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CONGRUENCES AND DISCREPANCIES OF STRATEGIC AND PASTORAL
PLANNING OF THE MARIST PROVINCES OF AFRICA AND BRAZIL

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Dissertação apresentada ao Programa de Pós-Graduação em Administração, da Pontifícia Universidade Católica do Paraná, como requisito parcial à obtenção do grau de Mestre em Administração Estratégica.

Orientador: Prof. Dr. June Alisson Westarb Cruz.

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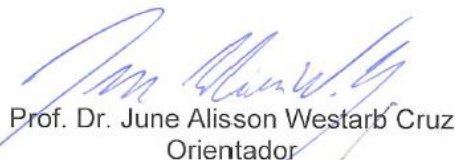
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Dissertação aprovada como requisito parcial para obtenção do grau de Mestre no Programa de Pós-Graduação em Administração, área de concentração em Administração Estratégica, da Escola de Negócios da Pontifícia Universidade Católica do Paraná.

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I dedicate this work to Almighty God, my dear parents: Mrs Anthonia Ogu and Late Mr. Livinus Eke, to all Marist Brothers and Lay Marists, to my brothers and sisters and to all my friends for their support and care that helped me to acquire a holistic education. I also dedicated it, to all the PUCPR lecturers, students and staff for their tireless support. Thank you and May Almighty God reward you abundantly.

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ABSTRACT

The main objective of the study was to review the similarities and discrepancies of strategic and pastoral planning of Marist Provinces of Africa and Brazil. Five Marist Provinces participated in the study. Two Provinces from Africa while three were from Brazil. Data collection instruments were questionnaires and interview guides. The study revealed many discrepancies and similarities between strategic planning and pastoral planning of Marist Provinces of Africa and Brazil. The study established that, in Marist Province of Nigeria and PACE, no follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see that these were not kept in cold storage. The study further revealed that, the plans of MPN and PACE did not encourage innovative and creative thinking. The research also showed that, young Brothers in MPBCS, MPBCN and RGSP were not interested in furthering their education like their colleagues in MPN and PACE. The strengths of the Marist Provinces in Brazil were greatly lay in the hands of Laypersons or collaborators. The study established that, all the Marist Provinces in Brazil were in very deep vocation crises. While PACE recorded the highest number of Brothers that left the Institute within the periods of 2010-2015. In addition, the control systems of the MPBCS, MPBCN and RGSP were very efficient and effective while that of Marist Province of Nigeria and PACE were weak and porous. Moreover, the Marist Provinces in Brazil have highly diversified their means of income while MPN and PACE were still lagging behind. The study recommended that Marist Province of Nigeria and PACE should adopt: Good strategic planning and pastoral planning formulation practices, finalize their strategic plan after obtaining input from all invested parties, align their budget to annual goals based on their financial assessment. They should also produce the various versions of their plan for each group or department, establish scorecard system for tracking and monitoring their plan, roll out their plan to the whole organization. The study further recommended that, MPN and PACE should build all department annual plans around the corporate plan, set up monthly strategy meetings with established reporting to monitor their progress, set up annual strategic review dates, including new assessments and a large group meeting for an annual plan review. MPBCS, MPBCN and RGSP should formulate policies that would encourage their young Brothers to develop interest in education and studying further. The study further recommended that, all the Marist Provinces in Brazil should embark on aggressive vocation drive, in order to rouse the interest of young men who would desire or long to embrace and live Marist life.

 Keywords: Strategic plan. Pastoral Plan. MPN. PACE. MPBCS. MPBCN. RGSP

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ABBREVIATIONS AND ACRONYMS

ABEC	Association of Brazilian Education and Culture
BSC	Balanced Score Card
BSC	Bishop Shannahan College
CGD	Center for Global Development
CIC	College of Immaculate Conception
CIOB	Chartered Institute of Building
CUE	Catarinense Union of Education
CV	Curriculum Vitae
FMECD	Federal Ministry for Economic Cooperation and Development
FTD	Frère Théophane Durant
IECA	International Erosion Control Association
IES	International Education of Students
IO	Intelligent Opportunism
ISP	Investments Sustainability Projects
KKF	King Khalid Foundation
LIF	Less Intent Focused
MDG	Millennium Development Goal
MPBCN	Marist Province of Brazil Centro Nort
MPBCS	Marist Province of Brazil Centro Sul
MPN	Marist Province of Nigeria
NGO	Non-Governmental Organization
NIU	Northern Illinois University
OECD	Organization for Economic Cooperation and Development
PACE	Province of Africa Central-East
PBC	Public Building Commission
PCA	Paranaense Cultural Association
PR	Parana
PUCPR	Pontifical Catholic University of Parana
RBV	Resource Base View
RGSP	Rio Grande do Sul Province
SMART	Measurable, Attainable, Relevant, Time- bound
SP	São Paulo

SWOT	Strength Weakness Opportunity Threat
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Emergency Fund
VDACS	Virginia Department of Agriculture and Consumer Services
WHO	World Health Organization

SUMMARY

1 INTRODUCTION

The study opened on its focal points: strategic and pastoral planning. In reference to Mantere (2013), ''there are two sorts of tools in the world: there are tools like a hammer or a screwdriver, which can be used by one person; and there are tools like a steamship, which require the cooperative activity of a number of persons to use'' (p. 1408-1426). For Dix and Lee (2002), ''strategic planning is to a business what a map is to a road rally driver. It is a tool that defines the routes that when taken will lead to the most likely probability of getting the business where the owners or stakeholders want it to go''. While Samra-Fredericks (2003) observed that, ''the danger of not having a policy 'strategy' is like a ship that does not have a rudder, you do not know the hell you are going to end up''.

According to Schmidt et al (2009), ''strategic planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them''. Schmidt et al (2009) further argued that, ''in contrast to long-term planning (which begins with the status and lays down a path to meet estimated future needs), strategic planning begins with the desired-end and works backward to the current status''. Schmidt et al (2009) explained that at every stage of long-range planning the planner asks, "What must be done here to reach the next (higher) stage? At every stage of strategic-planning the planner asks, "What must be done at the previous (lower) stage to reach here? In addition, in contrast to tactical planning, (which focuses at achieving narrowly defined interim objectives with predetermined means), strategic planning looks at the wider picture and is flexible in choice of its means.

The term 'strategic' has always been associated with voluntarism and free will, with what Mantere (2013) has called 'machismo management'. However, to be truly 'organizational', intentions must be broadly shared and truly collective. Yet, stated intentions could belied the real ones; even the most detailed plans could be fantasies, or simply ploys to fool the competition. Strategic planning is a process that brings to life the mission and vision of the enterprise. Dix and Lee (2002) further argued that, ''strategic plan, well crafted and of value, is driven from the top down; considers the internal and external environment around the organization; is the work of the managers of the organization; and is communicated to all the business stakeholders, both inside and outside of the company''. While Kelly et al (2007) stated that, ''planning is of fundamental importance to the quality of people's lives. It shapes the

places where people live; allows individuals to create vibrant and healthy sustainable communities''.

There was no single universally accepted definition of strategy. Different authors and managers used the term differently; for example, some included goals and objectives as parts of strategy while others made firm distinctions between them. According to Quinn and Mintzberg (1998, P. 3), ''strategy is the pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole''. Perhaps, a well-formulated strategy helps to marshal and allocate an organization's resources into a unique and viable posture, based on its relative internal competencies and shortcomings, anticipated changes in the environment, and contingent moves by intelligent opponents. One of the most enduring and perplexing problems of strategic management was what made for a collective strategy in organizations. Mantere (2013), argued that, ''while strategies are written on pieces of paper and in PowerPoint files, organizational strategies are not pieces of paper''. For Mintzberg and McHugh (1985), ''Organizational strategies take place in collective actions by organizational members. Strategies are achieved in work, conducted by organizational members, in coherence with each other, and over time''.

The process of how strategies were shared among organizational members, especially religious organizations, was not well understood, yet the nature of this process bore crucial implications for theory and practice. Kornberger and Clegg (2011) and Mantere and Vaara (2008), observed that, ''the notion of an organizational strategy can imply a totalitarian form of management, which disrupts the sense of the organization as a community''. Mantere (2005) and Weick (1987 and 2001) further argued that, ''organizational strategic formation can also act as a process where organizational communities discover their shared purpose, and which allow community members to discover meaning or even hope in their work''.

Quinn and Mintzberg (1998) observed that, ''to almost anyone you care to ask what strategy is, will respond that it is a plan- some sort of consciously intended course of action, a guideline or a set of guideline to deal with a situation''. With this definition, strategies have two essential characteristics: they were made in advance of the actions to which they apply, and they were developed consciously and purposefully. Quoting from Quinn and Mintzberg (1998), for example, in the military, ''strategy is concerned with drafting the plan of war, shaping the individual campaigns and within these, deciding on the individual engagements'' (p.10). Then, some critical questions that needed critical responses were; for the 'religious institutes or congregations, why were they concerned with strategic plans? Did they have strategic plans? How did they implement their strategic plans? However, the study paid

adequate attention on the above questions that were posed based on Mintzberg (1978) view on strategy. In reference to Mintzberg (1978) argued that, ''many strategic plans, perhaps even most of them, never get realized as they were intended''. According to him, ''strategy is 'organizational' when there is coherence in organizational activities, that is, a pattern is realized in a stream of actions''. However, the leaders of the organizations created strategies, and the task of the organization was to implement those strategies.

In addition, understanding the nature of strategic organization has advanced in terms of increased plurality. The concept of organizational strategy has become more and more fragmented. Faced with the seemingly innocent questions, many theorists have asked; 'when did an organization not have a strategy? What were the outcomes of organizational strategy? According to Mantere (2005 and 2008), Mantere and Vaara (2008), ''Strategy touches upon the lives of organizational members in various ways. It can instill them with hope by endowing work practice with shared meaning, yet it can also reduce human beings to human resources''. Mantere (2013) also maintained that, ''Strategies are produced in interaction, not only within the organization, but also with one's allies and other stakeholders''. In other words, it was a social construction.

As a religious institute grew and as the pastoral activities become more complex, the need for strategic planning becomes greater. Quinn and Mintzberg (1996) have contrary view with this statement. In their own view, Quinn and Mintzberg argued that, ''neither the environment nor the technical system of the missionary organization can be very complex, because that would require the use of highly skilled specialists, who would hold a certain power and status over others and thereby serve to differentiate the structure''. However, the argument of Quinn and Mintzberg could not be true where missionary institutes like Marist, Jesuit and others who operate in all continents in the world, in different cultures and environments. There was need for all members in the institute or organization to understand the direction and mission of the organization.

The institute that consistently applying a disciplined approach to strategic and pastoral planning were better prepared to evolve as the environment changes. According to Dix and Lee (2002), ''the benefit of the discipline that develops from the process of strategic planning leads to improved communication. It facilitates effective decision-making, better selection of tactical options and leads to a higher probability of achieving the owners' or stakeholders' goals and objectives''. There was no one formula or process for strategic planning. There were however, principles and required steps that optimized the value of strategic planning. Some of the steps in the process described in this study on strategic and pastoral planning were presented below:

a. Current Situation Analysis;

b. Segmentation Analysis;

c. Strength, Weakness, Opportunities, and Threat Analysis;

d. Core Competencies Analysis;

e. Key Success Factors.

An effective and efficient strategic and pastoral planning system, which was responsive to the needs of Marists in Africa and Brazil as an institute or organization, was therefore essential. However, people had different views of, and different interests in, the way pastoral activities were carried out. Perhaps, Planning is the forum for resolving those differences. Quinn and Mintzberg (1996) argued that, ''what holds missionary organization together, provide for its coordination is the standardization of norms, the sharing of beliefs among all its members''. Quinn and Mintzberg postulated that once the new member of the religious organization has been indoctrinated into the organization, he or she identified strongly with the common beliefs; he or she could be given considerable freedom to make decisions. According to Quinn and Mintzberg (1996), ''the result of effective indoctrination is the most complete form of decentralization, because other forms of coordination need not be relied upon, the missionary organization formalizes little of its behavior as such and make minimal use of planning and control system''.

There were need therefore to analyze the similarities and differences of strategic and pastoral planning of Marist provinces of Africa and Brazil. These would help to determine their effective and ineffective use of strategic and pastoral planning. Identified discrepancies and similarities would help the researcher to offer suggestions that could help to improve the strategic and pastoral planning of Marist Provinces of Africa and Brazil.

1.1 STATEMENT OF THE PROBLEM

Understanding the value of and need for a strategic and pastoral planning was a great place to start, but just wanting something, was not enough. Developing a strategic and pastoral plan take discipline, foresight, and a lot of honesty. Many religious organizations or institutes especially those in developing nations tend to ignore the increasingly complex environment in

which they operate. As a result, contemporary strategic-planning processes did not help them cope with the big problems they faced.

Some of the African and Brazilian Marist Superiors admitted that they were confronted with issues that could not be resolved merely by gathering additional data, defining issues more clearly, or breaking them down into small problems. That was because, many strategic issues were not just tough or persistent - they were "wicked." Therefore, there were needs to identify the main characteristics of strategic and pastoral plans of Marist Provinces of Africa and Brazil. Considering the background of the study, and the empirical analysis of it, the research presented the following question:

What were the main congruencies and discrepancies of strategic and pastoral planning of Marist Provinces of Africa and Brazil?

1.2 GENERAL OBJECTIVES

The study reviewed the similarities and discrepancies of strategic and pastoral planning of Marist Provinces of Africa and Brazil.

1.3 SPECIFIC OBJECTIVE

The following were the specific objectives proposed in the research:
a. Identified key characteristics of strategic and pastoral planning of PMBCS;
b. Identified key characteristics of strategic and pastoral planning of Marist Provinces of Africa;
c. Analyzed the main congruencies of planning;
d. Analyzed the main discrepancies of planning.

1.4 JUSTIFICATION OF THE RESEARCH PROPOSAL

Marist Institute (organization) has a pontifical right and was approved by the Holy See in 1863. The institute is divided into Provinces and Districts set up by the Brother Superior General and his council. By the principle of subsidiarity, the limits of the powers proper to each level were defined and respected. The governing body makes decisions that lied within its competence, as defined by the constitutions.

The first Marist mission outside of France was to be the vast ocean continent of the Pacific. In reference to Certain Way (2015), ''the huge continent of Africa, as immense in land as Oceania is in sea, is a good example of the Marist impetus to set out, to be present in an emerging Church, and then to set out again''. The extraordinary growth of Africa has few, if any, parallels in human history.

It was predicted, for example, that the population of Nigeria alone, at present was about 180 million, would rise to 300 million by the year 2025. By that year, the population of Africa would be equal to the total populations of Europe. Inevitably, Africa faced all the challenges common to rapidly growing countries: poverty, racial tension, unemployment, disease, the need for further education, and Brazil is not different. Today in African Provinces, there are about 451 Marist Brothers and about 650 Marist Brothers in the Provinces of Brazil.

However, whether one talked about Africa or Oceania, the story was the same in Brazil. What fires men and women who are Marists to "set out and set out again" was the same thing that urged the pioneer Marists to set out to the margins of the Church and the world. They were convinced that Mary has called them to gather people everywhere into a new People of God.

Just like other organizations, the Institute, Provinces, and Districts have the right to acquire, possess, alienate and administer material goods, according to their respective powers. As Quinn and Mintzberg (1996) rightly put it, ''what holds missionary organization together, provide for its coordination is the standardization of norms, the sharing of beliefs among all its members''. Perhaps, it was important to note that the organization, being a missionary institute that engages in various kinds of activities such as: education, social work, pastoral work and other types of humanitarian activities required a well-drawn strategic and pastoral planning.

It was important to note that, being an organization that cut across the world, embraces different cultures and operates in various environments, such as Africa and Brazil as the point of focus, a critical comparative analyses of the strategic and pastoral planning of the Provinces of Africa and Brazil was very imperative and of great benefit to the whole Institute.

One of the important reasons that justified the research proposal was that it came at the right time the Superior General and his Council in Rome were calling for the Economic and Pastoral sustainability of African and Asian Provinces, though, Asia is not part of the point of

focus in this study. It would be recalled that in 2011, the General Council has appointed a team of financial experts to develop a strategic plan for the progressive achievement of economic autonomy of administrative units in Africa and Asia, but the focal point here was, Africa.

The commission set up by the General council to draw up strategic plans for the sustainability of these provinces stated that, ''we are not an organization that has a mission rather we are a mission that has an organization''. This statement called for a profound reflection. Based on the appeal of the XXI General Chapter, the first meeting of the commission took place in Malawi (2011), and they used that opportunity to establish some labor metrics, as well as the realization of a current diagnosis of the situation in Africa. The work done by the commission in 2011 led to the identification of the fundamental pillars of the whole plan for sustainability, not only for Africa and Asia, but also for any place where the Marist Institute is:

a. Development of governance model;
b. Development of effective management practices, transparent and focused on the mission;
c. Development of a Strategic Plan based on local realities;
d. Generation of resources from the local reality, ensuring effective sustainability over time;
e. Based on these empirical analyses, the comparative analyses of the strategic and pastoral planning of the provinces of Africa and Brazil was justifiable.

2 LITERATURE REVIEW

This chapter focused on the related literature review. It emphasizes on the overview of the strategy and plan.

2.1 STRATEGY

The word strategy is derived from the Greek strategos - literally, "the art of the general" (SNOW; HAMBRICK, 1980, p. 527). In reference to Snow and Hambrick (1980, p. 527), ''the concept of strategy apparently was introduced into the organizational literature and advanced most notably during the fifties by faculty members at the Harvard Business School''. Here, Snow and Hambrick, explained that, the Harvard view of strategy was normative, in that strategy was treated as a situational art, an imaginative act of integrating numerous complex decisions. On the other hand, Mendes (2006, p. 2) stated that, ''the very first strategists, derived the word 'strategy' from the ancient Athenian position of stratēgos and agein, in an effort to describe the best military approach by coordinating many discrete units to win in battle''.

In contrast to this normative approach. Snow and Hambrick noticed that Chandler was the first to employ strategy as a descriptive concept. From his study of four companies that pioneered in diversification, Chandler concluded that strategy was the key mechanism used for charting a new direction, and its impact on organizational structure and performance was substantial. In his view, strategy refered to "the determination of the basic long-term goals and objectives of the enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals" (SNOW; HAMBRICK, 1980, p .527-528). Clearly, this definition of strategy included elements of both ends (objectives and goals) and means (courses of action and allocation of resources). Today, strategy theorists do not agree about whether the concept should include goals and objectives as well as the means used to achieve them.

Then, what does strategy mean? The word strategy is so influential. It is part of human nature to look for a definition for every concept. Mintzberg (1978, p. 934-948) as well as Miles (1978, p. 921-933) viewed strategy as, ''a pattern in the organization's important decisions and actions''. They also opined that researchers should view it in the same way. Typically, these decisions could be directed at: (1) maintaining the organization's alignment with its environment and (2) managing its major internal interdependencies. Defining strategy in this

way allowed researchers to move beyond the abstract and normative aspects of strategy toward those decisions, which actually involved organizational goals, and the allocation of resources necessary to achieve them.

Mintzberg stressed that, strategy may appear as a plan to some, but to others the term is used to describe a position, "namely the determination of particular products in particular markets" (MINTZBERG, 1978, p. 934-948). He further explained that for others, strategy implied a perspective or concept of doing business. His last statement spoke volumes to the organization's values and culture. Less positively in his list of terms to define strategy, Mintzberg suggested that strategy is used to mean ploy, or a "specific maneuver intended to outwit an opponent or competitor".

Similarly, Morden (2007, p. 25) agreed with Andrew's comments, which stated that:

> ''strategy is the pattern of decisions in an organization that determines and reveals its objectives, purposes or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue. The kind of economic and human organization it is or intends to be and the nature of the economic and noneconomic contribution it intends to make to its shareholders, employees, customers and communities''.

As Caves (1984) and Ghemawat (1991) pointed out, ''an essential element of strategy is the set of committed choices made by management''. While Casadesus-Masanell and Ricart (2009, p. 16) stated that, ''Strategy is a contingent plan of action designed to achieve a particular goal''. Casadesus-Masanell and Ricart further argued that, the resulting activity system that is "created" is a reflection of the firm's strategy. Strategy proper, however, is not the activity system itself but the creation of the activity system.

Morden further argued that, ''strategic decision to this pattern is one that is effective over long periods, affects the organization in many different ways, focuses and commits a significant portion of its resources to the expected outcomes''. Here, Morden explained that, ''the pattern resulting from a series of such decisions would probably define the central character and image of the organization, the individuality it has for its members and various publics, and the position it should occupy in its industry and markets''. This would probably permit the specification of particular objectives to be attained through a timed sequence of investment and implementation decisions and would govern directly the deployment or redeployment of resources to make these decisions effective.

For Porter (2005, p. 2), ''strategy is the creation of a unique and valuable position, involving a different set of activities — different than rivals (if there were only one position,

there would be no need for strategy''. Porter admitted that choosing a unique position was not enough, competition could 'shift to match', and competition could 'straddle'. He maintained that in building strategy, organization needed to make the Trade Offs — the more of one thing means less of another.

According to Porter (2005, p. 2), tradeoffs arise for three reasons:

    a. Inconsistencies in image or reputation;

    b. Different positions require different machinery, people, systems;

    c. Limits on internal coordination and control.

Porter argued that without 'Trade Offs' there would be a lot of wasted effort and confusing messages. He postulated that the essence of strategy was choosing what not to do — without tradeoffs, easy to copy (there is no strategy). Therefore, the organization structure, systems and processes needed to be strategy-specific. Porter noted that external changes could be the problem, but the greater threat to strategy comes from within.

Traditionally, the strategy discipline has treated strategy as a property of organizations: an organization has a strategy of some kind or other. Increasingly, however, strategy has been seen as a practice: strategy is something people do (WHITTINGTON, 2006, p. 1). This recognition of strategy as a practice according to Whittington pointed in two directions. On the one hand, we were invited to dive deep into organizations to engage with people's strategy activity in all its intimate detail. Here, Whittington explained that, typically, strategy is a demanding kind of work, which managers must master. On the other hand, they were confronted by the aggregation of all this activity into a bigger phenomenon that has powerful and pervasive effects on society at large.

Strategy does not only have to position; it also has to inspire. So, an uninspiring strategy is really no strategy at all (MINTZBERG et al., 2005, p. x). Mintzberg et al noted that in 1980, came another book titled: "Competitive Strategy" by Michael Porter, an economist at Harvard Business School. Porter argued that an organization's profitability was determined by the characteristics of its industry and the firm's position within it, so these should also determine its strategy. Porter said that an organization's primary task was to find niches it could defend from competitors, either becoming the low-cost producer, differentiating its products in a way which would allow it to command a higher profit margin, or erecting barriers to the entry of new rivals (MINTZBERG et al, 2005, p. 24-25). Nonetheless, Mintzberg argued that Michael Porter's ideas have had little impact on how most big organizations go about

formulating strategy. He further postulated that one reason was that Mr. Porter's work was descriptive not prescriptive. His (Porter) vast checklists provided little guide to what firms should actually do, or avoid doing. Every firm would like to be in an industry with high barriers to entry, weak rivals and high profits, Mintzberg argued.

Mintzberg further observed that at the same time, as Mr. Porter's book appeared, James Quinn, a professor at Dartmouth College's Amos Tuck business school, published the results of a study of how big organizations actually went about formulating strategy. He found that they proceeded by trial and error, constantly revising their strategy in the light of new experience. He called this "logical incrementalism". To many people, this sounded suspiciously like "muddling through'' (MINTZBERG et al, 2005, p. 24-25). Whilst Porter's work, as well as that of Peter Drucker on strategy have led much of the discussion on what strategy meant in organizational terms of configuring activities and resources in an organization's long term planning. Henry Mintzberg has championed a dissimilar viewpoint, which shied away from bringing these classically defined strategic concepts into the boardroom, suggesting that strategy is much more fluid than previously thought. However, no self-respecting business today would be without a strategy. Nevertheless, the question is; what is a strategy?

