluntary participation can slow down implementation if timelines are not managed effectively.



Regional Council

Necessary Precautions in the Actions of Provincial Leaders

Best practices we must refine

Región **América Sur**

For the Council to be effective, leaders must adopt an approach that balances **provincial autonomy with regional unity**.

For the Council to be effective, leaders must adopt an approach that balances **provincial autonomy with regional unity**.

Avoiding “Brazil-centrism”: Since 3 of the 5 Provinces are in Brazil, there is a natural risk that Brazilian culture and processes will dominate the agenda. It is essential to ensure equitable space and a voice for the Spanish-speaking Provinces.



For the Council to be effective, leaders must adopt an approach that balances **provincial autonomy with regional unity.**

Respect for the Principle of Subsidiarity:

The Council must focus on what adds value at the regional level. If it begins to intervene in matters that each province can better resolve on its own, support for the network weakens.



For the Council to be effective, leaders must adopt an approach that balances **provincial autonomy with regional unity**.

Two-Way Communication: The Provincial cannot merely be a representative at the meeting; they must serve as the Region's ambassador within their own Province, ensuring that their local teams understand and support regional decisions.



For the Council to be effective, leaders must adopt an approach that balances **provincial autonomy with regional unity.**

Focus on Governance, Not Management: The Council must oversee the guidelines and vision. Care must be taken here to avoid “micromanaging” the Networks and Teams, allowing the executive structure to operate autonomously.



PCDS



Hno. Horacio Bustos

PMBSA



Hno. Oldimar Fachi

PSMA



Hno. Pablo Gonzales

PMBCS



Hno. Vanderlei Siqueira

PMBCN



Hno. José de Assis

The operational challenges faced in the day-to-day work of the Regional Council.

- Ensuring that **in-person and virtual meetings** are held in sufficient quantity and quality to guarantee proper coordination and monitoring of projects.
- Promote **training opportunities** for the Regional Council.
- Fostering opportunities for **fellowship and camaraderie** among the Provincials.
- Ensuring that meetings are properly prepared, balancing moments of reflection with opportunities for action, with clear organization and **specific deliverables**.



REGIONAL CHALLENGES

How It Works

**SOME OF THE
CHALLENGES FACED BY
THE RAS**



Process Establishment

Regional Support Structures

Budget Preparation and Execution

Local Perspective (Provinces and Countries)

Alignment of Initiatives

Cultural Differences Between Countries

**Employment Contract (Teams and
Networks)**

SOME OF THE CHALLENGES FACING THE RAS



Establishment of Processes

The consolidation of an international region requires the **definition of common, clear, and replicable processes**. This involves harmonizing administrative practices, work methodologies, and decision-making criteria across different provincial contexts, ensuring efficiency without sacrificing flexibility or local sensitivity.

SOME OF THE CHALLENGES FACING THE RAS



Regional Support Structures

Regional operations require **structures that facilitate cooperation, communication, and decision-making**. The challenge lies in creating bodies that truly add value, avoid excessive bureaucracy, and strengthen—rather than replace—the autonomy of the provinces.

SOME OF THE CHALLENGES FACED BY THE RAS



Budget Preparation and Execution

Regional financial management requires **coordination, predictability, and transparency**. It is challenging to balance common strategic priorities with varying economic capacities, while also ensuring mechanisms for monitoring and shared accountability in the use of resources.

SOME OF THE CHALLENGES FACING THE RAS



A Local Perspective (Provinces and Countries)

Regional initiatives can create tensions when local priorities seem to be sidelined. The challenge lies in **aligning the regional vision with the specific needs of each country and province**, promoting complementarity rather than competition.

SOME OF THE CHALLENGES FACED BY THE RAS



Alignment of Initiatives

In a context of multiple projects, networks, and teams, strategic alignment is essential. The challenge lies in **avoiding fragmentation, reducing overlaps, and ensuring that initiatives align with a shared vision of mission and sustainability.**

SOME OF THE CHALLENGES FACING THE RAS



Cultural Differences Between Countries

Cultural diversity is a source of richness, but it also involves complexities in communication, leadership styles, and decision-making. The region needs **to cultivate genuine interculturality** that transforms differences into mutual learning rather than operational obstacles.

SOME OF THE CHALLENGES FACING THE RAS



Employment Contract (Teams and Networks)

Regional operations raise legal and administrative questions **regarding employment relationships, institutional responsibilities, and regulatory frameworks.** Legislative differences among countries require clear solutions that provide legal certainty and organizational consistency.



Thank you!

