

# Reflection on Our Effort as the Arco Norte Region

Regional Analysis Synthesis – March 16, 2026



## Question #1: What have we done well as a region?

- 1. Consolidated Regional Network:** We have moved from isolated efforts to a professional structure (commissions and secretariats) that enables collaborative work and resource sharing among provinces.
- 2. Lay Leadership:** The laity has moved from being supportive to being protagonists, achieving real cohesion and a shared Marist identity with the brothers.
- 3. Fraternity in Diversity:** A sense of “regional family” has been built, overcoming language and distance barriers through hospitality and mutual understanding.
- 4. Specialized Formation:** Success in high-level programs (certificates in interiority, rights, and accompaniment) that have unified criteria and professionalized the mission.
- 5. Communication and Digitalization:** Effective use of technological tools to democratize access to formation and maintain a constant flow of information throughout the region.

## Question #2: What do we need to improve upon as a region?

- 1. Strategic Communication and Reach:** The most frequently mentioned challenge is ensuring that information “reaches” from regional commissions to local works (schools and communities). It is not enough to produce content; channels must be simplified to avoid overload and ensure that grassroots personnel and young people feel part of Arco Norte.
- 2. Efficiency and Structural Simplification:** There is a strong call to prevent the regional structure from becoming “heavy or bureaucratic.” This includes reviewing the number of commissions, avoiding duplication with the Institute, and prioritizing concrete projects with measurable goals—moving from reflection to impactful action.
- 3. Sustainability and Continuity of Human Resources:** Frequent turnover disrupts processes. Stability in leadership is needed, along with improved onboarding processes. It is also essential to care for people, as many experience overload balancing provincial and regional responsibilities.

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## Question #2: What do we need to improve upon as a region?

4. **Real Impact and Local Integration:** Regional projects must not be perceived as “external.” Improvement lies in aligning provincial and regional agendas, so initiatives become part of daily life and receive strong support from Provincial Governments.
5. **Systemic Intercultural and Linguistic Inclusion:** To be truly inclusive, the use of Spanish, English, and French must become an institutional policy, ensure translation resources and adapting working dynamics so language is never a barrier to participation.

## Question #3: Is there anything that we feel is missing?

1. **Clear Vision and Strategic Focus:** There is ambiguity about expectations. The question remains: What exactly do the Provincials and the Institute expect from the Region? Without clear priorities, teams feel they are moving “blindly.”
2. **Real Integration “Region–Province–Work”:** There is a disconnect between decision-making levels and reality on the ground. Regional work must no longer be seen as an “extra burden” but integrated organically into provincial plans.
3. **Real Participation of Beneficiaries (Children and Youth):** Despite progress, meaningful participation of children, adolescents, and youth in decision-making is still lacking. There is also a gap in working with alumni, university students, and families in diverse contexts.
4. **Sustainability of Processes and Onboarding:** Processes often depend on initial enthusiasm but stall with leadership changes. Strong onboarding and continuity systems are urgently needed.
5. **Agility in Responding to Social Reality:** There is a gap between the slow pace of regional processes and rapidly changing social realities. More agile and concrete projects are needed, leveraging best practices already present in some provinces.

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## Question #4: What priorities should we consider for the future?

- 1. Strategic Focus and Simplification ("Less is More"):** Prioritize one or two strategic lines with measurable objectives. Move toward a more agile and flexible structure.
- 2. Mission Centered on Children and Emerging Realities:** Ensure real participation of children and youth, while responding to issues such as mental health, artificial intelligence, migration, and spirituality in diverse contexts.
- 3. Culture of Evaluation and Knowledge Management:** Establish systems to measure impact, document best practices, and build institutional memory.
- 4. Interconnection (Global-Regional-Local):** Align calendars and agendas through a unified strategic calendar that connects the Institute, Region, and Provinces.
- 5. Sustainability of the Charism and Regional Identity:** Strengthen shared spiritual and fraternal life, especially amid the decreasing number of Brothers, and foster a stronger sense of belonging to Arco Norte.
- 6. "Structural Fatigue" and Risk of Overload:** There is concern about overload and excessive meetings. Arco Norte must avoid becoming a bureaucratic burden.
- 7. "Implementation Gap" (From Paper to Practice):** There is a strong call to ensure that plans translate into real impact for teachers, students, and youth groups.