The various confusing ideas that were coming from various strategy academicians concerning what strategy is and how it should be used or treated have put many organizational stakeholders and managers in perpetual reflections. Even the modern students are often confused by the many different uses of the words strategy and strategic. According to Mintzberg et al. (2005, p. 26), ''the commonest sense in which the word strategy is used today is as a synonym for expensive''.

Perhaps, strategy has a socially constructed character and is not the product of the natural cycle of history or events. Its strong relevance was only possible due to the skilled achievements of discursive practices. According to Knights and Morgan (1991, p. 251-2730), in the Orthodox approach, ''strategy is given as a fact, something natural. Often perceived as rational techniques to manage a business in a changing environment''. While Knights and Morgan (1991, p. 251-273) maintained that in procedural approach of Mintzberg and Pettigrew view, ''strategy is not emerging from a rational plan. But political processes of negotiation within the organization and between it and other environmental elements. Strategies are standards made despite (or absence) of intent''.

Mantere (2013) offered another perspective, but also integrated macro and micro level for the study of strategy in organizations. In his article, the author sought to answer three

questions: (I) What is strategy?; (II) Who are the strategists ?; (III) What are the results of the strategy ?. In his view, strategy is a language game, based on the theory of contemporary analytic philosopher (MANTERE, 2013, p. 1408-1426). Mantere maintained that:

> "Strategy is socially constructed and displays a linguistic division of labor, where the responsibility for defining key concepts and labels for strategy is the responsibility of some individuals of the organization, called "experts", who oversee the proper use and maintenance of language strategy".

In addition, Mintzberg et al. (1998, p. 9) admitted that, ''strategy is a pattern, that is, consistency in behavior over time''. Mintzberg et al observed that an organization that perpetually markets the most expensive products in its industry pursues what is commonly called a high-end strategy, just as a person who always accepts the most challenging of jobs may be described as pursuing a high risk strategy. For Fredericks (2003, p. 141), ''if you have a policy, if you have a strategy, then anything else becomes irrelevant''. While Barry and Elmes (1997, p. 430) have more formally asserted that, ''strategy must rank as one of the most prominent, influential and costly stories told in organizations''. They added that what is needed is a study of how language is used by strategists to establish meanings and create a ''discourse of direction''.

In Samra-Fedreick (2003, p. 143) view, ''it is more complex if people acknowledge that it is through talking that strategists negotiate over and establish meanings, express cognition, articulate their perceptions of the environment and from this basis, legitimate their individual and collective judgements''. Possibly, strategic speech disables certain actors and empowers others. In other words, discourse becomes a means by which managers and employees come to know themselves.

Strategy sets direction. Mintzberg et al. (1998, p. 15) postulated that, ''the main role of strategy is to chart the course of an organization in order for it to sail cohesively through its environment. They further stated that strategy focused effort and promotes coordination of activity. In reference to Johnson et al (2008, p. 22), ''Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations''. In addition, it has been observed that most of nonprofits organizations have considerable difficulty in clearly defining their strategy. To affirm this, Kaplan (2001, p. 358) stated that, ''most of nonprofit organizations "strategy" documents run upwards of fifty pages''. He further explained that the documents, once the mission and vision are articulated,

consist of lists of programs and initiatives rather than the outcomes the organization is trying to achieve. Kaplan (2001, p. 358) also opined that, ''strategy is not only what the organization intends to do, but also what it decides not to do, a message that is particularly relevant for nonprofits''.

Without strategy to focus effort, chaos could ensue as people pull in a variety of different directions. Strategy concerns both organization and environment (MINTZBERG et al., 1998, p.15). Mintzberg et al (1998, p.16) further argued that, ''the basic premise of thinking about strategy concerns the inseparability of organization and environment. The organization uses strategy to deal with changing environments and it affects overall welfare of the organization''. Community Tool Box (2014, p. 4) observed that, ''strategy takes into account existing barriers and resources (people, money, power, materials, etc.). It also states the overall vision, mission, and objectives of the initiative''. Often, an initiative would use many different strategies, providing information, enhancing support, removing barriers, providing resources to achieve its goals. Strategies also, have been described as changing over time, sometimes gradually and incrementally (QUINN, 1978, ps.7-21), sometimes quickly and radically (MINTZBERG, 1978). At first glance, an organization's response to environmental change might be viewed as a strategic change.

From the analyses of the ideas and opinions of many strategic theorists regarding 'strategy and its use', one challenging question that called for profound reflection was; could an organization survive without strategy? In response to this disturbing question, Mintzberg et al. (2005, p. 30) argued that, ''strategy absence need not be associated with organizational failure. Deliberate building-in of strategy absence may promote flexibility in an organization. Organizations with tight controls, high reliance on formalized procedures, and a passion for consistency may lose the ability to experiment and innovate''. They further maintained that, management might use the absence of strategy to send unequivocal signals to both internal and external stakeholders. This sounded too contradictory and confusing because the same theorists stated that, ''without strategy to focus effort, chaos could ensue as people pull in a variety of different directions''. In other words, this signified that strategy is ''everything'' and strategy is not ''everything''.

Mintzberg et al. (2005, p. 31) stressed that, ''strategies are to organizations what blinkers are to horses: they keep them going in a straight line, but impede the use of peripheral vision. By focusing effort and directing the attention of each part within the integrated whole, the organization runs the risk of being unable to change its strategy when it has to''.

Arguably, the true test of strategy results from the success or failure of a given strategy's implementation. Implementing strategy is a complex process in itself, which can spell disaster for even the best-conceived strategy (MENDES, 2006, p. 3). According to Mendes (2006), ''from the recent observations, companies typically realize only about 60% of their strategies potential value because of defects and breakdowns in planning and execution. Whether or not strategy is correct is an entirely different matter, it is not in the diagnostics, or design of strategy per se''. Mende further argued that, ''it is often assumed that the greatest test of strategy is when it is placed in context''.

Strategy is not only a conceptual, but also a symbolic process, and strategies are bound up with images. This occurs directly, in the sense that strategies are often conceived, comprehended and conveyed in terms of metaphors or images (MINTZBERG et al, 2005, p. 121). According to Mintzberg et al (2005), ''strategy emerges, one step at a time, as all kinds of people solve all kinds of problems and exploit all kinds of opportunities, all of which converge into the patterns we call strategies''. Here, Mintzberg et al explained that, everyone could be a strategist, just as long as he or she gets out of the back office – away from the calculating, the pondering, the figuring – and does things to find out what should be figured, pondered, and calculated (p. 167). He called this process 'the strategic learning''.

Creating strategy is judgmental designing, intuitive visioning, and emergent learning; it requires personal thinking and social interacting, cooperative as well as conflictive; it can include analyzing before and programming after as well as imagining during (MINTZBERG et al., 2005, p. 227). Mintzberg et al argued that, ''providing any answer short of this would be doing you a disservice because when it comes to strategy, there are no easy answers. Except, of course, to make sure you understand deeply what you are strategizing about, that you act engagingly, responsively, and responsibly, and that you have the courage to see with your own eyes, think with your own brain, and act with your own heart''.

Given the variety of perspectives on strategy, finding a precise definition with which all people agree is probably impossible (WIT; MEYER, 2010, p. 27). What goes on in the mind of strategist? According to Wit and Meyer, this question was a fascinating question and was easy to ask, but very difficult to answer. In reference to Wit and Meyer (2010), ''knowing what goes on in the minds of managers during strategy process is essential for understanding their choices and behaviors''. Wit and Meyer maintained that opening up the 'black box' of the strategist's mind to see how decisions are made could help to anticipate or influence this thinking. They also affirmed that grasping how managers shape their strategic views and select their preferred actions could be used to develop more effective strategy process.

Figure 1 - Lanning around strategy

Source: Mintzberg and Ahlstrand (1998, p. 77)

On the other hand, Magretta (2012, p. 10) noticed that, ''individuals call any plan or program a strategy and that is how most people use the word''. Magretta further argued that a good strategy is one that would result in superior economic performance. Broadly speaking, strategy is the antidote to competition. She maintained that strategy is one of the most dangerous concept in business, and Magretta posed the question: why is it dangerous? According to her, it is dangerous because while most managers agreed that it is terrifically important, once you start paying attention to how the word is used, you would soon be wondering whether it means anything at all.

Figure 2 - How managers think about competition

The worse error in strategy is to compete with rivals on the same dimensions

Source: Porter (2008, slide 2)

However, strategy explains how an organization faced with competition, would achieve superior performance. This definition according to Magretta (2012, p. 20) is, ''deceptively simple in parts because the words were so familiar that people rarely stop to think about what they mean''.

Strategic decisions were considered important enough to affect the overall welfare of the organization. According to Mintzberg et al (1998, p. 16-17), ''strategy provides consistency and is needed to reduce ambiguity and provide order''. In this sense, a strategy is like a theory: a cognitive structure to simplify and explain the world, and thereby facilitate action. On the other hand, O'Donovan and Flower (2013) argued that, ''creating strategies that are truly adaptive requires that individuals give up on many long-held assumptions as the complexity of individuals' physical and social systems make the world more unpredictable''. O'Donovan and Flower further explained that people have to abandon their focus on predictions and shift into rapid prototyping and experimentation so that we learn quickly about what actually works.

To provide structure to this fluid approach, it was important to focus on answering series of four interrelated questions about the organization's strategic direction, using diagram from O'Donovan and Flower (2013) article: what vision the organization wanted to pursue?, how would it make a difference?, how would it succeed?, and what capabilities it would take to get there?

Figure 3 - The cascade of strategic choices

Source: O'Donovan and Flower (2013, p. 2).

The skills and mindset for today's strategic planning would come from continuously asking ourselves these questions about our organizations and its programs. Then, both definitions stated above appeared to be valid: organizations develop plans for their future and they evolve patterns out of their past. According to Mintzberg et al. (1998, p. 10), ''we can call one intended strategy and the other realized strategy''.

2.2 DELIBERATE AND EMERGENT STRATEGIES

Strategy could be intended, deliberate or emergent. Intentions that were fully realized could be called deliberate strategies. Those that were not realized at all could be called unrealized strategies (MINTZBERG et al., 1998, p. 10). Here, Mintzberg et al. (1998) explained that, ''emergent strategies are not necessarily bad and deliberate strategies good; effective strategists mix these in ways that reflect the conditions at hand, notably the ability to predict as well as the need to react to unexpected events''.

Figure 4 - Intended, deliberate, realized and emergent strategies
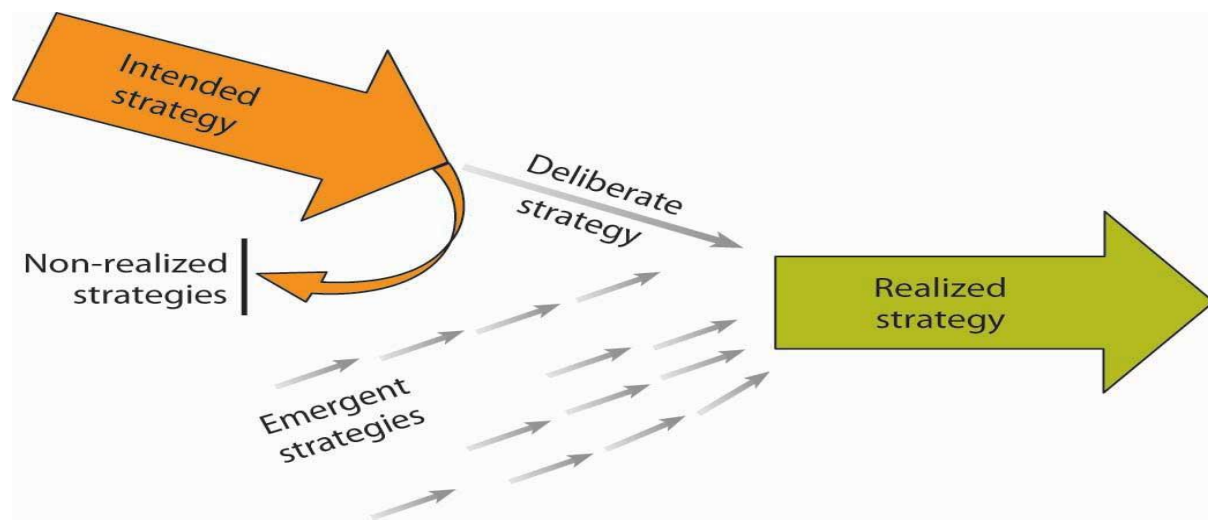
Source: Adapted from Mintzberg, Ahlstrand and Lampel (1998, p. 12).

Mintzberg et al. (1998) discussed various combinations of intended and realized strategies. According to him:

a. Intended strategies that were realized; these could be called deliberate strategies;

b. Intended strategies that were not realized, perhaps because of unrealistic expectations, misjudgments about the environment, or changes in either during implementation; these could be called unrealized strategies;

c. Realized strategies that were never intended, because no strategy was intended at the outset or perhaps those that were intended got displaced along the way; these may be called emergent strategies (MINTZBERG, 1978, p. 945).

As Figure 5 illustrated that, strategy was realized through both emergent actions as well as planned actions that implemented prior decisions. In turn, these decisions and actions were continuously revised based on feedback and feed forward learning. Strategy formation and implementation were closely intertwined.

From the below diagram, ''decisions and actions'' were often viewed as the core elements of the strategy making and implementation process. Time was an important dimension for all elements in Figure 5. Organization performance, strategy, decisions, actions, business and organizational contexts, all changed over time and influenced each other dynamically. Changes had a direct influence on the decision and action premises that guided a firm's strategy process.

Figure 5 - Strategy process
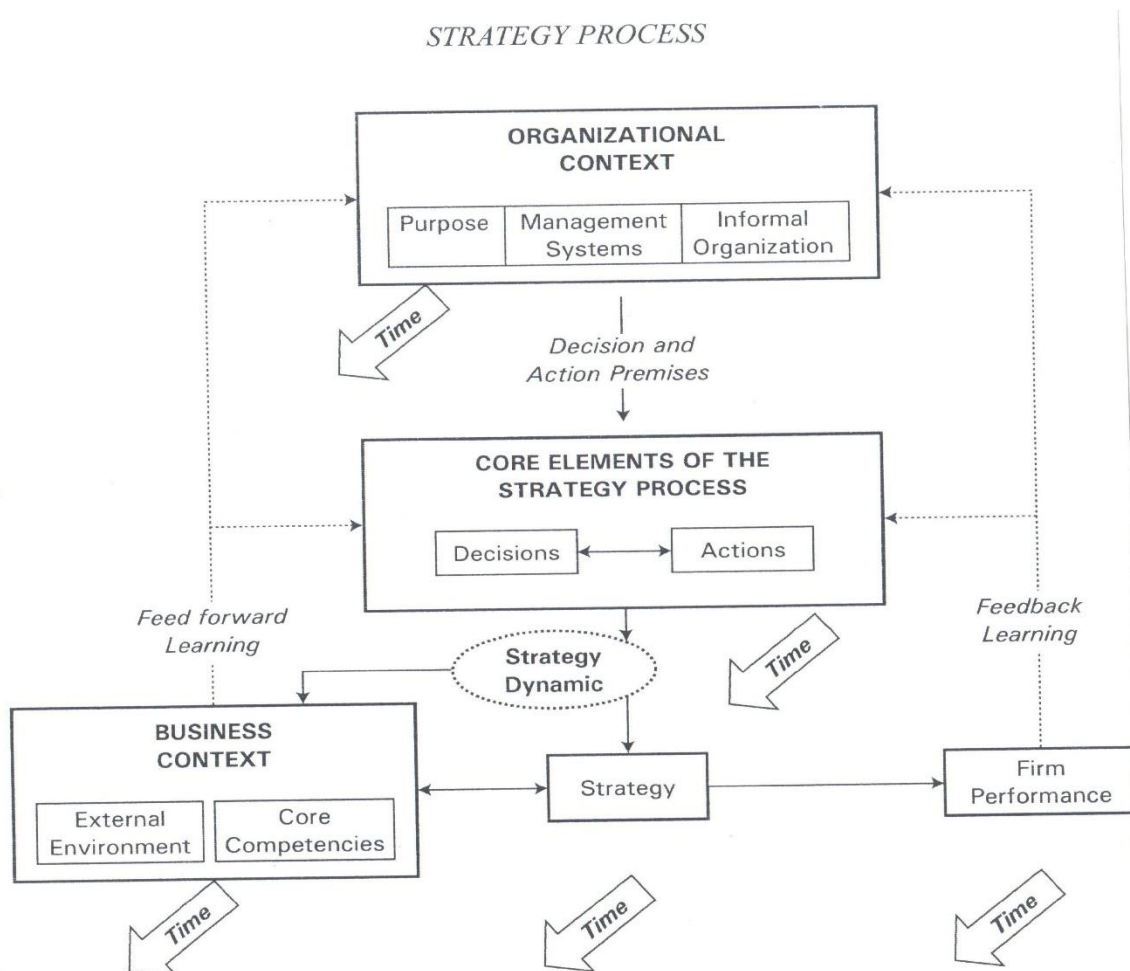
Source: Chakravarthy and White (2001, p.185).

Cummings (2009, p. 190) observed that, 'the emergence school' (MINTZBERG, 1994), 'the process school' (PETTIGREW et al., 2002) and 'the practice school' (WHITTINGTON, 2003) have highlighted the strategic importance of what happens at lower levels of organization. Mintzberg (1994) found that ''the interaction crucial to strategy does not happen between top executives and the environment. It occurs where employees at the operational base of the organization interact with one another and react to or anticipate customer needs and wants''. Mintzberg (1994) argued that over time, what goes on here could create patterns of behaviour that filter up to be formalized in plans; but strategy is not really about what happens at the top.

Other theorists have added to Mintzberg's critique. Whittington's (1996, 2006) view of 'strategy as practice', for example, has sought to keep a focus on what managers actually do when creating strategy, and to see strategy as emerging from small or 'micro' actions rather: than big 'macro' thinking. Mintzberg (1987, p. 26) further stressed that, ''sound strategic thinking can certainly explain a good deal of success and the point is not that organizations do not need direction; it is that they do not need homilies''. He also argued that, ''strategy serves not only to direct the attention of the people working within an organization, but also to give the organization meaning for them as well as for outsiders''.

Strategy, noted Quinn (1980, p. 163), "deals with the unknowable." But it might perhaps be more accurate to write that strategy assumes the unknowable can be made knowable, or at least controllable. As such, it is important to emphasize that strategy is a concept rooted in stability. Mintzberg (1987, p. 29) further buttressed this point. According to him, ''strategy is not about adaptability in behavior but about regularity in behavior, not about discontinuity but about consistency''. Therefore, organizations have strategies to reduce uncertainty, to block out the unexpected, to set direction, focus effort, and to define the organization. Moore (1954, p. 34) made this point clearer. According to him, ''strategy is a relief from the anxiety created by complexity, unpredictability, and incomplete knowledge. As such, it has an element of compulsion about it''.

Nonaka, Toyama and Konno (2000, p. 5-34) renowned in-depth studies on knowledge creation and management, exemplified the importance of tacit and explicit knowledge. Their viewpoint stressed strategy to be either product related or knowledge related in order for a company to attain competitive advantage.

Figure 6 - The knowlegde-creating
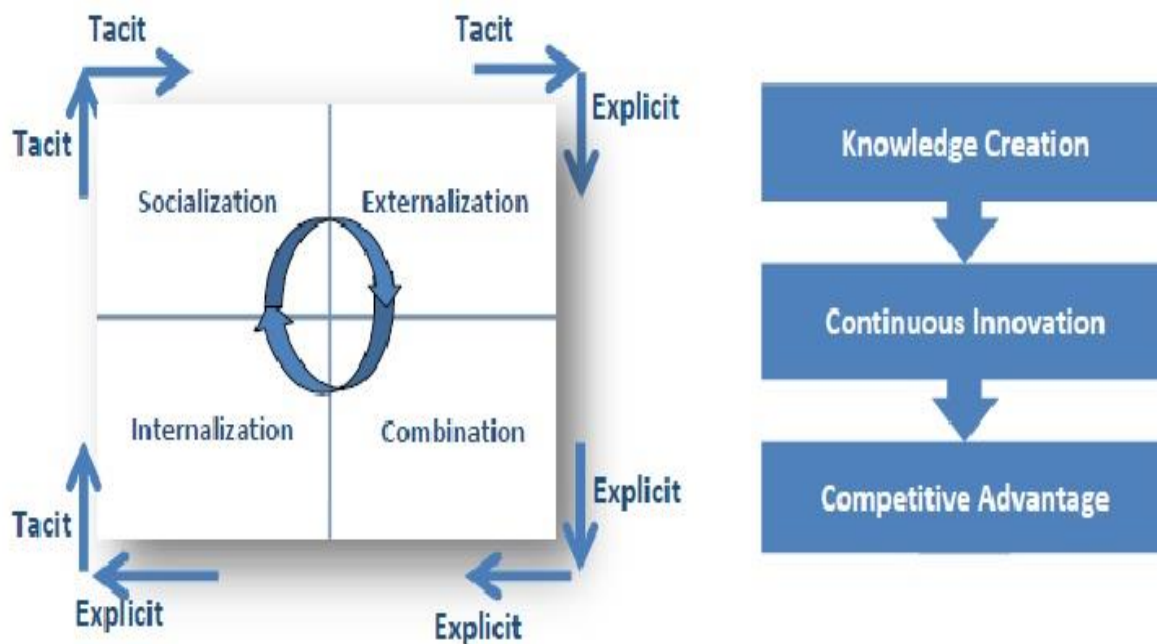
Source: Nonaka and Takeuchi (1995, pp. 57 & 62).

2.3 PLANNING

In today's complex business world, planning is indispensable to achieving superior management.

Planning school emerged in the mid-1960s. It has resulted in a plethora of strategic planning models. The underlying foundation of all these was straightforward model that divided the SWOT model into neatly delineated steps, completed with checklists, process techniques and established objectives at the front end of the process and the elaboration of the budgets and operating plan at the back end (MATTHEWS, 2005, p.31).

On the hand, Mintzberg et al (1998, p. 47) affirmed that, ''the central messages of the planning school fitted in neatly with the whole trend in management education and big business as well as big government practice: formal procedure, formal training, formal analysis, lots of numbers''. Strategy however, was to be guided by a cadre of highly educated planners, part of

a specialized strategic planning department with direct access to the chief executive. The appearance of "strategic management" as an official field for courses and conferences capped all this activity.

According to Matthews (2005, p. 31), ''the planning process articulated by the planning school include: set objectives, external audit, which assesses the external environment using a SWOT analysis, internal audit, strategy evaluation and strategy implementation''. Similarly, in the 1980s, attention turned to industry or competitor analysis, stimulated in particular by Michael Porter's 1980 book, 'Competitive Strategy'. According to Mintzberg et al. (1998, p. 53), ''the whole works—objectives, budgets, strategies, programs were brought together into a system of operating plans, sometimes referred to as the master plan".

Figure 7 - SWOT

Source: Adapted from Mike@Consultants-on-Line.com

SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was a valuable, proven, effective tool to use in the discovery and evaluation stage of strategic planning (Dix and Buck-Mathews (2002). It was an audit of the organization and the environment around the company. Here, Dix and Buck-Mathews explained that the SWOT analysis was most productive when it involved the input of a cross section of key managers in the process.

Figure 8 - SWOT

Source: Mike@Consultants-on-Line.com.

Hence, SWOT analysis was an exercise dependent on judgment, the input from multiple sources provides an opportunity to assure all of the points of view and important issues were considered.

The planning school originated at the same time as the design school. In reference to Mintzberg et al. (1998, p. 47-48), ''to many of the writers, planning became not just an approach to strategy formation but also a virtual religion to be promulgated with the fervor of missionaries''. For Kelly et al (2007, p. 13), ''planning system is too bureaucratic, takes too long and is unpredictable''. Kelly et al went on to say, ''it is absolutely right that planning applications should be refused where the adverse effects of development for organization or the environment outweigh the benefits''. However, the planning system should produce decisions in an efficient, consistent and reliable manner. Kelly et al. (2007, p.13) further argued that, ''a common complaint, especially from organization, has been that planning decisions take too long, cost too much and, in some cases, do not consistently reflect organizational policy''.

Planning helps an organization chart a course for the achievement of its goals. The process began with reviewing the current operations of the organization and identifying what needed to be improved operationally in the upcoming year. From there, planning involved envisioning the results the organization wanted to achieve, and determining the steps necessary to arrive at the intended destination success, whether that was measured in financial terms, or goals that included being the highest-rated organization in customer satisfaction. All organizations, large and small, have limited resources. The planning process provided the information top management needed to make effective decisions about how to allocate the resources in a way that would enable the organization to reach its objectives. It ensured that productivity was maximized and resources were not wasted on projects with little chance of success.

Figure 9 - Annual planning cycle at general electric
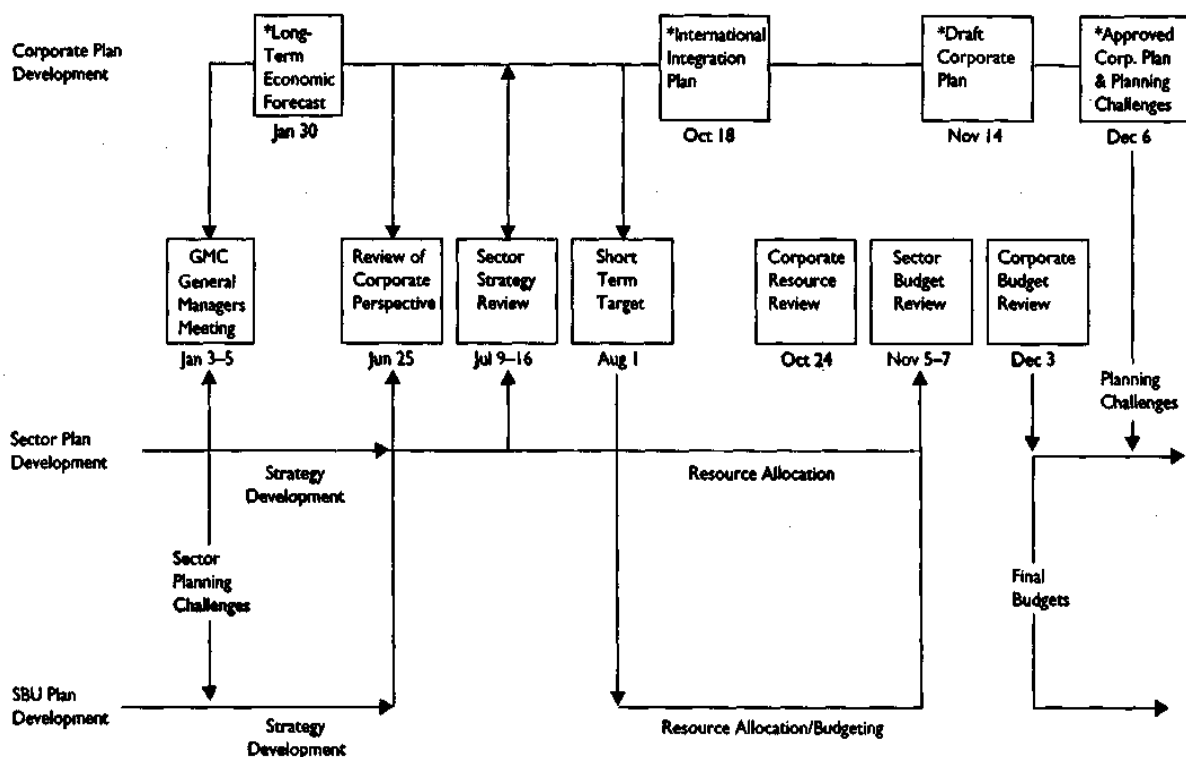
Source: Adapted from Mintzberg, Ahlstrand and Lampel (1998, p. 55).

Setting goals that challenge everyone in the organization to strive for better performance was one of the key aspects of the planning process. Goals must be aggressive, but realistic. Organizations could not allow themselves to become too satisfied with how they are currently doing or they are likely to lose ground to competitors. The goal setting process could

be a wake-up call for managers that have become complacent. The other benefit of goal setting comes when forecast results are compared to actual results. Organizations analyze significant variances from forecast and take action to remedy situations where revenues were lower than plan or expenses higher.

Mintzberg (1994, p. 1) provided one of the best--albeit cynical views of planning in American organizations. His cynicism could be well directed, however, in that he presented ample evidence that most organizations and organizational planners enter into planning with little understanding of the definitions and various purposes of planning. While Shapiro (1993, p. 4) argued that, ''planning has a systematic process of establishing a need and then working out the best way to meet the need, within a strategic framework that enables individuals to identify priorities and to determine operational principles''. Shapiro maintained that, to plan, means thinking about the future so that you could do something about it now. That did not necessarily mean that everything would go according to plan. It probably would not. However, if you have planned properly, your ability to adjust, without compromising your overall purpose, would be that much greater. Planning encourages the development of "what-if" scenarios, where managers attempt to envision possible risk factors and develop contingency plans to deal with them. The pace of change in business is rapid, and organizations must be able to rapidly adjust their strategies to these changing conditions.

Mintzberg went on to provide a range from broad to narrow definitions of planning. For him, planning includes; (1) future thinking; (2) controlling the future; (3) decision making; (4) integrated decision making; (5) a formalized procedure to produce an articulated result, in the form of an integrated system of decisions (MINTZBERG, 1994, p. 1). On the other hand, Shapiro questioned the reasons for planning. He further answered his question by stating that, the combination of a good strategic framework arrived at through strategic planning and a good operational plan or action plan by:

a. Development of goals;
b. Provides a clear understanding of what you need to do in order to achieve your goals;
c. Guides you in prioritizing and making decisions;
d. Allows you to focus possibly limited resources on the actions that will benefit your
e. Keeps you in touch with your context – global, national and local;
f. Provides a tool to help you communicate your intentions to others;
g. Provides a coherent guide for day-to-day implementation (Shapiro, 1993, p. 5).

Again, to strengthening the points of Shapiro, Mintzberg (1994) found range of reasons for planning, most of which he suggested were really reasons planners suggested for planning. They include: (1) organizations must plan to coordinate their activities; (2) organizations must plan to ensure that the future is taken into account (including preparing for the inevitable, preempting the undesirable, and controlling the controllable); (3) organizations must plan to be "rational;" and (4) organizations must plan to control. Planning was therefore, a big term that included a number of different kinds of activities. It was possible to plan at the strategic level, at the activity or operation level, to plan for an organization, or for a program or for a project.

Furthermore, planning promotes team building and a spirit of cooperation. When the plan is completed and communicated to the members of the organization, everyone would know what his or her responsibilities are, and other areas the organization needed his or her assistance and expertise in order to complete assigned tasks. They would see how their work contributed to the success of the organization as a whole and could take pride in their contributions. Potential conflict then, could be reduced when top management solicits department or division managers' input during the goal setting process. Individuals would less likely resent budgetary targets when they had a say in their creation. Perhaps, that would not grant absence of trivial in planning.

Minztberg (1994) emphasized on the four sins of trivial planning. According to what he described as a second ''pitfall'' the illusion of control created through planning, and then leads to a real purpose for continuous planning: public relations. According to Mintzberg, the attitude by leaders could result in the four sins of "trivial planning". They include: (1) use of past trends to predict the future; (2) well-publicized and very public evidence of planning; (3) continuous planning with insufficient time to effect change, and (4) pretending to change in order to remain conservative (p. 217-218).

One of the problems with the planning school approach according to Matthews (2005, p.32) is that, ''control becomes centralized, and after a few years the planning process becomes more important than the organization's ability to deliver competitive products or quality services''. Matthews went further to say that, there was not much room for flexibility in dealing with changing environment since plans were designed to promote a clear sense of direction. This led to what Mintzberg (1998, p.66) and Matthews (2005, p. 32) identified as, ''seven deadly sins of strategic planning''. According to Mintzberg (1998) and Matthews (2005), strategic planning possessed the following deadly sins:

a. Planning staff took over the planning process;

b. Planning system rarely produce desirable results;

c. Planning focused more on mergers and acquisitions at the expense of more core business;

d. Planning failed to examine true strategic options;

e. The process was dominated by planning staff;

f. Planning neglected the organizational and cultural requirements of strategy;

g. Centralized forecasting was inappropriate in an era of restructuring and uncertainty.

Matthew (2005) went further to say that the biggest problem for planning school approach was that no amount of analysis would result in identifying a strategy or set of strategies that would be beneficial for the organization. The process according to Matthews was that, the planning did not lead directly to strategy formation.

The crucial question then, that required a holistic answer was, could organization operates or functions effectively and achieve its objectives without plan? This question called for deep reflections. Perhaps, planning allowed the nonprofit entity, like Marist Institute to utilize its human and financial resources more effectively. Expenditures were prioritized based on judgments about the impact they would have on improving service quality. Often, nonprofits organizations were asked to provide a strategic plan by large potential donors, similar to how business enterprises present their plans to venture capital sources. The plan serves as a guide to nonprofit organizations. It helps to ensure that all members of the team are working toward the same goals, with the same priorities.

For example, Marist Institute is a Missionary organization that has a mission statement that defined its reason for being, whom it intended to serve and what good it sought to accomplish for the society. The scope of the mission changed over time. Each year the organization should revisit its mission statement and revise it if necessary so that it would accurately reflects the organization's current objectives.

The organization scanned its current environment for new opportunities to serve the community and tried to anticipate threats, such as the potential for declining donations due to an economic recession. Future vision meant looking ahead three to five years, and defining what the organization would look like at the end of that time, how it would have grown and what it would have achieved.

3 RESEARCH DESIGN METHODOLOGY

Research methodology is a way to systematically solve the research problem. It could be understood as a science of studying how research is done scientifically. In it the study examined and explained the various steps that were generally adopted by a researcher in studying his/her research problem along with the logic behind them (EVERLYN, 2015, p. 59). Here Everlyn (2015) argued that it was considered as an effective aid towards solving social and economic problems.

This chapter however, focused on research design used for the study, the target population, tools or instruments for collecting data, the sample, sampling procedure, the description of research instruments to be used, and the methods of data collection and analysis.

3.1 RESEARCH DESIGN APPROACH

Research design is the glue that holds all of the elements in a research project together. Kombo and Tromp (2006, p. 67), stated that ''research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose''. Different research designs could conveniently be described if researchers categorized them as: (1) research design in case of descriptive research studies; (2) research design in case of exploratory research studies, and (3) research design in case of qualitative research studies. Each of the category was taken up separately here.

3.2 DESCRIPTIVE APPROACH

Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or of a group (KOTHARI, 2004, p. 54). In reference to Kombo and Tromp (2006), ''descriptive survey is suitable when collecting information about people's attitudes, organizations, opinions or any of the variety of education or social issues''. In a descriptive study, the first step is to specify the objectives with sufficient precision to ensure that the data collected are relevant. If this is not done carefully, the study would not provide the desired information.

Perhaps, descriptive approach was used where research was trying to describe what was happened in more detail, filled in the missing parts and expanded our understanding. It was also used where much information was collected instead of making guesses or elaborate models to predict the future - the 'what' and 'how,' rather than the 'why.' As its name suggested, descriptive research sought to provide an accurate description of observations of a phenomenon. The objective of descriptive research mapped the terrain of a specific phenomenon. A study of this type could start with questions such as 'What similarities or contrasts exist between A and B?' where A and B are different in the same organization. Such descriptive comparisons could produce useful insights and lead to hypothesis-formation. According to Jackson (2009, p. 89), ''one of the goals of science is description, other goals include prediction and explanation. Descriptive research methods are pretty much as they sound — they describe situations''. Shuttleworth (2008) offered disadvantages of using this method. According to Shuttleworth (2008), ''there are no variables to manipulate. There is no way to statistically analyze the results''.

Thus, the research design in case of descriptive study as it was applied here was comparative. It threw more light on all the points that were narrated in the research, keeping in view the objective(s) of the study and the resources available. However, it ensured the minimization of biasness and maximization of reliability of the evidence collected. Kothari (2004, p.55) argued that, ''the said design could appropriately refer to as a survey design since it takes into account all the steps involved in a survey concerning a phenomenon to be studied''.

3.3 EXPLORATORY APPROACH

Exploratory research studies are also termed as formulate research studies. The main purpose of such studies is that of formulating a problem for more precise investigation or of developing the working hypotheses from an operational point of view (KOTHARI, 2004, p.52). However, the major emphasis in such studies were on the discovery of ideas and insights. As such, the research design appropriate for such studies must be flexible enough to provide opportunity for considering different aspects of a problem under study. According to Kothari (2004, p. 52), ''inbuilt flexibility in research design is needed because the research problem, broadly defined initially, is transformed into one with more precise meaning in exploratory studies, which fact may necessitate changes in the research procedure for gathering relevant data''. Saunders et al (2007, p. 134) on the other hand warned that, ''when conducting

exploratory research, the researcher ought to be willing to change his/her direction as a result of revelation of new data and new insights''.

Exploratory research is a methodological approach that is primarily concerned with discovery and with generating or building theory. In a pure sense, all research is exploratory. Exploratory research design does not aim to provide the final and conclusive answers to the research questions, but merely explores the research topic with varying levels of depth. According to Brown (2006, p.43), "exploratory research tends to tackle new problems on which little or no previous research has been done''. In reference to Singh (2007, p.64), "exploratory research is the initial research, which forms the basis of more conclusive research. It could even help in determining the research design, sampling methodology and data collection method". Exploratory research could involve a literature search or conducting focus group interviews. The exploration of new phenomena in this way could help the researcher's need for better understanding, help to test the feasibility of a more extensive study, or determine the best methods to be used in a subsequent study. The objective of exploratory research is to identify key issues and key variables. For example, one outcome could be a better system of measurement for a specific variable.

3.4 QUALITATIVE APPROACH

Qualitative research is characterized by its aims, which relate to understanding some aspect of social life, and its methods which (in general) generate words, rather than numbers, as data for analysis (BRIKCI, 2007, p. 4). Silverman (2004, p. 2) stated that, "qualitative studies have already assembled a usable and accumulative body of knowledge". In Shuttleworth's (Sep 14, 2008) article, the author stated that, ''qualitative research design is a research method used extensively by scientists and researchers studying human behavior and habits. It is often regarded as a precursor to quantitative research, in that it is often used to generate possible leads and ideas, which can be used to formulate a realistic and testable hypothesis''.

For these reasons, qualitative method is often closely allied with interviews, survey design techniques and individual case studies, as a way to reinforce and evaluate findings over a broader scale. The technique is extremely useful when a subject is too complex to be answered by a simple ''yes'' or ''no'' hypothesis. Brikci (2007, p. 4) argued that, for many research projects, ''there are different sorts of questions that need answering, some requiring

quantitative methods, and some requiring qualitative methods. If the question is a qualitative one, then the most appropriate and rigorous way of answering it is to use qualitative methods''. QRCA (2015, p. 1) asserted that, ''qualitative research is designed to reveal a target audience's range of behavior and the perceptions that drive it with reference to specific topics or issues. It uses in-depth studies of small groups of people to guide and support the construction of hypotheses. The results of qualitative research are descriptive rather than predictive''. This type of design is much easier to plan and carry out. It is also useful when budgetary decisions have to be taken into account. According to Shuttleworth (2008), ''qualitative methods still require a lot of careful thought and planning, to ensure that the results obtained are as accurate as possible''.

Qualitative researchers are interested in understanding the meaning people have constructed, how people make sense of their world and the experiences they have in the world (MERRIAM, 2009, p. 13). While Parkinson and Drislane (2011) argued that, ''others emphasized on epistemological stance on qualitative research using methods such as participant observation or case studies, which result in a narrative, descriptive account of a setting or practice''. However, sociologists using these methods typically reject positivism and adopt a form of interpretive sociological method. For Denzin and Lincoln (2005):

> Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that makes the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them. (Denzin & Lincoln, 2005, p. 3)

3.5 TARGET POPULATION

A research population is generally a large collection of individuals or objects that is the focus of a scientific query. It is for the benefit of the population that researches are done. Due to the large sizes of populations, researchers often could not test every individual in the population because it is too expensive and time-consuming (EXPLORABLE…, 2009). This is the reason researchers rely on sampling techniques. Mugenda and Mugenda (2003) define target population as ''the population to which a researcher wishes to generalize the result of the study''. The target population usually has varying characteristics and it is known as the

theoretical population. All individuals or objects within a certain population usually have a common, binding characteristic or trait. For example, Marist Brothers are well defined group of individuals which could be considered as a population and all members of this population are indeed members of the Marist Institute.

The target population for this study comprised of Marist Provinces of Africa and Brazil. The researcher selected Marist Provinces of Africa and Brazil to participate in the study because they had the variables that the researcher required. These provinces were chosen because they fell in the category of interest in the study. The provinces' strategic and pastoral planning also contained information that required comparative analyses.

3.6 THE SAMPLE

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (WEBSTER, 1985). However, sample is a sub-group or a portion of a population. Reddy (2007) stated that ''sample should be chosen in a way that it represents the characteristics of the entire population''. Explorable.com (2009) also affirmed that, ''sample is simply a subset of the population. The concept of sample arises from the inability of the researchers to test all the individuals in a given population''. However, the sample must be representative of the population from which it was drawn and it must have good size to warrant statistical analysis. Since it was not possible to collect data from all provinces in the Institute, the sample was drawn from two provinces in Africa and three provinces from Brazil. The provinces that were chosen from Africa include; Nigeria and African Eastern Central. While the provinces that were chosen from Brazil include; Marist Province of Brazil Centro Sul, Marist Province of Brazil Centro Norte and Rio Grande do Sul Province.

3.6.1 Sampling Technique

This is a process of choosing a sub-group (sample) from a population to participate in the study. Kombo and Tromp (2006) stated that ''sampling procedure is a process of selecting a number of individuals from a population such that the selected group contains elements representative of the characteristics found in the entire group''. Ross (2005, p. 7) stated that, ''the information derived from the resulting sample is customarily employed to develop useful

generalizations about the population. These generalizations may be in the form of estimates of one or more characteristics associated with the population, or they may be concerned with estimates of the strength of relationships between characteristics within the population''.

Scientific sampling procedures were used, the selection of a sample provided many advantages compared with a complete coverage of the population. Ross (2005, p. 7) noticed that this process helps to ''reduced costs associated with gathering and analyzing the data, improved speed in most aspects of data summarization and reporting, and greater accuracy due to the possibility of more intense supervision of fieldwork and data preparation operations''.

Hence the total number of Marist Provinces and Districts in Africa and Brazil are eight, five provinces were chosen to participate in the study. Marist Africa has one District and three Provinces while Brazil has three Provinces and one District. In respect to equal representation, the researcher selected two provinces from Africa and three provinces from Brazil. The reason for chosen two Provinces from Africa and three from Brazil was because; Province of Africa Central East (PACE) is made of up several countries. The population of the Marists in PACE, plus the one of Nigerian Province, could equal to the one of Brazil because, Brazil is just one country.

Therefore, the sampling technique used by the researcher was justified. The provinces from Brazil that participated in the study include; Marist Province of Brazil Centro Sul (MPBCS), Marist Province of Brazil Centro Norte (MPBCN) and Rio Grande do Sul Province (RGSP). Then, the researcher collected the necessary information and documents concerning the strategic and pastoral plan of these provinces.

3.6.2 Data Collection Method and Procedures

The study was based on the secondary data. Kombo and Tromp (2006, p. 100) noted that ''data collection is the gathering of specific information to be used, aimed at proving or refuting some facts''. Secondary data sources are neither collected directly by the user or specifically for the user. It involves gathering data that already has been collected by someone else (KOMBO; TROMP, 2006, p. 100). For the purposes of this study, data was be collected from secondary sources using all the necessary documents and internet sources.

Documents studied in the analysis of strategic and pastoral planning of Marist provinces of Africa and Brazil.

Figure 10 - Documents studied

1. History, development
   - history of the Institute (memorial plaque, for example)
   - fundamental data on the provinces (Brothers, staff)
2. Documents relating to the Provinces policy
   - the strategy, pastoral planning, the policy made by the provinces,
   - annual reports
   - reports and minutes of management meetings
3. Organization
   - charts
   - operating diagrams
   - examples of pastoral descriptions
4. Personnel management
   - written orders
   - brochures for pastoral commission members
   - training and professional development programmes
   - general conditions of employment (regulations regarding the type of work)
5. Planning and control system
   - planning tools
   - annual plans and budgets
   - reports (quarterly reports, for example)
6. Internal and external communication
   - inside information, Provinces' newspapers, newsletters, circulars
   - promotional material
   - examples of pastoral work published
   - examples of advertising efforts in the recent years

The Provincials, strategic and pastoral planners whose provinces were chosen to participate in the study provided the necessary documents at the appropriate times to the researcher through email and during scheduled meetings.

3.6.3 Instrumentalization

The research instrument for the study was documentary, secondary data sources.

-Documentary

(1) Objective: Documentary research is a variant of scientific research, whose objective represents the analysis of different phenomena (historical, psychological or sociological (Coles, 1997, p. 66-74). A broad definition of a document is a 'written text'. Document must be studied as socially situated products (SCOTT, 1990, p. 34). Silverman (1993) has provided a classification of documents as (I) files, (ii) statistical records, (iii) records of official proceedings and (iv) images. Guba and Lincoln (1981) distinguished between documents and

records. They defined a record as "any written statement prepared by an individual or an agency for the purpose of attesting to an event or providing an accounting" (GUBA; LINCOLN, p. 1981- 228).

Doing documentary research is much more than "recording facts". We confront what researchers call the moral underpinnings of social inquiry (COLES, 1997, p. 6) in a reflexive process. According to Atkinson and Coffey (1997, p. 55), ''documents do not stand-alone but need to be situated within a theoretical frame of reference in order that its content is understood''. It was an important source of information, and such sources of data could be used in various ways in social research. Many researchers such as (BAILEY, 1982 and 1994) and Webb et al. (1984) stated that, ''document researches include institutional memoranda and reports, census publications, government pronouncements and proceedings, diaries and innumerable other written, visual and pictorial sources in different forms''. In a similar view, Denscombe (1998, p. 163) advocated that "government publications and official statistics would seem to be an attractive proposition for the social researcher''.

Documents are produced by individuals and groups in the course of their everyday practices and are geared exclusively for their own immediate practical needs (MOGALAKWE, 2006, p. 2). According to Mogalakwe (2006, p. 2), ''documents have been written with a purpose and are based on particular assumptions and presented in a certain way or style and to this extent, the researcher must be fully aware of the origins, purpose and the original audience of the documents''. Payne and Payne (2004) noted that, ''documents are not deliberately produced for the purpose of research, but naturally occurring objects with a concrete or semi-permanent existence which tell us indirectly about the social world of the people who created them''. Document, unlike a speech, can have an independent existence beyond the writer and beyond the context of its production (JARY; JARY, 1991).

There are two types of documents that are used in documentary study. Namely primary documents and secondary documents. Primary documents referred to eyewitness accounts produced by people who experienced the particular event or the behavior we want to study. On the other hand, secondary documents are documents produced by people who were not present at the scene but who received eye-witness accounts to compile the documents, or have read eye-witness accounts (BAILEY, 1994, p. 194). Documentary sources provided what Scott (1990) characterized as mediate access as opposed to proximate access. Mediate or indirect access becomes necessary if past behavior must be inferred from its material traces, and documents are the visible signs of what happened at some previous time. This is in contradistinction to proximate or direct access whereby the researcher and his sources are

contemporaneous or co-present and the researcher is a direct witness of the occurrences or activities (Scott 1990).

Documents range from public through private to personal documents. The list of public document sources includes government publications such as Acts of Parliament, policy statements, census reports, statistical bulletins, reports of commissions of inquiry, ministerial or departmental annual reports, consultancy reports (MOGALAKWE, 2006, p.3). Here, Mogalakwe explained that Private documents often emanated from civil society organizations such as private sector businesses, trade unions and non-governmental organizations, as well of course from private individuals. They include minutes of meetings, board resolutions, advertisements, invoices, personnel records, training manuals, interdepartmental memos and other annual reports. The list of personal documents includes household account books, photo albums, address books, medical records, diaries and personal letters. The Central Statistics Offices in many countries produce statistical bulletins on various topics such as health, economics, employment, the cost of living, economic growth, housing and the population census reports and other topics (MOGALAKWE, 2006, p. 3).

(2) Conceptual approach: Documents could be used to open up an area of inquiry and sensitize researchers to the key issues and problems in that field. This could be especially useful in an area in which the problems have not been clearly conceptualized or formulated. If raw data is available, then the data could be reworked. Through studying documents, research questions could be articulated or if this approach is taken, hypotheses could be created. (WELLINGTON, 2015, p. 21).

(3) Former Proposed Analysis: Descriptive, exploratory and qualitative analyses would be used.

-Authenticity

Authenticity referred to whether the evidence was genuine and of reliable and dependable origin. Authenticity of the evidence for analysis is the fundamental criterion in any research (MOGALAKWE, 2006, p. 5). The researcher therefore has a duty and a responsibility to ensure that the document consulted is genuine and has integrity. According to Platt (1981, p. 31-52), ''there are many instances where documents may not be what they purport to be. For example, wills, legal documents, diaries and letters can be forged or falsified, and even literary works may be attributed to authors who did not write them''. This placed an enormous responsibility on researchers to satisfy by themselves that the documents being analyzed were

not forgeries and were indeed what they purport to be. Documents should therefore not be taken for granted.

-Credibility

Credibility referred to whether the evidence is free from error and distortion. According to Scott (1990, p. 28), the question of credibility should concern the extent to which an observer is sincere in the choice of a point of view and in the attempt to record an accurate account from that chosen standpoint. On the question of credibility, that is, whether the documents consulted were free from distortion, the researcher believe that all the documents used were prepared independently and beforehand.

-Representativeness

The question of representativeness applied more to some documents than to others. Representativeness referred to whether the evidence was typical of its kind, or if it was not, whether the extent of its untypically was known.

-Meaning

Meaning refers to whether the evidence is clear and comprehensible. The ultimate purpose of examining documents is to arrive at an understanding of the meaning and significance of what the document contains (SCOTT, 1990, p. 28). However, what documents contain could either be a literal or face value meaning, and an interpretative meaning. According to Scott (1990), ''the literal meaning of a document gives only its face value meaning, from which its real significance must be reconstructed''. On the other hand, Platt (1980, p. 31-52) noted that, ''in an interpretative understanding, the researcher relates the literal meaning to the contexts in which the documents were produced in order to assess the meaning of the text as a whole''. Here, Platt argued that important point to be considered in the use of documentary sources was how to decide which inference to make from a document about matters other than the truth of its factual assertions.

-Data analysis technique

In content analysis, researchers examine artifacts of social communication. Typically, these were written documents or transcriptions of recorded verbal communications. In reference to Holsti (1968, p. 608), ''content analysis is any technique for making inferences by systematically and *objectively* identifying special characteristics of messages". Holsti

explained that, from this perspective, photographs, videotape, or any item that could be made into text were amenable to content analysis. In this section, objective analysis of messages conveyed in the data being analyzed was accomplished by means of explicit rules called *criteria of selection,* which must be formally established before the actual analysis of data.

The criteria of selection used in any given content analysis must be sufficiently exhaustive to account for each variation of message content and must be rigidly and consistently applied so that other researchers or readers, looking at the same messages, would obtain the same or comparable results. This may be considered a kind of reliability of the measures, and a validation of eventual findings (SELLTIZ et al., 1967). The categories that emerged in the course of developing these criteria should reflect all relevant aspects of the messages and retain, as much as possible, the exact wording used in the statements. They should not be merely arbitrary or superficial applications of irrelevant categories. Holsti (1968, p. 598) explained that in this type of content analysis procedure: "The inclusion or exclusion of content is done according to consistently applied criteria of selection; this requirement eliminates analysis in which only material supporting the investigator's hypotheses are examined."

Furthermore, data analysis consists of examining, categorizing, tabulating or otherwise re-combining the evidence, to address the initial propositions of a study (YIN, 1984, p. 99). Reddy (2007) stated that ''data analysis is an attempt to convert the symbolic behavior into scientific data''. However, during data analysis, the researcher systematically applying statistical or logical techniques to describe and illustrate, condense and recap, and evaluate data. Data analysis was very important because it led to the examining of the collected data in a survey in order to make deductions and inferences.

Data decoding analysis was applied for this study. Sharon (2004, p. 137-138) stated that, ''decoding is a systematic way of condensing extensive data sets into smaller analyzable units through the creation of categories and concepts derived from the data." Decoding lets the researcher make sense of and analyze his or her data. For qualitative studies, it could help the researcher generate a general theory. According to Sharon (2004, p. 137-138), ''coding facilitates the organization, retrieval, and interpretation of data and leads to conclusions on the basis of that interpretation while decoding allows study to be repeated and validated and allows comparison with other studies''.

The data was also analyzed descriptively and explanatorily. The reason for using descriptive approach was because, it helped to understand the characteristics of organization and how it followed certain common practices. It also helped the investigator to ascertain and

to describe the characteristics of the variables of interest in a situation. An exploratory approach was also undertaken because not much was known about the situation at hand and not much information was available on how similar the problem or research issues have been solved in the past. In such cases, extensive preliminary work was done to gain familiarity with the phenomenon in the situation and understand what occurred before the researcher developed a model and set up a rigorous design for comprehensive investigation. According to Shuttleworth (2008), ''the use of descriptive method helps the researcher to obtain a general overview of the subject that is studied''.

-Ethical Considerations

Ethical issues were given adequate considerations in the study. Pera and Van Tonder (1996, p. 4) defined ethics, "as a code of behavior considered correct". It is crucial that all researchers are aware of research ethics. Ethics relate to two groups of people; those conducting research, who should be aware of their obligations and responsibilities, and the "researched upon", who have basic rights that should be protected. The study therefore had to be conducted with fairness and justice by eliminating all potential risks. The respondents must be aware of their rights. According to (Brink and Wood 1998, p. 152), "ethical issues observed in a study may include informed consent, right to anonymity and confidentiality, right to privacy, justice, beneficence and respect for persons".

3.6.4 Summary of the Steps Taken to Analyse the Documents

The following steps were taken by the researcher to decode and to analyze the contents of the documents. The researcher:

a. Copied and read through the transcript - made brief notes in the margin when interesting or relevant information was found;

b. Went through the notes made in the margins and list the different types of information found;

c. Read through the list and categorize each item in a way that offers a description of what it was about;

d. Identified whether or not the categories could be linked any way and list them as major categories (or themes) or minor categories (or themes);

e. Compared and contrast the various major and minor categories;

f. When the above were done with all of the transcripts, collected all of the categories or themes and examined each in detail and considered if it fits and its relevance;

g. Once all the transcript data was categorized into minor and major categories/themes, reviewed in order to ensure that the information was categorized as it should be;

h. Reviewed all of the categories and ascertained whether some categories could be merged or if some needed to be sub-categorized;

i. Returned to the original transcripts and ensured that all the information that needed to be categorized has been so;

The process was lengthy and required the researcher to go over and over the data to ensure that a thorough job of analysis was done.

Frame 1- Integration of the methodology

Specific objectives	Form of data collection	Intended samples	Form of analysis	Expected Result
Identified key characteristics of strategic planning and pastoral of PMBCS	Document analysis	2015 – 4 provinces	Documentary research: content analysis	Identification of key characteristics of strategic and pastoral planning of PMBCS
Identified key characteristics of strategic planning and pastoral of Marists provinces of Africa	Document analysis	2015 – 4 provinces	Documentary research: content analysis	Identification of key characteristics of strategic and pastoral planning of Marists provinces of Africa
Described the main discrepancies of planning	Describe	-	Documentary research: Descriptive analysis	Description of the research object
Analyzed the main congruences of planning	-	-	Descriptive analysis	Verification of the characteristics of congruences and discrepancies of strategic and pastoral planning of Marist provinces of Africa and PMBCS

3.6.5 Constitutive and Operational Definition of Research

This section presented the operational and constitutive definitions of research proposal, aimed to establish the theoretical relationship of the main themes to be developed in the research and described a way to quantify the variables that have been set.

Constitutive Definition (C.D.)

Strategy: The theme of the study ''strategy'' was guided by Quinn and Mintzberg (1998, p.3) theory of strategy titled ''The strategy Process''. Quinn and Mintzberg asserted that, ''strategy is the pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole''. While Mintzberg (1978, p. 934-948) viewed strategy as, ''a pattern in the organization's important decisions and actions''. Defined strategy in this manner allowed researchers to move beyond the abstract and normative aspects of strategy toward those decisions, which actually involved organizational goals, and the allocation of resources necessary to achieve goals. Faced with the seemingly innocent questions, many theorists have asked; 'when did an organization not have a strategy? What were the outcomes of organizational strategy? According to Mantere (2005; 2008), Mantere and Vaara (2008), ''Strategy touches upon the lives of organizational members in various ways. Mintzberg et al (1998, p. 15) argued that, ''without strategy to focus effort, chaos can ensue as people pull in a variety of different directions''.

Pastoral: This was central in the life of Marist Brothers, the lay Marists and the Institute as a whole. According to Marist Constitutions (1986, p. 75), ''in our schools, which provide particularly favorable setting for Christian education, we give priority to pastoral care that is adapted to the needs of young people. While ready to serve them all, we give special attention to pupils who are in difficulty''.

The young people who are in Marists' care receive systematic and precise religious education. Marist initiate them into the sacramental life and help them find their place in the church community. The Marist Institute collaborates as far as it can, in the formation of catechists and Christian teachers for meeting the needs of the local church (CONST., 1986, p. 74).

Operational Definition (O.D.)

Strategy: From the operational perspective, strategic planning of the provinces would be analyzed from their characteristics, similarities, and discrepancies through documentary analysis.

Pastoral: The same steps taken for strategy would be applied to pastoral. The only addition would be to measure how the strategy was applied to sustain pastoral activities.

4 PRESENTATION AND DATA ANALYSIS

This chapter deals with research findings on the congruencies and discrepancies of strategic and pastoral planning of the Marist Provinces of Africa and Brazil. The research was based on several major research questions from which questionnaire and interview were formulated. This chapter discussed the characteristics, discrepancies and similarities of the strategic planning and pastoral planning of two Marist Provinces of Africa and three Marist Provinces of Brazil. Recommendations were also made which would lead to the growth and the sustainability of Marist Provinces of Africa and Brazil.

4.1 BACKGROUND: GLOBAL DIFFUSION OF MARIST INSTITUTE

The Marist Institute is an international community of Catholic Religious Institute of Brothers. In 1817, St. Marcellin Champagnat, a priest from France, founded the Marist Brothers, with the goal of educating young people, especially those most neglected. While most of the Brothers minister in school settings, others work with young people in parishes, religious retreats and spiritual accompaniment, young adult ministry and overseas missions.

With its strong presence in France, the Institute has begun to expand to several European countries and then to the Americas, Africa and Asia. The figure kept growing and his professional and spiritual qualification was treated with care. There was a determining factor for this major expansion: the persecution and then the suppression of religious institutions and the expulsion of the religious educators from France. Indeed, in 1903, the minister Combes expelled Marist Brothers, as well as many other religious congregations. For the Marist Brothers, even if the material and moral evils were harmful, the good results appeared with numerous foundations in five continents.

The General House was moved to Grugliasco, near Turin, Italy. In 1902 the Institute had around 1500 Brothers and more than 40,000 students and was already in 24 countries, with many communities: 77 in Europe, 70 in America, 35 in Oceania, 23 in Asia and 6 in Africa.

Bearing in mind that the focus on the study were the Provinces in Africa and Brazil, this section gave a brief history of Marist mission in Africa and Brazil. It also presented a separate and summarized history of two Marist Province in Africa and the three Provinces in Brazil. The Provinces in Africa include: Nigerian Province and PACE while the three

Provinces from Brazil were Province of North Central Brazil, Province of South Central Brazil and Province of Rio Grande do Sul (Brazil).

4.2 HISTORICAL BACKGROUND OF MARIST BROTHERS INSTITUTE IN AFRICA

Marist Brothers are active in a number of African countries. The administrative groupings of Marists in Africa are: Province of Southern Africa (Angola, Malawi, Mozambique, South Africa, Zambia and Zimbabwe). Province of East Central Africa (Democratic Republic of Congo, Central African Republic, Kenya, Rwanda and Tanzania). Province of Madagascar and Province of Nigeria. District of West Africa (Cameroon, Chad, Côte d'Ivoire, Ghana, Equatorial Guinea, Liberia). Marist brothers have been martyred in Africa on many occasions for educating and protecting refugee people.

However, as the researcher has stated above, Marist Africa has four Provinces and one District. They include 1) Province of Southern Africa, 2) Province of East Central Africa, 3) Province of Madagascar, Province of Nigeria and 4) District of West Africa. Due to time frame of the study, the researcher selected two provinces from Africa, Marist Province of Nigeria and Marist Province of East Central Africa to participate in the study.

4.3 HISTORY OF MARIST PROVINCE OF NIGERIA (MPN)

The Institute of the Marist Brothers of the Schools began its mission in Nigeria in 1949 with the invitation of Bishop Whelam of the Owerri Archdiocese. Late Bishop Whelam an Irish Spiritan priest had taken note of the tremendous achievements of the Marist Brothers in his home Country, hence their invitation to carry out similar apostolate in Nigeria. It was also a deliberate effort aimed at consolidating the efforts of the Holy Ghost Fathers (Spiritans) from Ireland who were mandated to evangelize then Eastern Nigeria.

The initial mandate of the Marist Brothers in Nigeria was the handing over of the management of two existing Catholic Schools, namely; Bishop Shannahan College (B.S.C.), Orlu in the present Imo State and College of Immaculate Conception (C.I.C), Enugu. The schools were however, taken over by the government of Eastern Nigeria in 1970 after the Civil War.

The Marist Brothers in Nigeria, pioneered by Brothers Conleath (Irish) and Cormac

(Scottish) who arrived on December 15, 1949 were to be merged with the Diocesan Congregation of St. Peter Claver and so in 1959, the existing Brothers of St. Peter Claver became Marist Brothers after training at the Marist novitiate.

In order to ensure the growth of the Marist school apostolate, many early Nigerian Brothers were sent to Britain, Canada, US, Australia, Germany, Italy, France etc for professional training.

In 1970, after the Civil War that saw the expatriate Brothers returning to their home countries, Nigerian Brothers took over the running of the Marist Mission in the country and have successfully done so till date. Nigeria became a Province in 1992 with Br. Fabian Okeke as first indigenous Provincial Superior. Nigeria also became Africa's third Marist Province after South Africa and Madagascar.

In line with the wishes of the founder of the Marist Brothers, St. Marcellin Champagnat, who wanted the Brothers to work with and for the poor, there became a need after the Nigeria Civil War to provide for the physically and material handicapped victims of the war. After the schools that were managed by the Brothers were taken by the then Nigerian government, the Brothers opened what they called ''Hopeville Rehabilitation Centre''in 1971. It was established to become home to the homeless and provide rehabilitation for those victims in terms of shelter, food and education/training. As the name implies, it indeed became a village of hope.

Marist Province of Nigeria also engages in development projects for poverty alleviation in various parts of Nigeria and outside the country. The Brothers and their collaborators give special care for the alienated, marginalized and dispossessed. They maintain regular contact with the young. Marist Province of Nigeria is committed to promoting peace and challenging the causes of injustice and poverty by raising awareness and funds, both within the Nigerian community and by partnering overseas community groups in sustainable development projects. The table below gave full statistical data of the Marist Province of Nigeria.

Table 1 - Numerical data of Marist Province of Nigeria (MPN)

STATEMENTS	MPN
When did the Marist mission commence in your country?	1949
When did you become a Province?	1992
Actual number of Brothers in the Province presently	101
Actual number of Postulants presently	38
Actual number of Novices presently	7
How many Novitiates in the province?	-
Number of Postulants house in the province	1
How many Brothers communities?	14
How many retreat/ Seminar houses?	1
How many Brothers are on Mission in other countries?	4
How many Brothers have Diploma/Degree Certificates?	104
How many that are undergoing Degree Programs?	25
How many Brothers have Masters Certificate?	26
How many that are undergoing Masters programs?	10
How many Brothers have Doctorate Certificates?	8
How many that are undergoing Doctorate programs?	3
What are the total number of students Brothers? (Doctorate, master, Degree & Diploma)	38
Number of volunteers from other countries working in your province	0
Number of Volunteers your province sent to other countries	0
How many children and young people are in the social units of the province? Schools included	21
How many students are on scholarship in Primary and Secondary schools?	138
How many students receive scholarships for university courses (undergraduate, masters and doctoral)? (Not Brothers but other people).	0
Total number of Nursery/primary Schools	4
Total number of Secondary Schools	8
Total number of students in the Province	6,446
How many functioning Universities?	0
How many cooperative universities?	0
How many (Universities) that are yet to start functioning?	1
How many active Polytechnics?	0
How many (polytechnics) that are yet to commence?	1
How many functioning College of Education?	0
How many that are yet to start functioning?	1
How many Hospitals?	1
How many Nursing Schools?	0
How many printing firms?	0
How many filling stations?	1
How many agricultural (plantations/ poultry) farms in the province	2
Total number of employees/ collaborators	940
Rehabilitation Centres	2
How many radio stations?	0
How many brothers are full time teachers in your schools and private schools?	43
Number of brothers that are studying abroad or in other countries.	20
How many brothers that are studying within the country	7
Number of your strategic planners (team of Experts)	6
Number of experts that draw your pastoral plan	4

4.3.1 History of Province of Africa Central East (PACE)

The presence of Marist Institute was first felt in PACE in 1911, in Democratic Republic of Congo (DRC) and in 1952, in Rwanda. The Marist presence however, concentrated in Congo

and Rwanda, each forming its own District. These two Districts formed what was known as the Province of Congo-Rwanda. In April 10th, 1962 and 8th December, 1985, the Province was later divided into two Districts, each depending on the General Administration. Marist Brothers from France later opened a new mission in Central African Republic in 1958. Central African Republic was a Sector of the Province of Beaucamps (France). In 1984 and 1991, Marist Mission began in Kenya and Tanzania respectively.

In 1982, there was a restructuring in France and the Provinces of Beaucamps and Saint-Genis-Laval came together to form the Province of Beaucamps – Saint-Genis-Laval until 2003. However, the Sector of Central African Republic was part of the new Province. While Kenya was a sector depending on the Province of Germany since 1985 until 2000, when Germany became part of the Province of West-Central Europe as a result of the restructuring process. Then the Sector of Kenya later was catered for by the Province of West-Central Europe. Tanzania too was a sector of the Province of Western Mexico since 1991.

In 1997, the General House began to think on how to restructure these sectors to become a Province. The restructuring processes however was not only for PACE but involved all the whole Administrative Units of the Institute of the Marist Brothers of the Schools. As at that time, Democratic Republic of Congo was a District totally depended on the General Administration, the same with the District of Rwanda.

The restructuring exercise in PACE was concluded in April 22nd, 2003. In addition, the new Province was called ''Province of African Central East (PACE)''. It is made up of the following countries: Central African Republic, Democratic Republic of Congo, Kenya, Rwanda and Tanzania.

Before and after the creation of PACE, there have been ethic and tribal clashes in the countries that made up PACE. Many of the Brothers from PACE and outside of it have witnessed Christ there, to the extent of given their lives for the sake of Christ, His mission and for his children especially the poor, the children and the aged who live in PACE. The Brothers in PACE also evangelized the people especially the youth through education and Catechesis. In addition, they engage in social works by sharing the little they have with the poor.

Table 2 - Numerical data of PACE

STATEMENTS	PROVINCE
	PACE
When did the Marist mission commence in your country?	1911
When did you become a Province?	2003
Actual number of Brothers in the Province presently	94
Actual number of Postulants presently	9
Actual number of Novices presently	9
How many Novitiates in the province?	1
Number of Postulants house in the province	1
How many Brothers communities?	19
How many retreat/ Seminar houses?	0
How many Brothers are on Mission in other countries?	3
How many Brothers have Diploma/Degree Certificates?	42
How many that are undergoing Degree Programs?	14
How many Brothers have Masters Certificate?	15
How many that are undergoing Masters programs?	9
How many Brothers have Doctorate Certificates?	2
How many that are undergoing Doctorate programs?	2
What are the total number of students Brothers? (Doctorate, master, Degree & Diploma)	25
Number of volunteers from other countries working in your province	2
Number of Volunteers your province sent to other countries	0
How many children and young people are in the social units of the province? Schools included	0
How many students are on scholarship in Primary and Secondary schools?	0
How many students receive scholarships for university courses (undergraduate, masters and doctoral)? (Not Brothers but other people).	0
Total number of Nursery/primary Schools	9
Total number of Secondary Schools	14
Total number of students in the Province	20,415
How many functioning Universities?	1
How many cooperative universities?	0
How many (Universities) that are yet to start functioning?	0
How many active Polytechnics?	0
How many (polytechnics) that are yet to commence?	0
How many functioning College of Education?	1
How many that are yet to start functioning?	0
How many Hospitals?	0
How many Nursing Schools?	0
How many printing firms?	0
How many filling stations?	0
How many agricultural (plantations/ poultry) farms in the province	0
Total number of employees/ collaborators	818
Rehabilitation Centres	0
How many radio stations?	0
How many brothers are full time teachers in your schools and private schools?	55
Number of brothers that are studying abroad or in other countries.	1
How many brothers that are studying within the country	27
Number of your strategic planners (team of Experts)	0
Number of experts that draw your pastoral plan	0

4.3.2 History of Marist Institute, Provinces of Brazil

The first attempt to start Marist mission in Brazil through the request of Bishop of Goiás, Eduardo D. Duarte Silva was not granted by the General house. Then, Dom Silvério, Bishop of Mariana - MG, during his visit to Rome, went through Saint-Genis Laval, the General house of Marist Brothers, asking them (General house) to send Brothers to his diocese, diocese of Mariana. At the beginning, the authority of the Brothers did not agree due to insufficient number of the Brothers. Then, at that juncture, the general assistant, Br. Beryl suggested that if there was a request from the Holy See, the request would be met by Br. Theophane, Superior General. On March 7, 1896, Cardinal Rampolla wrote a letter to Bro. Theophane, requesting him to accept the invitation of commencing Marist mission in Brazil. Then, it was on that note (the Cardinal's letter) that the General house paid a considerable attention to the request of Bishops of Goiás and Mariana.

On 25 September 1897, six Brothers embarked in the Port of Marseille, bound for Brazil. These Brothers were from two Provinces. Three were from the Marist province of Lacobene and the other three were from Verennes province. On 15th of October 1897, they arrived at Rio de Janeiro. Then, Bishop Silverio. D sent Fr. Veloso to welcome them and he lodged them in a Capuchin monastery. On 17th of October, Fr. Veloso accompanied them to Soledad, MG. On 18th of October, they went with horse to Congonhas do Campo, site of the Sanctuary of Good Jesus of Matosinhos (Bom Jesus de Matosinhos), where they would settle.

Figure 11 - Founders of Marist in Brazil

FOUNDERS OF MARIST IN BRAZIL
Seated, from left to right: Br. Luis Anastacio, Mons.. Candid Veloso (priest who received the Brothers in the Port of Rio de Janeiro) and Br. Julio Andronicus (director). Standing: Brs. Stephen Afonso, Basil Aloyaio, and John Alexander

Source: Ir. Pedro (2015).

Then, in November, they visited Silverio, D., Bishop of Mariana. During the visit, they were briefed on the kind of educational work that they would embark on. It was then that both parties agreed to open a school in Congonhas do Campo, in December 1897. The school was a boarding school, and the students were seminarians. The Brothers encountered many difficulties such as culture, example: language, custom of the people and the nature of their students. The Brothers also experienced anxieties, deprivation, hardships, and nostalgia for the homeland, especially, their families and the provinces. It was agreed that the welfare of the brothers and the support of the school would come from the Sanctuary of Bom Jesus, which Father Veloso was in charge, and it was badly managed. Because of many difficulties Brothers encountered, Br. Norberto, general assistant, from the General house, came to Brazil in November 22, 1898, for canonical visit. He dialogued with the Bishop and the Brothers. Then, he travelled to Sao Paulo to consider the opening of a new school, requested by the Third Order of Carmel. In January 10, 1899, on his way back to France, he died aboard the Steam Portugal.

In 1901, in order to strengthen the Marist presence in Brazil, Br. Adorator came to assist. He was endowed with decision-making powers. Since the arrival of the first Brothers, two other groups came to Congonhas do Campo. In 1905, the activities of Congonhas do Campo College were closed. There were two main reasons that were responsible for the closure of the College. They included the economic situation, which was always precarious and pressure for the opening of new works, especially in Franca-SP, Uberaba and Varginha-MG.

Claudio D. Ponce de Leon, he was the Bishop of Rio Grande do Sul. He was a great reformer of ecclesiastical structure and Christian education. For the religious formation of European immigrants, he invited various religious congregations; among them was the Marist Brothers. The invitation to the Marist Brothers was very specific: to strengthen the human and Christian education of children and youth, especially in the areas of European immigrant. On that note, the Bishop (Claudio D. Ponce de Leon) went to Sait-Genis Laval, in September 7, 1897 to request for the presence of Brothers in his diocese. He made second visit in August 15, 1899.

However, there was a formal request made by a Jesuit Priest, father Rudgero Stemmanns, to the Marist Brothers, asking them to come to Bom Princípio-RS. He asked the Brothers to give children and young German immigrants Christian education. On 17th of October 1897, Br. Theophane, the Superior General, responded to his request, asking him to give more details on the new proposed project, which was to give Christian education to children and young German immigrants. Later, in April 2, 1898, Br. Theophane, the Superior General, wrote again to father Rudgero Stemmanns, informing him of his (Superior General)

inability to send Brothers to Good Principle-RS (Bom Princípio-RS) due to there was no Brother who could speak German and none was prepared. Finally, the requests of Archbishop Claudio and Don. Ludgero were later granted through the pastoral recommendations of the Latin American Council, which held in Rome, in 1899.

In June 18, 1900, three brothers of the Marist province of Beaucamps left the Port of Le Havre for south of Brazil. They arrived to the Port of Rio Grande and from there, in July 21, 1900, boarded another vessel bound for Porto Alegre, where King Claudius received them. In August 2, 1900, they arrived in '*Bom Princípio*'. In August 16, 1900, they took over the running of the parish school. Through Fr. Ludgero, the following year also, they took over the administration of a public school. Quickly, religious and secular education given by the Brothers were recognized by the people and by the authorities. Both the internal and external students attended the classes.

In 1902, through the parish, Brothers began the construction of the Sacred Heart of Jesus College, for the further education. It was a boarding school for the training of teachers and indigenous (Marist Brothers) Brazilians. In 1910, the Marist Brothers bought the Sacred Heart of Jesus College. With the arrival of French Brothers and with the increment in vocation, the Marist work spread in many regions and more schools were opened such as Saint Joseph School in Porto Alegre, in 1902, Anchieta School in Porto Alegre, in 1903. Then, the good works of Brothers spread to the interior of Rio Grande do Sul and Santa Catarina states.

Unlike the first and second groups of Marist Brothers that came to Brazil from France. The third group of Brothers that arrived from France to settle in the Northern part of Brazil were like coming to seek for refuge, due to the expulsion of all religious Orders from France in 1903. The expulsion was so intense, especially in the Marist Province of Aubenas. When the Brothers arrived, they settled in the former convent of Carmelite. Bishop Rego D. Maia, later gave them official invitation to work in his diocese. Although, Bishop D. Rego had already knewn the Brothers who were in São Paulo and Minas. In 1902, the Bishop went to Saint-Genis Laval, asking Brothers to come to his diocese, but the request was not accepted immediately. Then, through the intervention of Pope Leo XIII, his request was accepted few months later

Similarly, in March 23, 1903, four brothers left France and arrived in Belem on 12th of April. Soon after, more Brothers that were expelled from France came to Belem. In June, September and October 1903, fourteen (14), thirteen (13) and nine (9) Brothers arrived in Belem respectively. Within a period of one year, the Brothers were about 40 in number. Already, several diocesan schools were under the custody of Brothers.

However, below was how the first Marist foundation, establishments and expansion took place in Brazil:

Table 3 - Foundation, establishments and expansion

Years/Dates	Establishments/Locations
1897-1904	College of Bom Jesus - Congonhas do Campo / MG
1902	College of Mount Carmel - SP / SP - Demolished in 1971
1902-1932	Diocesan College Sao Jose do Rio Long / RJ
1902	College Our Lady of Glory - Cambuci - SP / SP
1902	College Champagnat - Franca / SP
1902	Publisher FTD
1903	Diocesan College - Uberaba / MG
1903	Juniorate in Mendes / RJ - 1905 - Postulate and Novitiate
1903-2009	College Santos - Santos / SP
1908-1935	College Archdiocesan SP / SP in Tiradentes Square
11/12/1908	Creation of Central Brazil Province. Headquarters (Provincial House): Mendes / RJ.

For more clarification, the map below would assist in showing and illustrating how the Marist mission began in Brazil and its expansion throughout the whole regions. However, it would be recall that 13 Marist Brothers from France, from three different Provinces established Marist mission in Brazil. They came in three groups and landed in three different regions as they were illustrated in the map below. In 1897, 6 Brothers left the Province of Verennes for Congonhas do Campo-MG. In 1900, 3 Brothers departed from the Province of Beaucamps from France for Bom Principio-RS. While in 1903, the Province of Aubenas sent 4 Brothers, to start the mission in Belem do Para-PA.

Figure 12 - Immigration: France to Brazil (Movement of Brothers from France-Brazil)
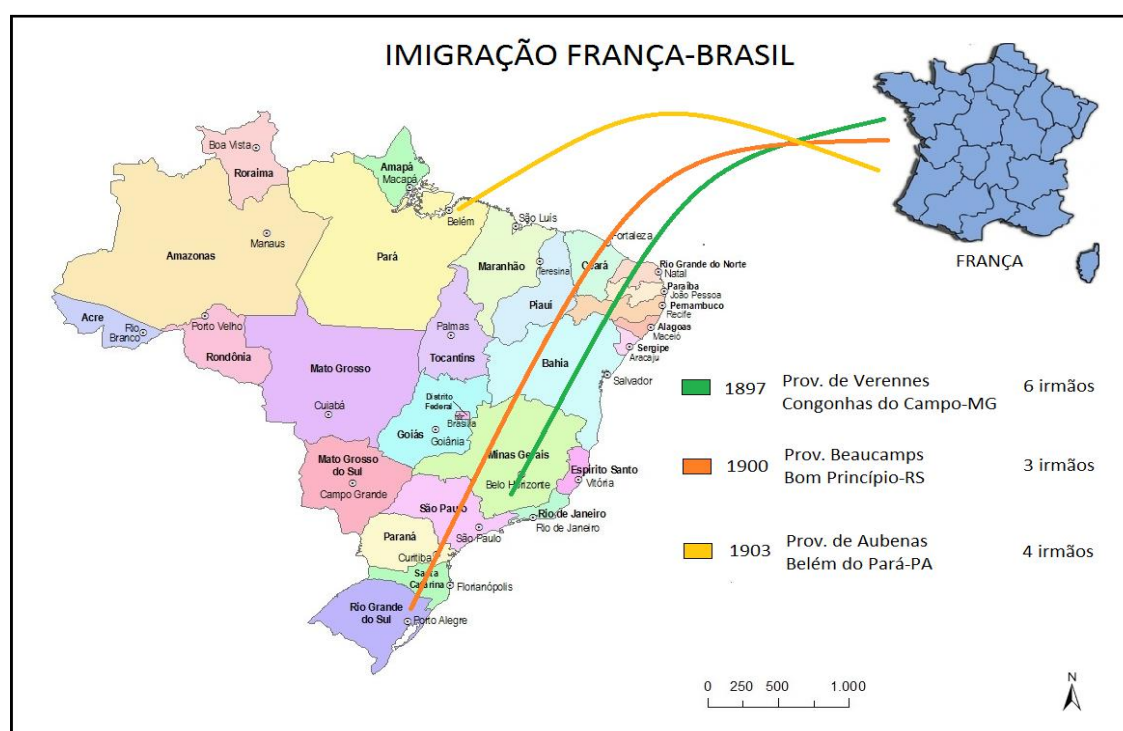
Furthermore, the first Provincial Superior of the Province of Marist Brothers in Brazil was Brother Adorátor. In addition, the territory of the Province covered the following States of MG, SP, RJ, ES, GO, PR and SC. Then, the Brothers continued making progresses and spreading to several states in the Northeast region of Brazil: Pernambuco, Bahia, Alagoas, Ceará and Maranhão.

4.3.3 History of Marist Province of South Central Brazil (MPBCS)

The decision of the XIX General chapter in 1993, led to the restructuring of Marist Provinces of Brazil. Thus, on 22 July 2002, Marist Province of Central South Brazil was carved from the Provinces of São Paulo and Santa Catarina, covering the states of Paraná, São Paulo, Santa Catarina, Mato Grosso do Sul and Federal District, and the headquarter (Provincial house) is in Curitiba - PR. Since its foundation, its Provincial were Brothers Tercílio Sevegnani, Davide Pedri and now Brother Joaquim Sperandio.

In the civil sphere, the Marist Province of Brazil Central South consists of three civil associations of private law, with charitable purpose: Brazilian Association of Education and Culture (ABEC), headquartered in São Paulo, SP; Paranaense Cultural Association (PCA), based in Curitiba, PR; Catarinense Union of Education (UCE), based in Curitiba, PR. These three associations are the sponsors of the following apostolic works or activities in the Province: 17 apostolic communities; 3 training communities; 18 private schools; 27 social units; 1 Cooperative University, 1 Pontifical Catholic University; 2 houses of support; 2 rural centers; 5 hospitals; 3 radios stations, 2 publishing houses and 1 printing plant.

Through these apostolic works, the province serves around 35,000 college students; 30,000 children and teenagers in kindergarten/elementary schools, 4,000 adolescents and young people in vocational education. The University has campuses in Londrina, Maringa and Sao Jose dos Pinhais. In the area of healthcare, the Province has five hospitals. They include Marcellin Champagnat, Cajuru, Santa Casa, ÚNICA and Maternity Alto Maracanã serving approximately 700,000 people each year. The students of PUCPR, in the health care departments (medicine, nursing, physiotherapy) do their internship in these hospitals. To effectively carry out her pastoral activities and educational services, the province has 102 Brothers and more than 15,000 collaborators who work in different sectors.

With the creation of the Province in 2002, there was a major restructuring and unification of the various bodies in the province. Through a long process of strategic planning,

the Province reached the following decisions regarding the province's structure. The canonical sphere created various sectors that support the Brother Provincial and the Council. These bodies offer effective support to the Provincial and his council for the running of the Province. The sectors that support the provincial and his council for the smooth running of the Province include Consecrated Life and Laity sector, solidarity sector, and pastoral and stationery sectors. It was decided to maintain the three philanthropic associations (sponsors) but with the unification of all procedures and processes such as: the unified corporate areas (president, superintendent, directors, accounting, human resources, audit, legal prosecution), which cater for all sectors and provincial units. The diagram below gave more insights on the foundation of Marist mission in Brazil.

4.3.3.1 The new configuration of the Marist Provinces of Brazil

Figure 13 - Restructuring of Marist Provinces of Brazil
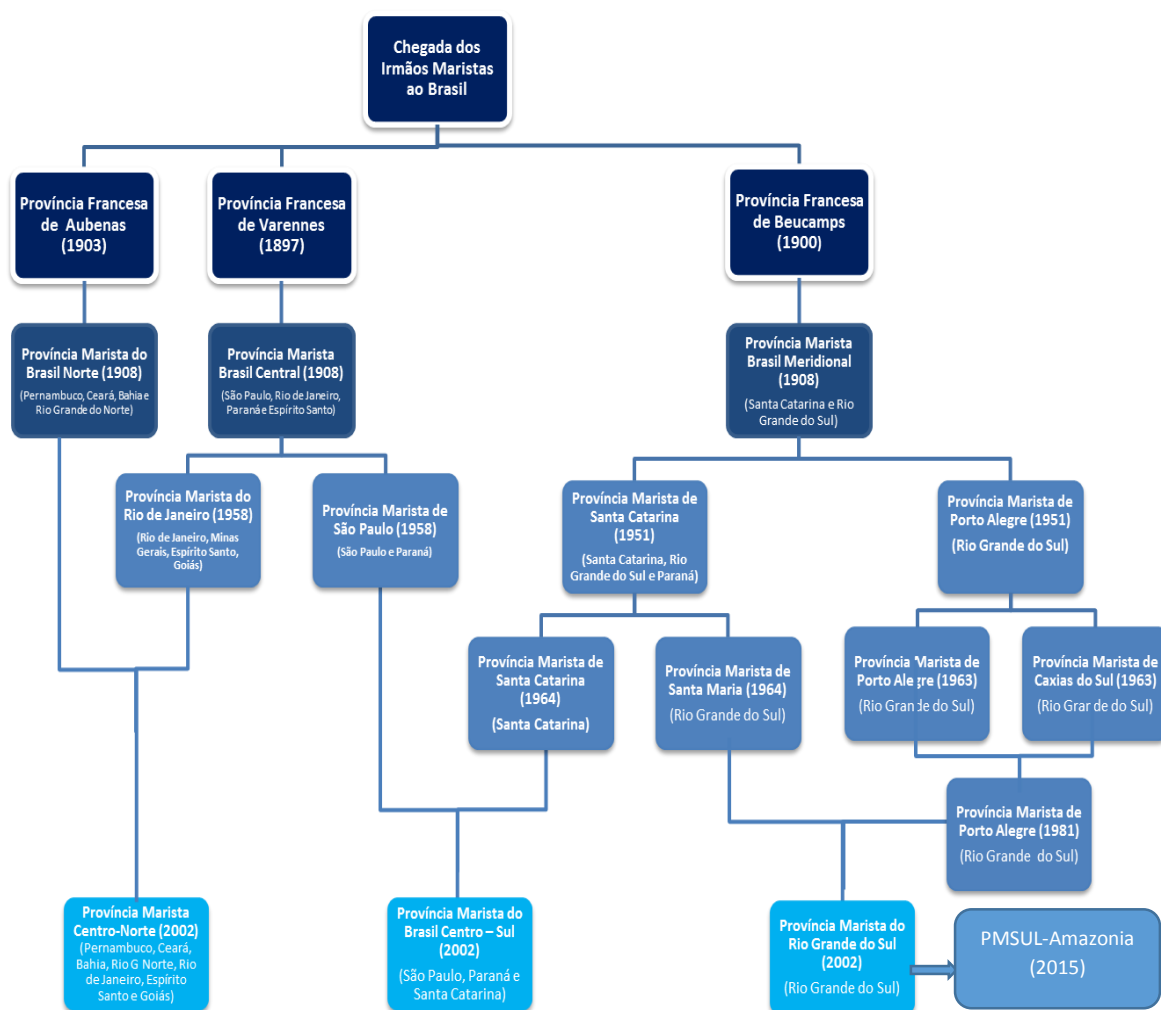
Table 4 - Numerical data of Marist Province of South Central Brazil (MPBCS)

STATEMENTS	MPBCS
Início da missão Marista no Brasil	**1897**
Quando a missão marista na atual Província	2002
Número total de Irmãos na Província atualmente	104
Quantos postulantes?	1
Quantos noviços (1º + 2º ano)	1
Quantos noviciados? (Casas de noviciado)	1
Número de casa de Postulantes?	1
Quantas comunidades de Irmãos?	20
Quantas casas retiro ou para encontros ?	3
Quantos irmãos que estão em missão fora do país?	1
Quantos irmãos têm certificados de diploma/graduação? (faculdade)	77
Quantos Irmãos estão estudando em programas de graduação? (fazendo faculdade)	12
Quantos irmãos têm mestrado Certificado?	14
Quantos Irmãos estão fazendo mestrado?	2
Quantos irmãos têm Certificados de doutorado?	4
Quantos Irmãos estão em programas de doutorado?	1
Quantos Irmãos estão estudando? (faculdade, mestrado, doutorado)	15
Número de voluntários de outros países que trabalham na sua província?	1
Número de voluntários que a sua província enviou para fora do país	1
Quantas crianças e jovens estão nas unidades sociais da província	4.670
Quantos alunos recebem bolsas de estudo em colégios particulares (parciais+tatais)	1.743
Quantos alunos recebem bolsas de estudo em cursos universitários (graduação, mestrado e doutorado)	6,500
Número total de escolas ensino fundamental até 9º ano (particulares + gratuitas)	26
Número total de escolas Ensino Médio (particulares + gratuitas)	17
Número total de alunos na província	73,768
Número de colégios técnicos?	1
Quantas Universidades?	1
Quantas universidades tem sua província em parceria com outras organizações?	1
Quantos hospitais tem a sua província?	4
Quantas editoras são mantidas pela Província?	3
Quantas propriedades agrícolas possui a Província (chácaras, fazendas, propriedades exploradas)	2
Número total de funcionários / colaboradores	15,000
Quantos estações de rádio?	3
Quantos irmãos são professores em tempo integral em suas escolas e escolas privada?	1
Número de irmãos que estão estudando no exterior ou em outros países	0
Quantos irmãos que estão estudando no país	15
Número de seus planejadores estratégicos (equipe de especialistas)	29
Número de especialistas que desenhar o seu plano pastoral	5

4.4 HISTORY OF MARIST PROVINCE OF NORTH CENTRAL BRAZIL (MPBCN)

The Marist Province of North Central Brazil was created in 2003, when the Marist in the Northern Province, that had its headquarters in the city of Recife, was unified with the Marist Province of Rio de Janeiro, that had its headquarters in the city of Belo Horizonte. However, before the restructuring and emerging of the Provinces, it was important to note that

the Province of Rio de Janeiro began in 1958 while the Province of Brazil Central commenced in 1908 whose first Brothers came from France in 1897. After their arrival from Verennes, France, the Brothers settled in Congonhas do Campo in Minas Gerais. Furthermore, there was need to state that the Marist Province of Northern Brazil was created in 1908 whose first Brothers arrived in Brazil in 1903, to the city of Belém, in the state of Pará. They were from the Province of Aubenas, France. Then, through the order from the General house, during the XIX General chapter in 1993, restructuring exercises took place in all Marist Provinces of Brazil. That led to the creation of Marist Province North Central Brazil, in 2003. The headquarters (Provincial house) of the Province is located in the city of Brasilia.

The Marist Province of North Central Brazil covers the states of Rio de Janeiro, Espirito Santo, Minas Gerais, Bahia, Sergipe, Alagoas, Pernambuco, Paraiba, Rio Grande do Norte, Ceará, Piauí, Maranhão, Pará, Goiás, Tocantins and Brasilia. The province's area is approximately 3.000.000 Km^2. There was no presence of Marist mission in the state of Sergipe.

Furthermore, the primary function of the Province is to give holistic Christian education to children and the young people. However, the Province engaged in several sustainability projects that would make it to take care of the Brothers and the people it came to serve. Marist Province of North Central Brazil has 27 Nursery/Primary Schools, 26 colleges with about 30.550 students, 31 social units that serve over 3.408 children and young people. Similarly, the Province has more than 1.251 persons who were under scholarships in different levels of education. It is also a stakeholder in one cooperate university run by the group of religious congregations and the University is known as Catholic University of Brasilia. In addition, the Province has one radio station and two famous plantation/poultry farms.

Finally, Marist Province of North Central Brazil has 106 Brothers and 24 Brothers' communities. For the smooth rendering of pastoral and educational services, the Province has 5,805 staff (collaborators) who work in different sectors. Since its foundation in 2003, its Provincials were Brothers Claudino Falchetto, Wellington Mousinho de Medeiros and the current Provincial is Brother Ataide José de Lima.

Table 5 - Numerical data of Marist Province of North Central Brazil (MPBCN)

STATEMENTS	MPBCN
Início da missão Marista no Brasil	1897
Quando a missão marista na atual Província	2003
Número total de Irmãos na Província atualmente	106
Quantos postulantes?	05
Quantos noviços (1º + 2º ano)	03
Quantos noviciados? (Casas de noviciado)	01
Número de casa de Postulantes?	01
Quantas comunidades de Irmãos?	24
Quantas casas retiro ou para encontros ?	02
Quantos irmãos que estão em missão fora do país?	03
Quantos irmãos têm certificados de Diploma/graduação? (faculdade)	90
Quantos Irmãos estão estudando em programas de graduação? (fazendo faculdade)	15
Quantos irmãos têm mestrado Certificado?	11
Quantos Irmãos estão fazendo mestrado?	00
Quantos irmãos têm Certificados de doutorado?	05
Quantos Irmãos estão em programas de doutorado?	00
Quantos Irmãos estão estudando? (faculdade, mestrado, doutorado)	15
Número de voluntários de outros países que trabalham na sua província?	00
Número de voluntários que a sua província enviou para fora do país	00
Quantas crianças e jovens estão nas unidades sociais da província	3,408
Quantos alunos recebem bolsas de estudo em colégios particulares (parciais+tatais)	1251
Quantos alunos recebem bolsas de estudo em cursos universitários (graduação, mestrado e doutorado)	00
Número total de escolas ensino fundamental até 9º ano (particulares + gratuitas)	27
Número total de escolas Ensino Médio (particulares + gratuitas)	26
Número total de alunos na província	39,199
Número de colégios técnicos?	00
Quantas Universidades?	00
Quantos centros universitários tem a sua província?	00
Quantas universidades tem sua província em parceria com outras organizações?	01
Quantos hospitais tem a sua província?	00
Quantas editoras são mantidas pela Província?	00
Quantas propriedades agrícolas possui a Província (chácaras, fazendas, propriedades exploradas)	2
Número total de funcionários / colaboradores	5,805
Quantos estações de rádio?	1
Quantos irmãos são professores em tempo integral em suas escolas e escolas privada?	2
Número de irmãos que estão estudando no exterior ou em outros países	0
Quantos irmãos que estão estudando no país	15
Número de seus planejadores estratégicos (equipe de especialistas)	16
Número de especialistas que desenhar o seu plano pastoral	3

4.4.1 History of Rio Grande Do Sul Province (RGSP)

The Rio Grande do Sul Province began with the unification of the Marist Provinces of Santa Maria to Porto Alegre in July 21, 2002. In other words, it was in 2002 that the Province was created. Although, the creation of the Province of Porto Alegre took place on 25 November 1951. Then, followed by the restructuring of Marist Province of South Brazil in the Province of Porto Alegre and Marist Province of Santa Catarina. Moreover, the Marist Province of

Southern Brazil began in 1908, whose first Brothers arrived in Brazil in 1900 in the town of Bom Principio, from Verennes Province, France. However, a lot of restructuring has been going on in Rio Grande do Sul Province. Throughout the twentieth century to the present time, the three Marist Provinces of Brazil had subdivisions due to the expansion or reduction of apostolic activities, educational, solidarity and evangelization, as well as the increase or decrease in the number of vocations to consecrated life. The Marist Province of South Brazil covers the states of Mato Grosso, Rondônia, Acre, Roraima, Amazonas and Rio Grande do Sul, with an approximate area of 3.000.000 km^2.

The headquarters (Provincial house) of Rio Grande do Sul Province is located in Porto Alegre, the state capital of Rio Grande do Sul. The Province has 21 colleges with about 20.000 students, 28 Social units that serve over 2.286 children and young people. In the area of higher education, it has a Pontifical Catholic University (PUCRS) that situated in Rio Grande do Sul, with more than 25.000 students. It also has 9.715 staff (collaborators) that help to facilitate pastoral and educational activities within and outside the Provinces. Rio Grande do Sul Province has about 1,351 students who were under scholarship.

In addition, the Province has 140 Brothers and 29 Brothers' communities respectively. For the sustainability of the Brothers, staff, students and especially the less privileged, the Province embarked on some investments sustainability projects. It has one filling station, two famous plantation/poultry farms, one radio station and one university as it was mentioned in the area of education.

Table 6 - Numerical data of Rio Grande do Sul (RGSP)

STATEMENTS	PROVINCE
	RGS
When did the Marist mission commence in your country?	1900
When did you become a Province?	2002
Actual number of Brothers in the Province presently	140
Actual number of Postulants presently	5
Actual number of Novices presently	0
How many Novitiates in the province?	1
Number of Postulants house in the province	1
How many Brothers communities?	29
How many retreat/ Seminar houses?	2
How many Brothers are on Mission in other countries?	3
How many Brothers have Diploma/Degree Certificates?	122
How many that are undergoing Degree Programs?	7
How many Brothers have Masters Certificate?	22
How many that are undergoing Masters programs?	3
How many Brothers have Doctorate Certificates?	9
How many that are undergoing Doctorate programs?	3
What are the total number of students Brothers? (Doctorate, master, Degree & Diploma)	14
Number of volunteers from other countries working in your province	1
Number of Volunteers your province sent to other countries	0
How many children and young people are in the social units of the province? Schools included	2,286
How many students are on scholarship in Primary and Secondary schools?	1,351
How many students receive scholarships for university courses (undergraduate, masters and doctoral)? (Not Brothers but other people).	4,246
Total number of Nursery/primary Schools	21
Total number of Secondary Schools	21
Total number of students in the Province	52,421
How many functioning Universities?	1
How many cooperative universities?	0
How many (Universities) that are yet to start functioning?	0
How many active Polytechnics?	0
How many (polytechnics) that are yet to commence?	0
How many functioning College of Education?	0
How many that are yet to start functioning?	0
How many Hospitals?	1
How many Nursing Schools?	
How many printing firms?	1
How many filling stations?	1
How many agricultural (plantations/ poultry) farms in the province	2
Total number of employees/ collaborators	9,715
Rehabilitation Centres	0
How many radio stations?	1
How many brothers are full time teachers in your schools and private schools?	3
Number of brothers that are studying abroad or in other countries.	0
How many brothers that are studying within the country	14
Number of your strategic planners (team of Experts)	68
Number of experts that draw your pastoral plan	3

Highlight: Due to many restructuring exercises that have been carried out within the Marist Provinces of Brazil, the diagram below illustrated the present structure of the three Marist Provinces in Brazil.

Figure 14 - Latest structures of Marist Provinces of Brazil

Table 7 - Integrated numerical analysis

STATEMENTS	PROVINCES				
	MPN	BCS	BCN	RGS	PACE
When did the Marist mission commence in your country?	1949	1897	1897	1900	1911
When did you become a Province?	1992	2002	2003	2002	2003
Actual number of Brothers in the Province presently	101	104	106	140	94
Actual number of Postulants presently	38	1	5	5	9
Actual number of Novices presently	7	1	3	0	9
How many Novitiates in the province?	1	1	1	1	1
Number of Postulants house in the province	1	1	1	1	1
How many Brothers communities?	14	20	24	29	19
How many retreat/ Seminar houses?	1	3	2	2	0
How many Brothers are on Mission in other countries?	4	1	3	3	3
How many Brothers have Diploma/Degree Certificates?	104	77	90	122	42
How many that are undergoing Degree Programs?	25	12	15	7	14
How many Brothers have Masters Certificate?	26	14	11	22	15
How many that are undergoing Masters programs?	10	2	0	3	9
How many Brothers have Doctorate Certificates?	8	4	5	9	2
How many that are undergoing Doctorate programs?	3	1	0	3	2
What are the total number of students Brothers? (Doctorate, master, Degree & Diploma)	38	15	15	13	25
Number of volunteers from other countries working in your province	0	1	0	1	2
Number of Volunteers your province sent to other countries	0	1	0	0	0
How many children and young people are in the social units of the province? Schools included	21	4,670	3,408	2,286	0
How many students are on scholarship in Primary and Secondary schools?	138	1,743	1,251	1,351	0
How many students receive scholarships for university courses (undergraduate, masters and doctoral)? (Not Brothers but other people).	0	6,500	0	4,246	0
Total number of Nursery/primary Schools	4	26	27	21	9
Total number of Secondary Schools	8	17	26	21	14
Total number of students in each Province	6,446	73,768	39,199	52,421	20,415
How many functioning Universities?	0	1	0	1	1
How many cooperative universities?	0	1	1	0	0
How many (Universities) that are yet to start functioning?	1	0	0	0	0
How many active Polytechnics?	0	1	0	0	0
How many (polytechnics) that are yet to commence?	1	0	0	0	0
How many functioning College of Education?	0	0	0	0	1
How many that are yet to start functioning?	1	0	0	0	0
How many Hospitals?	1	4	0	1	0
How many printing firms?	0	3	0	1	0
How many filling stations?	1	0	0	1	0
How many agricultural (plantations/ poultry) farms in the province	2	2	2	2	0
Total number of employees/ collaborators	940	15,000	5,805	9,715	818
Rehabilitation Centres	2	0	0	0	0
How many radio stations?	0	3	1	1	0
How many brothers are full time teachers in your schools and private schools?	43	1	2	3	55
Number of brothers that are studying abroad or in other countries.	20	0	0	0	1
How many brothers that are studying within the country	7	15	15	14	27
Number of your strategic planners (team of Experts)	6	29	16	68	0
Number of experts that draw your pastoral plan	4	5	3	3	0

From the integrated table 07, Marist mission commenced in Nigeria in 1949, Brazil Centro Sul in 1897, Brazil Centro Norte in 1897, Rio Grande do Sul in 1900 and Africa Central East in 1911. The above stated years showed that Marist mission began the same year in Brazil Centro Sul (BCS) and Brazil Centro Norte (BCN) while it arrived in Nigeria, RGSP and PACE, after 52, 3 and 14 years respectively, after it had already commenced in BCS and BCN. This indicated that among the five Provinces, Marist mission began lately in Nigeria.

Figure 15 - Years of foundations of Marist in Africa and Brazil
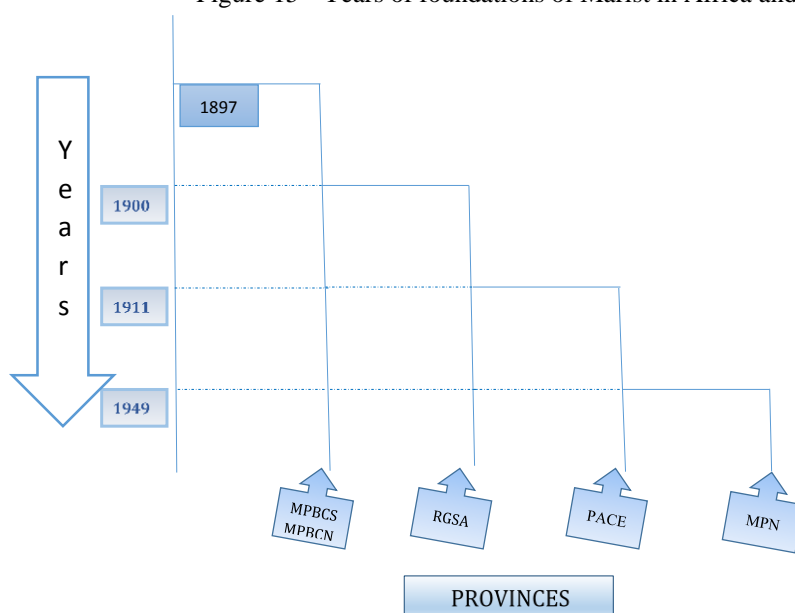
The finding showed that Nigeria became a Province in 1992, Brazil Centro Sul in 2002, Brazil Centro Norte in 2003, Rio Grande do Sul in 2002 and Africa Central East in 2003. From the available statistics, the research showed that the fastest growing province among the five provinces in terms of vocation was Province of Nigeria. The research further revealed that Brothers from the Province of Nigeria hardly leave the Institute as it was recorded in PACE, MPBCS, MPBCN and RGSP. The diagram below illustrated the number of Brothers in each Province.

Graphic 1 - Number of brothers in each provinces
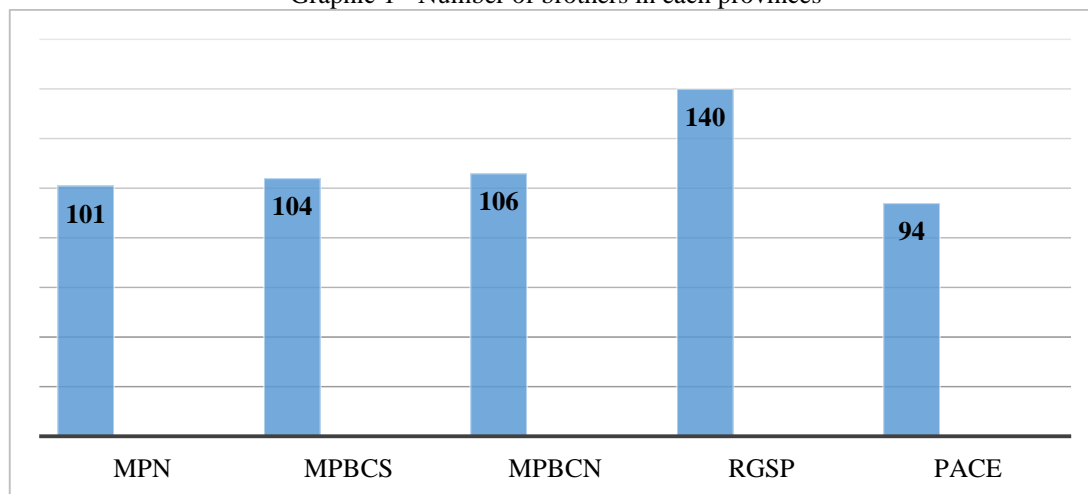
However, growth of any province depended on the increase of its members. The statistics showed that Rio Grande do Sul has more Brothers than other four Provinces, with 39, 36, 34 and 46 Brothers higher than Nigeria, MPBCS, MPBCN and PACE respectively. Comparing the number of years Marist mission commenced in MPBCS, MPBCN, RGSP and PACE, the number of Nigerian Brothers increased rapidly than the other four Provinces while PACE was highly retarded comparing the number of countries that formed it. Perhaps, the decrease in the number of Brothers in these four Provinces could be attributed to the massive exodus of the Brothers that were leaving the Institute. For example, the finding revealed that in less than six years, PACE has recorded more than twenty- six (26) Brothers who left the Institute; the story was not different in MPBCS, MPBCN and RGSP. While Province of Nigeria has maintained a steady growth in the increment of Brothers. The research further showed that it was very difficult for Nigerians Brothers to leave the Institute.

From the statistical analysis, the actual number of postulants from the Province of Nigeria, MPBCS, MPBCN, RGSP and PACE were thirty-eight (38), one (1), five (5), five (5) and nine (9) respectively. For Novices, Nigeria has seven (7), MPBCS has one (1), and MPBCN has three (3), while RGSP and PACE have zero (0) and nine (9) respectively. This revealed that the total number of postulants from the four Provinces was less than the number of postulants from the Province of Nigeria while PACE has higher number of Novices than Nigeria. Possibly, this could mean that Nigeria has vocation boom, MPBCS was facing vocation crisis, while MPBCN, RGSP and PACE were in the middle of having vocation crisis.

Graphic 2 - Number of postulants and novices in each province
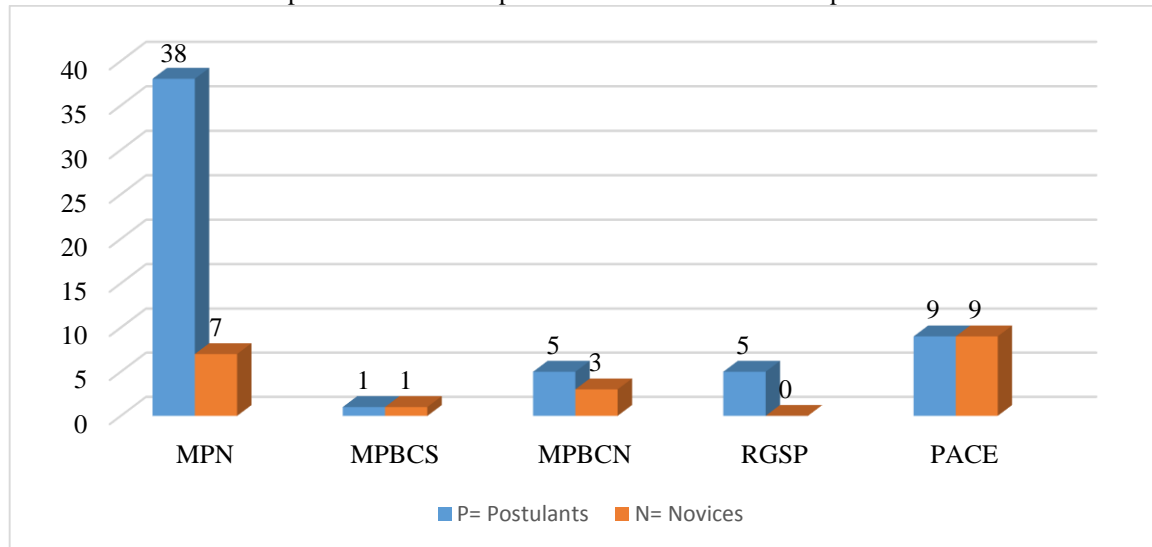
On the number of Novitiates each Province has, Nigeria was sharing a novitiate with District of West Africa and all the three Provinces in Brazil were sharing one novitiate while PACE has one novitiate too. However, finding of the study revealed that before, Provinces of Brazil had two novitiates but the Brothers closed one due to shortage of vocations. For Postulants houses, each Province has one Postulants' house.

The five Provinces have a total of one hundred and six (106) Brothers' communities. Nigeria has fourteen (14) Brothers' communities; MPBCS has twenty (20) while MPBCN, RGSP and PACE have twenty-four (24), twenty-nine (29) and nineteen (19) respectively. Bearing in mind the number of brothers the Province of Nigeria has and the number of communities it has, possibly the Brothers' communities in Nigeria were overpopulated with Brothers.

The finding further showed that Nigeria has one retreat/ Seminar house and MPBCS, MPBCN, RGSP have three, two and two respectively while PACE has none. Perhaps, having retreat/ seminars houses could be one of the ways the Provinces of Nigeria, MPBCS, MPBCN, and RGSP used to ensure that resources were used judiciously, to cut cost and to invest for sustainability. Hence, they knew that as Religious Institute, they always need such facilities like retreat or seminar houses to facilitate their programs, therefore, having retreat or seminar houses were a necessity. This type of planning established expectations for Brothers, provided clear directives and built in procedures that quickly address unexpected outcomes.

On the issue of mission, Nigeria has four (4) Brothers who were on mission in other countries, MPBCS has one (1) while MPBCN, RGSP and PACE, each has three (3) Brothers who were on mission. From the unstructured interview the researcher had with some Brothers

from MPBCS, the finding revealed that majority of the Brothers were unwilling to go on mission. This manifested on the number of Brothers from MPBCS that were on mission. In reference to Marist Constitution (1986, p. 79), ''the style of life Marist Brothers lead helps their integration into the country to which they have been sent''. Perhaps, Brothers from the Province of Nigeria, MPBCN, RGSP and PACE have active missionary Spirit than the Brothers from MPBCS. However, missionary work is often accompanied by humanitarian work, such as caring for the sick, teaching and running orphanages. These could be seen on the letters or articles written by some of the Brothers who are on mission especially, the one working in war torn or developing countries.

Furthermore, from the statistical evidences, the study revealed the total number of diploma/degree holders each Provinces has. Nigeria has one hundred and four (104) Brothers with diploma/degree certificates, MPBCS has seventy-seven (77) while MPBCN, RGSP and PACE have ninety (90), one hundred and twenty-two (122) and forty-two (42) respectively. In addition, Nigeria has twenty-five Brothers (25) who were undergoing degree programs, MPBCS has twelve (12) while MPBCN, RGSP and PACE have fifteen (15), seven (7) and fourteen (14) respectively.

In the same vein, Nigeria has twenty-six (26) Brothers with Masters' certificates, ten (10) undergoing Masters' programs, eight (8) with Doctorate certificates and three undergoing Doctorates programs. Similarly, MPBCS has fourteen (14) Brothers with Masters' certificates, two (2) undergoing Masters' programs, four (4) with Doctorate certificates and one (1) undergoing Doctorates programs. In addition, MPBCN has fourteen (14) Brothers with Masters' certificates, two (2) undergoing Masters' programs, four (4) with Doctorate certificates and one undergoing Doctorates programs. MPBCN has eleven (11) Brothers with Masters' certificates, five with Doctorate. RGSP has twenty-two (22) Brothers with Masters' certificates, three (3) undergoing Masters' programs, nine (9) PhD holders and three (3) undergoing Doctorates programs. While PACE has fifteen Masters' certificates, nine (9) Brothers undergoing Masters' programs, two (2) PhD holders and two (2) undergoing Doctorate programs.

Graphic 3 - Diplomas/degrees, masters and doctorates certificate holders in each province
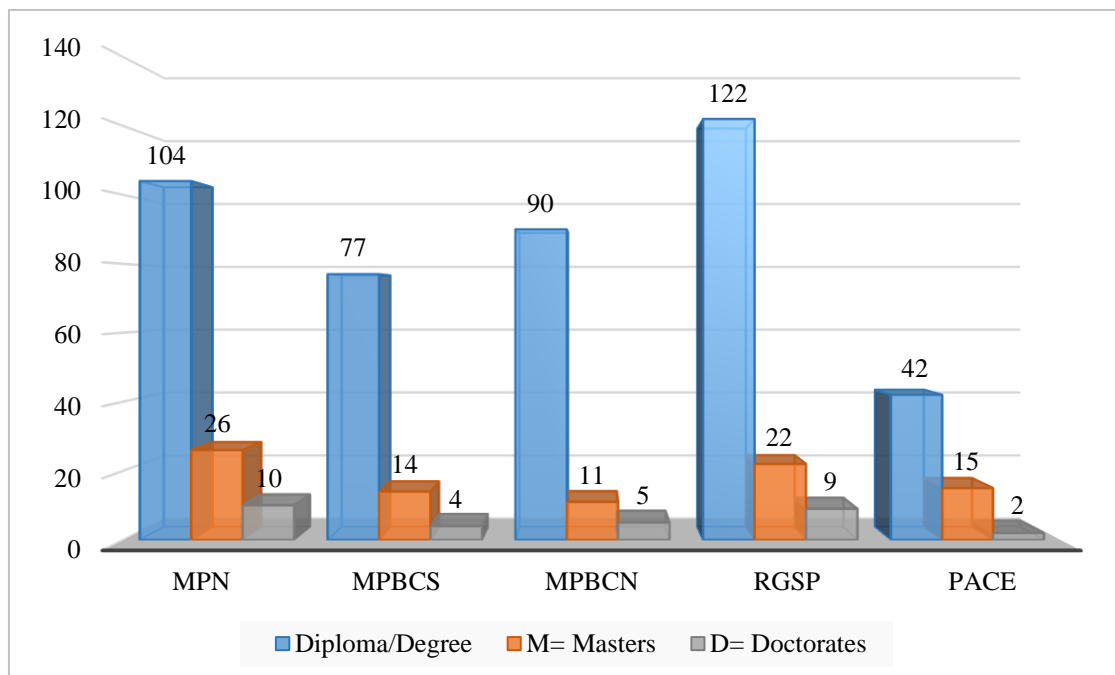
Findings revealed that Province of Nigeria has thirty-eight (38) students Brothers and MPBCS has fifteen (15) while MPBCN, RGSP and PACE have fifteen (15), thirteen (13) and twenty-five (25) respectively. Possibly, the number of students' Brothers the Province of Nigeria and PACE have, could mean that they have strategic planning that was highly focused on the education of the Brothers than the three Provinces in Brazil. The study also showed that the Brothers from the Province of Nigeria and PACE were interested to further their education than the Brothers from MPBCS, MPBCN and RGSP. This was obtained during December 2015 Provincial Assembly when Provincial of MPBCS told his Brothers that he was ready to sponsor any of them that was willing to go to school or study further, but he (Provincial of MPBCS) did not get encouraging responses from his Brothers especially the young ones whom he expected to further their education.

Graphic 4 - Number of students brothers in each province
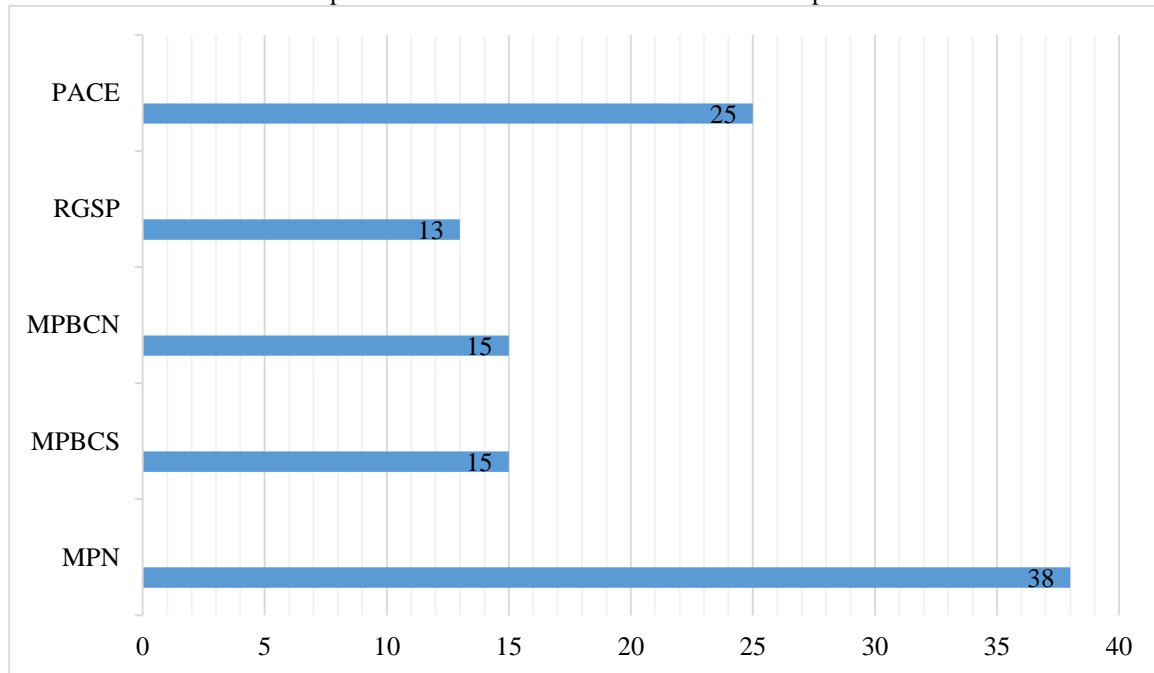
University education enhances personal growth. In reference to NIU (2005, p. 5), ''higher education has historically included economic development as part of its core mission. It prepares a quality workforce by offering instructional programs, matching instruction to the needs of business and industry, and helping individuals learn throughout their lives''. Sampson (2003) added that, ''higher education will be called upon to address the impending shortage of college-trained workers needed to replace the baby boomers; by 2030, nearly 30 percent of the workforce will be at or over the retirement age''. On the contrary to Sampson's view, the three Marist Provinces in Brazil would experience shortage of workforce as they have few students Brothers, hence only little number of the young ones were willing to study. Moreover, a person who attended university is definitely better off as opposed to a person who did not go to university.

The research also showed that, there was no volunteer working in the Province of Nigeria and MPBCN while MPBCS, RGDP and PACE have 1, 1 and 2 volunteers respectively. Similarly, Province of Nigeria, MPBCN, RGDP and PACE did not send any volunteer to work in other countries while MPBCS sent one (1) volunteer to work in other countries. Possibly, Province of Nigeria, MPBCN, RGSP and PACE did not see the necessity of sending a volunteer to other Provinces or asking for volunteer from other Provinces. For example, IECA (2001, p.2) noted that, ''incorporating volunteers help to build organizational strength''. That strength comes not only from growing and retaining members and enhancing association programs, but

also in the sense of ownership that volunteers gain when they become visible advocates for the association. In the same vein, MPBCS, RGSP and PACE saw the need of volunteers working in their Provinces while it was only MPBCS saw the necessity of sending a volunteer to other Province. IECA (2001, p.2) further argued that, ''using volunteers extends the resources of an association also they provide valuable input to association leadership and staff''. Probably, volunteers could provide extra hands that enable an organization like Marist Institute to do tasks and activities that might not otherwise get done.

The study indicated that Province of Nigeria has 21 children and young people in her social units while MPBCS, MPBCN, RGSP have 4,670, 3,408 and 2,286 respectively in their social units and PACE has none. However, the research revealed that the contents of the strategic planning, pastoral planning and other documents of Province of Nigeria and the three Marist Provinces of Brazil were highly focused on the welfares of the poor, the youth and children.

Graphic 5 - Number of children and young people in each Province's social unit
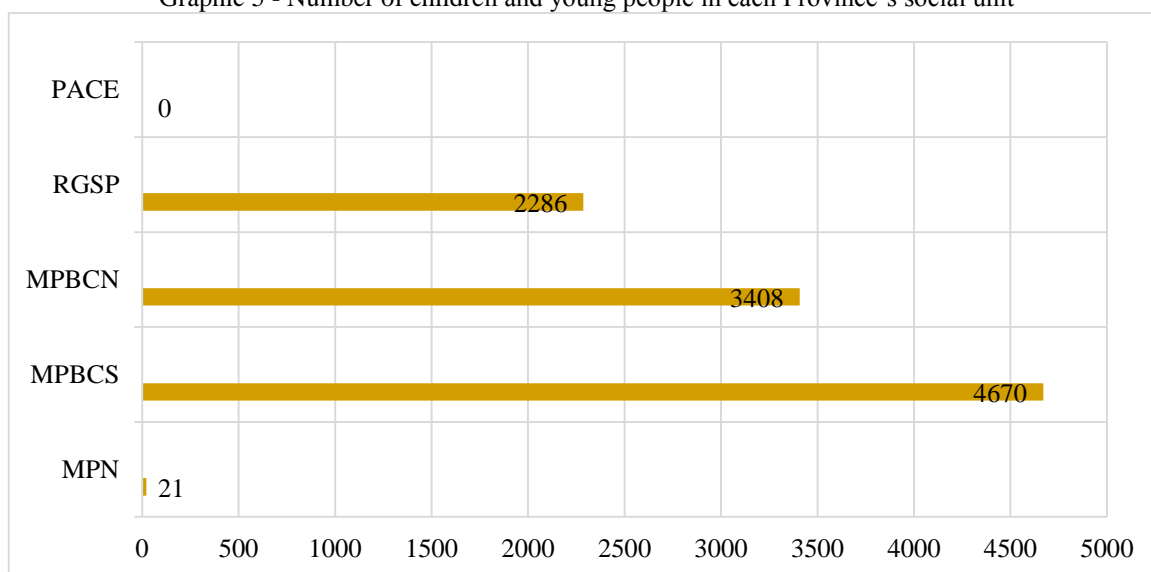
The services the social units of the Province of Nigeria and the three Provinces in Brazil were giving to the less privileges have captivated the imagination of the general public. From this perspective Zivetz (1991), Fisher (1993), Edwards and Hulme (1996), Werker and Ahmed (2007) postulated that, ''NGOs are frequently idealized as organizations committed to "doing good," while setting aside profit or politics''. Conceivably, their comments were in line with Marist Constitution (1986, p. 19) which stated that, ''Marist Brothers willingly put their lives and talents at the service of the Church and of the world, doing good quietly''. This was shown on the number of children and youths that were in the social units of Marist Province of Nigeria,

MPBCS, MPBCN and RGSP while PACE was yet to see the need to establish social units that would carter for the welfares of the less privileges.

In addition, the statistical evidences of the study showed that under Primary/Secondary school scholarship programs, Province of Nigeria was sponsoring 138 students while MPBCS, MPBCN and RGSP were sponsoring 1743, 1252 and 1351 respectively. On other hand, PACE has no one and has not started scholarship program. Perhaps, the great number of students who were under the scholarship program of the four Provinces especially MPBCS, MPBCN and RGSP was an indication of providing education opportunities to economically disadvantaged children to achieve higher levels of education as it was captured in their strategic planning and pastoral planning. However, the scholarship programs of the Province of Nigeria, MPBCS, MPBCN and RGSP were not different from that of Bhutan Youth Development Fund (YDF). For example, YDF (2014) stated that, ''it was within her program to provide education opportunities to economically disadvantaged children in remote regions with low literacy rate and children who live under the poverty line''.

In an ideal world, primary education would be universal and publicly financed, and all children would be able to attend school regardless of their parents' ability or willingness to pay. The reason is simple: when any child fails to acquire the basic skills needed to function as a productive, responsible member of society, society as a whole, not to mention the individual child, loses (HILMAN; JENKNER, 2004). While trying to acknowledge the importance of education and buttressing the points of Hillman and Jenkner (2002, p. 1) stated that, ''all children have the right to an education. But investing in education is also the smart thing to do. Why? Because education gives people the skills they need to help themselves out of poverty and into prosperity''.

Children are entitled to a free, quality basic education. In 2004, Hillman and Jenkner, (2004) noticed that, ''this goal appears to be out of reach for many poor countries. School attendance, especially for girls, is far from universal, and many children drop out of school before completing their primary education. Many children who do attend school receive an inadequate education because of poorly trained, underpaid teachers, overcrowded classroom''. Recognizing this entitlement for children and the failure of the governments of their countries in providing quality basic education to children and young people, Marist Province of Nigeria and all the three Marist Provinces in Brazil took it upon themselves by given scholarships to thousands of children and young people, especially those that were neglected.

Providing quality primary and secondary scholarships education to young people, not only opened up more opportunities and aspirations; it could also build tolerance and trust

among a group of people whose informed citizenship was crucial to the formation and maintenance of cohesive and open societies. According to Hillman and Jenkner (2004), ''the cost of educating children is far outweighed by the cost of not educating them. Adults who lack basic skills have greater difficulty finding well-paying jobs and escaping poverty''.

Graphic 6 - Number of scholarships in each province under primary and secondary
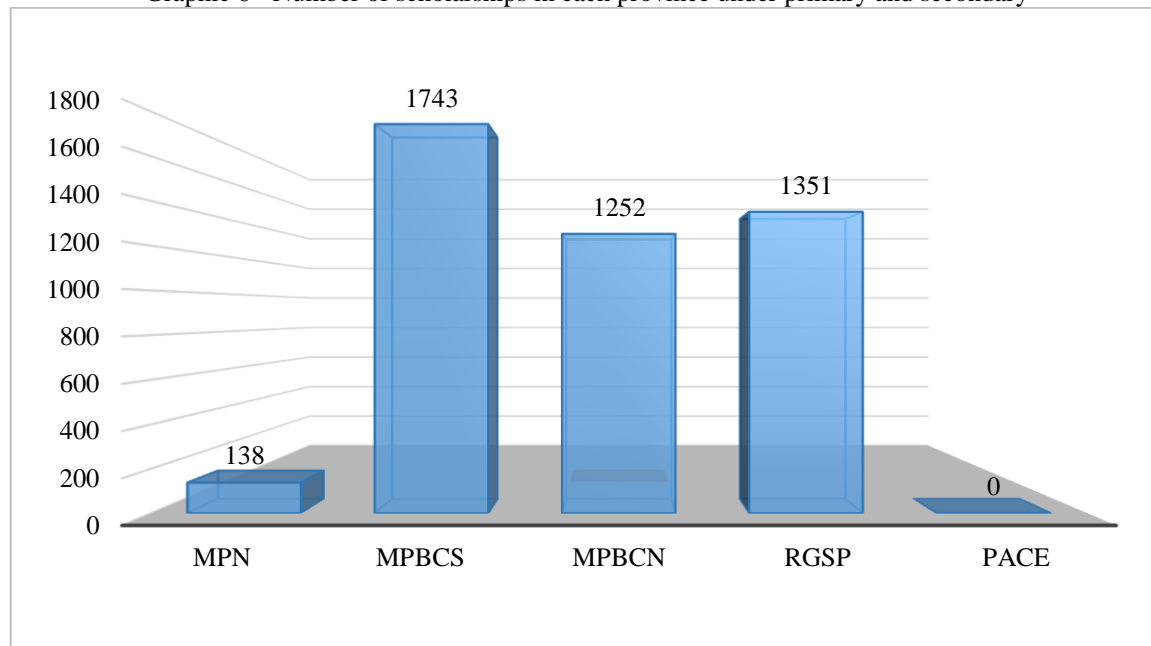
Similarly, under degree, masters and doctorates scholarships programs, MPBCS and RGSP were sponsoring 6500 and 4246 students respectively while Nigeria, MPBSN and PACE were not having such program. According to Kantrowitz (2009), ''a study funded by the Bill and Melinda Gates Foundation found that, the main reason why students drop out of college is the conflict between school and work and family commitments''. Kantrowitz (2009) further stated that the study indicated that, ''many students who drop out of college have to work while enrolled in college. They often find it very difficult to support themselves and their families and go to college at the same time. Many have dependent children and enroll part-time. Many lack adequate support from parents and student aid''. Undoubtedly, the 6,500 and 4,246 scholarships given by MPBCS and RGSP respectively, ranging from first degree to doctorate levels, have brought relieves to the beneficiaries, their families and societies.

In the same vein, the study disclosed that, in MPBCS, MPBCN and RGSP, there were schools specifically meant for children and young people who were under scholarships. This did not mean that the quality of education offered in these schools were of less quality than other Provinces' schools where students pay high school fees. The researcher noted that, the

reason for having specific schools for scholarships were to use what were realized from the rich schools to support or sponsor the schools that were meant, only for scholarships.

The research further showed that, the commissions that were in charge of scholarships in MPBCS, MPBCN and RGSP discharge their duties freely without interruption from anybody. However, they were required to submit or pass their scholarships recommendations to the appropriate authority for approval. While in Marist Province of Nigeria, the study found that students who were on scholarships were scattered in all Marist schools

It was revealed that, in Marist Province of Nigeria (MPN), there was no unison regarding offering of scholarship. When some of the Brothers from MPN were interviewed, they confirmed that many scholarships were given without following the due processes. For example, some of the Brothers stated that, the commission that was in charge of scholarship did not know the number of children and young people that were under scholarship, even the names of the persons that recommended them. Possibly, this practice could lead to the award of scholarship to the people that did not need it thereby neglecting the ones that needed it most. For instance, according to UNICEF (2005), ''forty per cent of Nigerian children aged 6-11 do not attend any primary school. About 4.7 million children of primary school age are still not in school''. The countries that made up PACE were not different from this scenario. Undoubtedly, this showed that Marist Africa have a lot to do, regarding offering scholarship to children and young people, especially, those that are most in need.

On the number of Nursery/Primary schools each Province has, the study showed that Province of Nigeria has 4, MPBCS 26, MPBCN 27, RGSP 21 and PACE 9. Of the Secondary schools, Nigeria has 8, MPBCS 17, MPBCN 26, RGSP 21 and PACE 14.

Graphic 7 - Number nursery/primary and secondary schools in each province
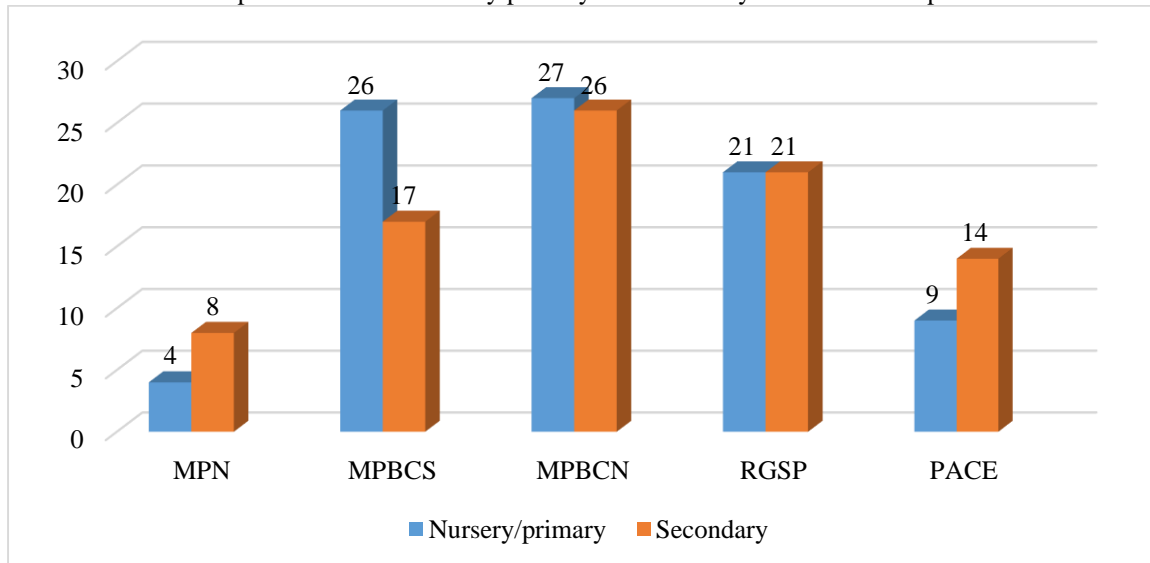
The findings showed that Marist Province of Nigeria and PACE were far behind MPBCS, MPBCN and RGSP in terms of running Nursery/Primary and Secondary Schools. Secondary education is the highway between primary schooling, tertiary education, and the labor market. Its ability to connect the different destinations and to take young people where they want to go in life is crucial.

According to World Bank (2005), ''demand for secondary education is soaring worldwide. As more countries achieve universal primary schooling, demand for education is moving to higher levels of the education system, and the world is witnessing an explosion of individual and family aspirations for secondary education''. Here the organization (World Bank) explained that, ''the largest ever cohort of young people is clearly going to make a difference for the future of many countries, especially in the developing world. The way to turn what many perceive as a global risk into a global opportunity is by building and harnessing the values, attitudes, and skills of young people through quality secondary education, thus ensuring that they will become active and productive citizens of their communities''.

Similarly, in reference to Ahmad and Cohen (2014), ''access to secondary schools can also boost enrollment in primary schools, reducing the likelihood that parents will keep their children at home to work or, as is often the case with girls, to help with domestic chores''. Possibly, the number of Nursery/Primary and Secondary Schools the Provinces in Brazil have showed that more children have access to primary and secondary education in Brazil as compared to Nigeria and PACE. This was confirmed from Ahmad and Cohen (2014) research which revealed that, ''too many children remain out of school in countries like Nigeria and Pakistan''. However, without opportunities for secondary education, children have little chance

to improve their livelihoods, and the progress the world has made could be jeopardized. Perhaps, there were needs for the Province of Nigeria and PACE to open more Nursery/Primary schools. This would enable more children and young people to have access to primary education.

Perhaps, good quality primary and secondary school education has enormous benefits. According to World Bank (2005), ''economies increasingly need a more sophisticated labor force equipped with competencies, knowledge, and workplace skills that cannot be developed only in primary school or in low-quality secondary school programs''. However, provision of secondary education of good quality was seen as a crucial tool for generating the opportunities and benefits of social and economic development.

Relatedly, the finding showed that, MPN, MPBCS, MPBCN, RGSP and PACE have 6446, 73768, 39199, 52421 and 20415 students respectively. From the analyses, it could be seen that Marist Province of Nigeria has the least population of students followed by PACE. This was an affirmation of Ahmad and Cohen (2014) research which revealed that, ''too many children were out of school in countries like Nigeria''. In the same vein, World Bank (2005) stated that, ''Sub-Saharan African countries, along with other low-income countries, face the greatest challenge. Those countries have to contend with a growing population that puts pressure on basic educational services, and many of them are likely to have to struggle to meet the goal of providing quality basic education to all school-age children by 2015''.

While World Bank (2005) also noted that, ''middle-income and transition countries, in particular those in Eastern Europe, Latin America, and East Asia, have already achieved high enrollment levels in secondary education''. Here the organization explained that, the main challenge for these countries was to improve quality, relevance, and efficiency to better align their education systems with those in open democracies and to respond to the rapidly changing demands of increasingly globalized economies. However, it could be seen as worrisome situation for countries like Nigeria and PACE where too many children remained out of school to have small population of students in their schools as they were indicated in the study and were illustrated on the diagram below.

Graphic 8 - Number of students in each province
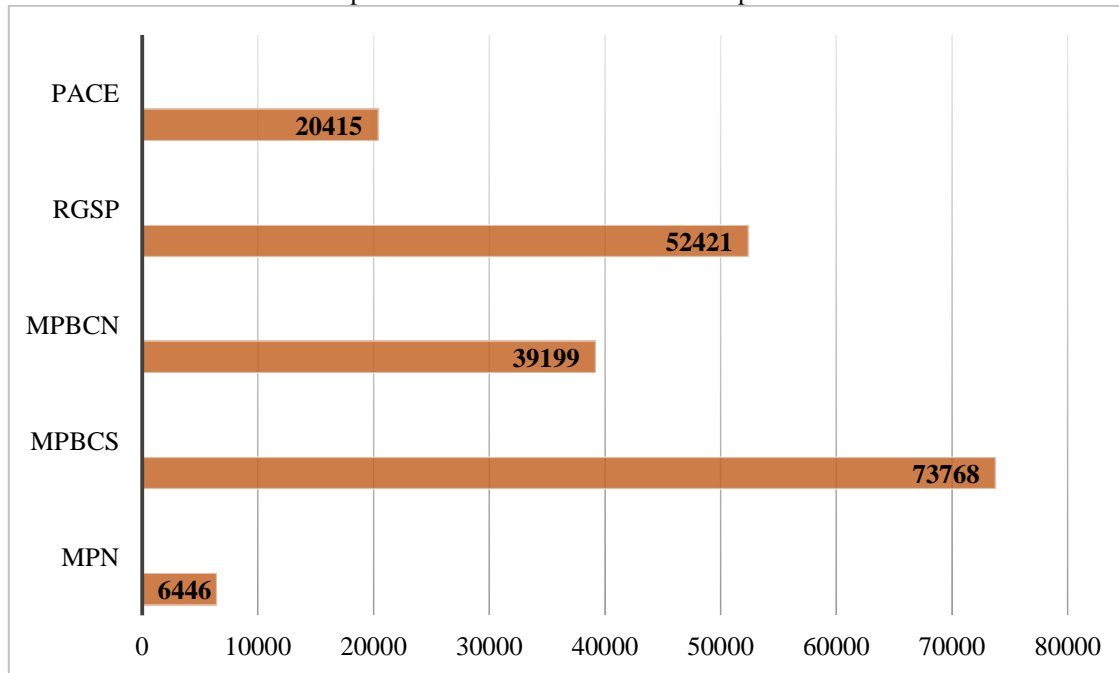
The study also showed that MPBCS, RGSP and PACE, each has one University while Nigeria and MPBCN have none. Similarly, research revealed that MPBCS and MPBCN, each has a cooperative university. The research further indicated that the three Provinces in Brazil have formidable educational institutions than Nigeria and PACE. Their educational system and ways of operations were highly organized as compare with that of Nigeria and PACE. In reference to Choi (2014), ''in the most successful education cultures in the world, it is the system that is responsible for the success of the student, — not solely the parent, not solely the student, not solely the teacher. The culture creates the system''. While Knight (2007) opined that, ''in the competitive world of higher education, the market has spoken and only a very limited group of institutions can sustain their recruitment numbers despite high fees''. However, Choi (2014) and Knight (2007) views were evidently seen in the standardized and organized ways MPBCS, MPBCN and RGSP were running their educational institutions. Perhaps, this has given them an edge over Province of Nigeria and PACE.

The research further revealed that a university was under construction in Nigerian Province. Then as well, a Polytechnics and a College of Education were about to begin in the Province of Nigeria while MPBCS has one famous functioning Polytechnics. The study discovered that with rapid opening of higher educational Institutions in the Province of Nigeria, more people, especially the less privilege would be able to have access to higher education as it is in the Marist Provinces in Brazil. For example, FMECD (2010-2016) noted that, ''for socially disadvantaged groups, access to education is especially difficult, particularly, for

people in sub-Saharan Africa''.

On the number of hospitals each Province has, Nigeria has one (1), MPBCS has four (4) and RGSP has one (1) while MPBCN and PACE have none. Marist Institute worldwide, is known as an organization whose core function is education of children and young people. Possibly, Province of Nigeria, MPBCS and RGSP could embark on providing medical care services to the public due to the deplorable states of many public hospitals. However, highly deplorable states of many public hospitals and their poor quality services in developing countries could be attributed to their (MPN, MPBCS and RGSP) reasons of running hospitals. In reference to Institute of Medicine (2001), ''deficiencies in quality of care represent neither the failure of professional compassion nor necessarily a lack of resources''. Rather, they result from gaps in knowledge, inappropriate applications of available technology (Murray and Frenk 2000), or the inability of organizations to change (Berwick 1989). Perhaps, in many developing nations, local health care systems have failed to align practitioner incentives and objectives, to measure clinical practice, or to link quality improvement to better health outcome. The scenario of many public hospitals in Brazil were not different from those in Nigeria. Undoubtedly, this could be one of the reasons some government owned hospitals were handed over to MPBCS and they are in good states.

Figure 16 - St. Marcellin Champagnat Hospital -MPBCS

The study further revealed that MPBCS and RGSP have sophisticated technologies in their hospitals and run their hospitals in the international standard while the hospital in the

Province of Nigeria was of local standard.

On the printing firms, MPBCS and RGSP have 3 and 1 printing firms known as 'FTD' respectively. While MPBCN, Nigerian Province and PACE did not have any. The printing firms of MPBCS and RGSP were of international standard and their productions were of high capacity volumes. The firms have high sophisticated machines. According to some of the respondents from the firm, the machines could produce over 30 million books in a year.

Figure 17 - FTD complex - São Paulo

The study revealed that the firms were very famous in Brazil and Latin America at large. Similarly, the research showed that the printing firms were handling many huge printing projects for the government of Brazil, Marist Institute and for other organizations both within Brazil and outside Brazil. Perhaps, printing firms of MPBCS and RGSP were not only making them popular, they also help to market or advertise what these Provinces were doing. For example, according to Stan (2010), ''every businessperson understands that successfully marketing their business requires taking advantages of several different types of marketing – usually in print''. One of the leaders of MPBCS affirmed Stan (2010) view. He stated that, ''any printing project their printing firms handle for any organization, they must add Marist logo to it and write some phrases that describe what Marists do, which serve as a means of advertising the Institute and spreading the gospel through media''. Possibly, this has made Marist Provinces of Brazil to be so popular in the whole of Brazil and outside the country.

Furthermore, the research disclosed that the Province of Nigeria and RGSP, each has one fuel station while MPBCS, MPBCN and PACE have none. However, Gauche (2006) noted

that, ''the petrol price keeps rising, fill stations or better known as petrol stations, still make enormous profits''. Perhaps, the Province of Nigeria and RGSP could have noticed that nowadays, many people are used to driving to their destinations and thus need petrol to get there; no matter what the cost is! Therefore, they saw the need to open petrol stations.

In addition, the study showed that Nigerian Province has 2 plantations/poultries farms, MPBCS 2, MPBCN 2 and RGSP 2 while PACE has none. Possibly, these Provinces engaged in agricultural activities as one of the means of sustaining themselves especially, now that the General house was emphasizing on the sustainability of each Province, particularly, African Provinces. However, the agricultural projects which MPN and all the Provinces in Brazil embarked on, confirmed Irz and Tiffin (2006, p. 79–89) argument which stated that, ''agriculture is the engine of economy-wide performance''.

Agricultural income growth is more effective in reducing poverty than growth in other sectors because, the incidence of poverty tends to be higher in agricultural and rural populations than elsewhere. Moreover, most of the poor live in rural areas and a large share of them depend on agriculture for a living (WORLD BANK, 2008; CHRISTIAENSEN; DEMERY, 2007; RAVALLION; CHEN, 2007). While Cervantes-Godoy and Dewbre (2010, p. 3) opined that, ''achieving the Millennium Development Goal (MDG) of halving poverty by 2015 requires finding ways to increase the incomes of the poor people''. Perhaps, it could also be against this backdrop that, the Province of Nigeria, MPBCS, MPBCN and RGSP decided to engage in agricultural productions in order to help to sustain not only themselves but also the expanding world population, in which the high demand on agricultural products are intensifying every day.

On the number of employees or collaborators, the Province of Nigeria has 940, MPBCS 15000, MPBCN 5805, RGSP 9715 and PACE 818. Based on the numerical evidences obtained by the researcher, the MPBCS has the highest number of employees with great difference as to compare with other four Provinces. Then, RGSP has the second highest collaborators or employees, followed by MPBCN, Nigeria, and PACE respectively.

Graphic 9 - Number of employees in each Province
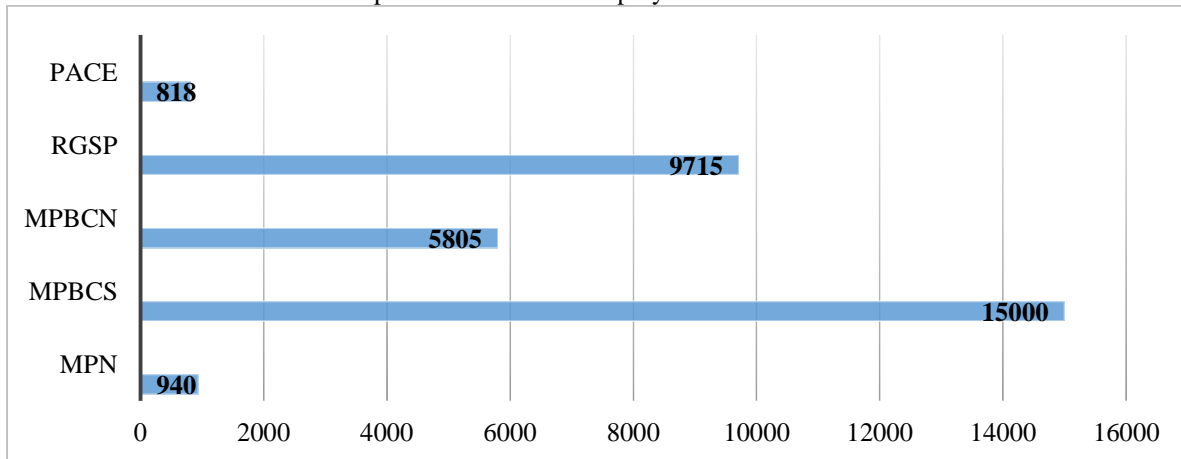
The research also showed that all the five Provinces have employees who were willing to work hard, who enjoy working with and for others, and who take pride in a job well done. However, it takes considerable teamwork to provide first class service to the millions of clients these Provinces have.

Similarly, the research revealed that, the employees of each of the five Provinces made commitments to excellence in their collective standards and work habits, respected the work they accomplished, created and maintained a positive living environment. According to Billava (2006; 2007), ''employee morale is a very complex phenomenon and is influenced by many factors on the shop floor. Employee morale plays vital role in the origination success. High morale leads to success and low Morale brings to defeat in its wake. The success of failure of the industry much depends up on the Morale of its employees''. However, good employee morale generally means that workers are happy to come to work each day, comfortable in the nature of their work and with their co-workers, and optimistic about their production.

Gratton and Erickson (2007) argued that, ''when tackling a major initiative like an acquisition or an overhaul of IT systems, companies rely on large, diverse teams of highly educated specialists to get the job done. These teams often are convened quickly to meet an urgent need and work together virtually, collaborating online and sometimes over long distances''. Gratton and Erickson explained that, ''appointing such a team is frequently the only way to assemble the knowledge and breadth required to pull off many of the complex tasks businesses face today''. The research revealed that, all the Marist Provinces in Brazil wanted to grow business, then; they created an amazing environment, which encouraged collaboration, encouraged employees to be autonomous, and encourages everyone to try new things.

On the other hand, the study revealed that the Province of Nigeria has two (2) rehabilitation centers. These centers are being used to carter for people who have different types of deficiencies such as the lame or cripple and the blind. The finding revealed that these centers were sponsoring those disables in various kinds of professions such as sewing, shoe making, carpentry and all the young ones among them are been enrolled in some of the Marist schools. In addition, the progresses of these disables as was obtained by the researcher showed that the disability of these persons did not prevent them from attaining success like their counterparts who are not having deficiencies.

However, it was obvious that disabled persons experience many challenges on daily bases more than their non-disabled counterparts do. In reference to UNICEF (2001; 2011, p. 11), ''the impact of inadequate living conditions is particularly negative for children with disabilities. Children with disabilities are less likely to have access to adequate housing, water and sanitation than their non-disabled peers''. Here, the organization emphasized that, ''Children with disabilities are more likely to live in traditional dwellings and informal settlements than their non-disabled counterparts. Overcrowded living conditions and outside toilets place enormous stresses on children with disabilities and their families''. The study revealed that, it was on the above stated conditions that Marist Province of Nigeria, decided to open rehabilitation centers in order to help to alleviate the sufferings of some of the disabled persons and to relief the burdens from their relatives.

While at the same time, Marist Province of Nigeria mission of operating rehabilitation center was not far from that of World Health Organization (WHO). One of the WHO (2006; 2011) mission statements was, ''to enhance the quality of life for persons with disabilities through national, regional and global bases''.

Furthermore, on the other investments or establishments of the five Provinces, research finding revealed that, the MPBCS, MPBCN and RGSP have 3,1and1 radio stations respectively. While Province of Nigeria and PACE have none.

From the research evidences, the study indicated that, MPBCS, MPBCN and RGSP have highly diversified their means of income as compare to Marist Province of Nigeria and PACE. For example, the Provinces of Brazil have invested heavily in several areas as they were shown in the above graphics/images such as: hospitals, communications, printing and agriculture which enabled them to be independent than the Provinces in Africa, especially PACE, who still depends on the General house and foreign aids.

The study revealed that the only major means of survival for the Provinces of Nigeria and PACE was education. Perhaps, their main investments were majorly in schools. This

however, cast many doubts on the growth of these Provinces in terms of economical sustainability and independent. Perhaps, by not diversifying the economies or means of revenues of an organization has many negative implications. According to Securities and Exchange Commission (2011, p. 3), ''diversification is a strategy that can be neatly summed up by the timeless adage, do not put all your eggs in one basket. The strategy involves spreading your money among various investments in the hope that if one investment loses money, the other investments will more than make up for those losses''.

SEC (2011, p. 3) further stated that, ''the practice of spreading money among different investments to reduce risk is known as diversification. By picking the right group of investments, you may be able to limit your losses and reduce the fluctuations of investment returns without sacrificing too much potential gain''. Perhaps, while MPBCS, MPBCN and RGSP have avoided putting their eggs in one baskets, responding to market decline and spreading risk, Province of Nigeria and PACE faced the risk of having all their eggs in one basket by not diversifying their means of income.

Similarly, diversification of means of income by the Provinces of Brazil has given them competitive advantage and an edge over the Provinces in Africa. For example, in terms of communication or advertisements, Marist Provinces of Brazil find it so easy to advertise their services and the Institute in general more than Nigerian Province and PACE due to their easy access to radio stations. In reference to Zeske (2016), ''radio broadcasts have been called the theater of the mind, and advertising fuels of the media''. Perhaps, radio is an intimate form of advertising. Many people listen alone, such as when jogging or driving. Listeners develop strong relationships with their favorite stations, identifying with the music and bonding with on-air personalities. Probably, MPBCS, MPBCN and RGSP have gained so much reputation through their radio stations hence no day passes without these stations mentioning ''MARISTA''.

On the other hand, the study indicated that the Province of Nigeria, MPBCS, MBPCN, RGSP and PACE have 43, 1, 2, 3 and 55 Brothers who are full time teachers in Marist and private schools respectively. From the statistical evidence, PACE has the highest number of Brothers that teach in schools followed by Nigeria. However, it was obvious that the number of graduates each Province produces has effect on the number of Brothers who teach. Rightly stated by Report for Universities Australia (2015), ''as institutions, universities embody social, economic and intellectual resources which combine to generate benefits on a local, national and global scale. They equip students with the knowledge and skills that allow them to make greater contributions to society; they generate and disseminate knowledge which enhances

productivity and improves living standards; and they provide a myriad of broader community benefits''. However, education is what remains after one has forgotten everything he learned in school, university education is something that remains embedded within us till our last

Possibly, Marist Province of Nigeria (MPN) and PACE highly engaged in teaching and used it as a means of educating and evangelizing children and young people because of the positive impact it could make in the life of them (children and young people). According to OECD (2005), ''beginning to teach is now well recognized around the world as a particular and complex stage of teacher learning''. While Avalos (2011) noted that, ''teacher professional learning is a complex process, which requires cognitive and emotional involvement of teachers individually and collectively, the capacity and willingness to examine where each one stands in terms of convictions and beliefs and the perusal and enactment of appropriate alternatives for improvement or change''.

Graphic 10 - Number of Brothers who were teaching
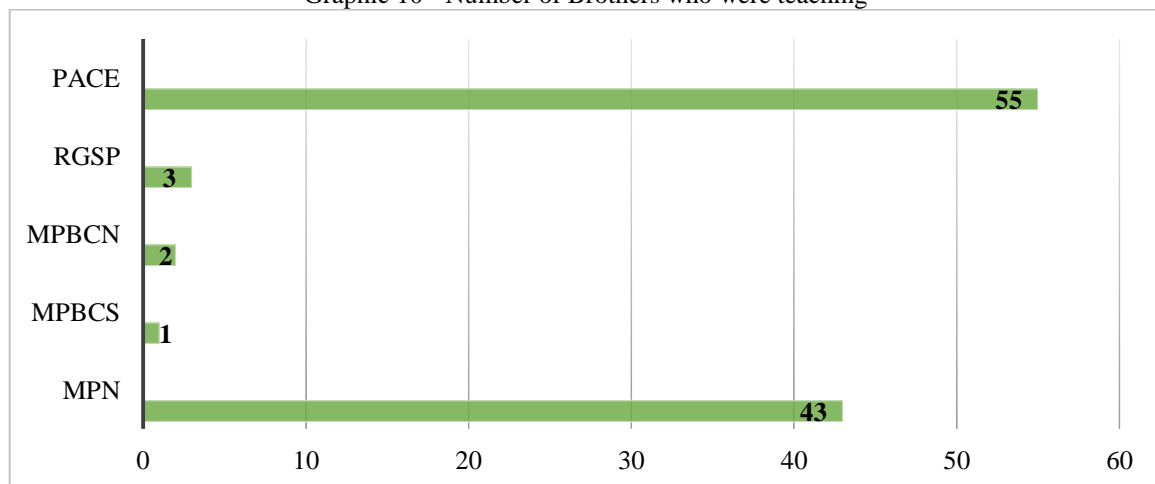
However, to teach, one has to be equipped with proper education. In addition, the person should also qualify to teach. Nigeria and PACE have more Brothers who are teachers, possibly, they have more graduates who were qualified to teach as compared with MPBCS, MPBCN and RGSP. Alternatively, the little number of Brothers from the Provinces of Brazil who were teachers could mean that the Brothers did not have interest in teaching. While trying to emphasize the importance of teachers, (CARR-HILL, 1984; RIDELL, 1998; MOTALA, 2001; O'SULLIVAN, 2002) affirmed that, ''numerous research studies have proved that educators play a pivotal role in ensuring high quality education for students, regardless of the country in which they are teaching''. For example, the Dakar Framework for Action (UNESCO 2000, p.

20), to which Tanzania was a signatory stated that, "teachers are essential players in promoting quality education.".

For the Brothers that were studying abroad, Nigeria and PACE have 20 and 1 respectively. Similarly, on the Brothers that were studying within their Province, Nigeria, MPBCS, MPBCN, RGSP and PACE have 7, 15, 15, 14 and 27 respectively. The study showed that the Brothers from the Province of Nigeria preferred studying abroad to Nigeria while the Brothers from the three Brazilian Provinces and PACE preferred studying in their countries to abroad. Possibly, Nigerian's preference of studying abroad could be attributed to the incessant strikes the higher educational institutions in Nigeria always embark on which results in prolonging the number of years' students spend in school.

On the other perspective, it could be that, the Brothers from the Province of Nigeria could adapt easily in any environment than their counterparts from Brazilian Provinces and PACE. While Brazilian Brothers and PACE preferences of studying in their countries could be attributed to their inability to adapt to other countries due to cultural shock and nostalgia. Alternatively, Brazilians and PACE's preferences to study in their countries could be an indication that educational calendars were hardly interrupted and certificates obtained were highly valid.   Nevertheless, studying abroad has advantages and disadvantages, the same with studying at home. However, the research found it necessary to weigh among the two which one has high benefits but less disadvantages.

The research revealed that studying abroad allowed Brothers to clearly see the world and create memories that would last a lifetime. Of course, getting education in foreign country has many benefits. Mary (2012) and Popova (2011) noted that, ''the first large-scale survey to explore the long-term impact of study abroad on a student's personal, professional, and academic life showed that, study abroad positively and unequivocally influences the career path, world-view, and self-confidence of students''. Here, they explained that studying abroad serves as, ''a catalyst for increased maturity, enhanced interest in academic study, influenced subsequent educational experiences, reinforced commitment to foreign language study''. Mary (2012) and Popova (2011) further stated that, ''it helps a person to better understand his or her own cultural values and biases, influenced him or her to seek out a greater diversity of friends, continues to influence interactions with people from different cultures, ignite an interest in a career direction pursued after the experience''.

In addition, the study showed that another benefit of studying abroad is that it tends to look good on the CV. On the contrary, from the findings, the study showed that many students Brothers who were studying abroad were exposed to culture shock and experienced

communication barrier. Some Marist Brothers who were interviewed confirmed these. The Brothers stated that when you study abroad, you would miss your friends and families, feel homesick, at times lost or alienated. Perhaps, these were the factors these Provinces considered before asking their Brothers to study abroad or at home.

On the number of strategic planners (team of strategic experts), Province of Nigeria, MPBCS, MPBCN, RGSP and PACE have 6, 29, 16, 68 and 0 respectively. Although, the concept of strategic planning is not new, but many organizations typically struggle with its activities. From the strategic planning documents of each of the five Provinces obtained and studied by the researcher, the research showed that the three Marist Provinces of Brazil have a well-composed team of strategic planners or experts as to compare with Province of Nigeria and PACE. According to Rajasekar (2013), ''to establish a profitable organization in this competitive business world, one needs to start with an innovative and unique set of ideas''. However, the ideas should be realistic and economically feasible. Although, Marist Institute is a non-profit organization, but it shares a lot with profit organizations when it comes to administrations and planning.

The study however discovered many discrepancies between the strategic planning of Marist Province of Nigeria, MPBCS, MPBCN, RGSP and PACE in terms of the formation of the group that drafted their strategic plans. For example, the composition of the working groups of strategic planning of MPBCS, MPBCN and RGSP were clearly stated in their strategic planning documents and the functions of each group was vividly defined.

In addition, every member of each group was given responsibility according to his or her area of specialization. While the strategic plans of the Province of Nigeria and PACE showed that many people, whose skills and experiences qualified them to draft them (the plans), did not participate in drafting them. For example, strategic planning and pastoral planning of the Province of Nigeria were drawn during the Province's chapter. Possibly, delegates who were inexperienced and did not have capacity to formulate strategic planning and pastoral planning but were lucky or fortunate to be elected to participate in the chapter drafted the plans. Perhaps, this could be what Miech (1995) observed that warranted him to say, "Strategic planning" is in danger of becoming just an educational fad. Some educators have borrowed a page from the industrialists' book and embraced it, often without a clear idea of what it is, what it should deliver, and how it differs from other types of planning''.

It was established that the MPBCS, MPBCN and RGSP have many consultants in their strategic planning teams while MPN and PACE did not have any consultant/s. King Khalid (2010, pp. 6-7) observed that, "organizations vary in their capability to undertake the strategic

planning process. Some are able to complete the process on their own and some are not. Some do not have leadership and staff skilled in strategic planning. Many have board and staff members with strategic planning experience but not enough time in their busy schedules to dedicate to this process".

The researcher noted that one option for those Provinces who feel they would like additional support was to hire a consultant. In reference to King Khalid (2010, pp. 6-7), "consultant can provide invaluable assistance in designing and facilitating a strategic planning process that involves all the key stakeholder groups in a neutral, objective, timely, and cost-effective way. Consultants can also obtain sensitive information confidentially and share it in a useful fashion, provide expert advice, facilitate consensus among stakeholders; and help to organize seemingly diffuse or contradictory thoughts and approaches".

What outside consultants cannot do is to take full responsibility for developing the strategic plan, or determine an organization's mission, vision, goals or implementation activities. Their role is to facilitate a process whereby the organization's leadership makes those decisions. Hiring a consultant can also be expensive and that may prevent some organizations from being able to use outside help (KING KHALID, 2010, p. 6-7). The study revealed that the way the roles of outside consultants were stated by King Khalid, was the manner they were practiced in all the Marist Provinces in Brazil. Possibly, one of the reasons Marist Province of Nigeria and PACE have not started using outside consultants to draw their strategic plans could be the resources, especially money that were involved. It could also be negligence or ignorance of its importance.

Relatedly, Special Libraries Association (2001, p. 6) argued that, ''the Strategic Planning Committee should be composed of people who understand the organization, also who have a constant feel for the Association and know where the organization is moving''. A very strong similarity of the strategic plan and pastoral plan of the five Provinces (MPN, MPBCS, MPBCN, RGSP and PACE) indicated in the study was that, the plans reflected the thoughts, feelings, ideas, and wants of the developers and mold them along with the organization's purpose, mission, and regulations into an integrated document. Although, the development of the plan required much probing, discussion, and examination of the views of the leaders who were responsible for the plan's preparation. In the same vein, a very big difference that was revealed in the research was that, the development of the plans were less complicated than the implementation for the Marist Province of Nigeria and PACE. Perhaps, Nigeria and PACE have problem for the development of the plans but their major problem was the implementation of the plans.

King Khalid (2010, p. 5) argued that, ''getting your organization ready for strategic planning. In this step, you find out how ready your organization is for strategic planning and you form a group that will be responsible for the planning process. This phase raises several important questions: Is the organization ready for strategic planning? What do we want to accomplish through strategic planning? Is it the right time for strategic planning? What do we need to do to get ready''? King Khalid used the following figure to illustrate the main phases of the strategic planning process:

Figure 18 - Processes of formulating strategic planning
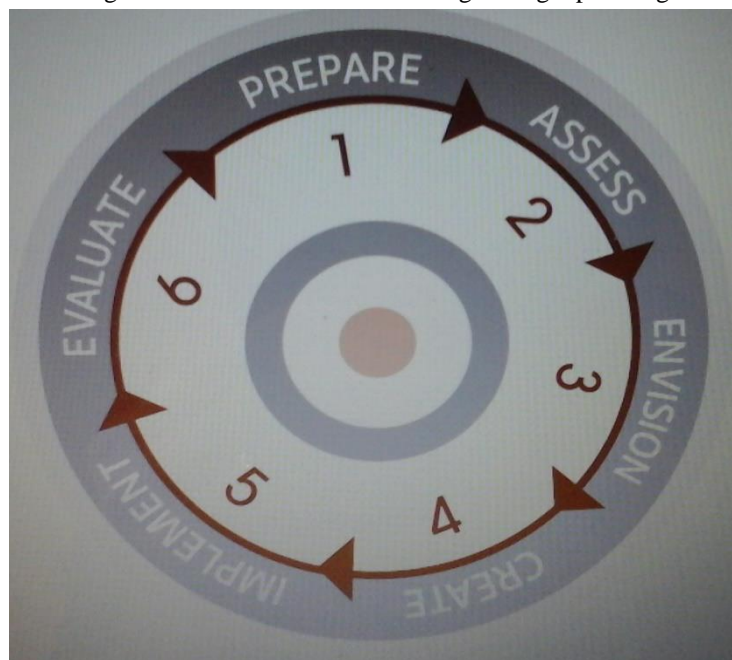
Source: King Khalid (2010, p. 5).

Creating Vision, Mission, and Values were important steps. Through a number of meetings and brainstorming sessions, you create or re-evaluate your organization's guiding statements: vision, mission, and values. You involve all the stakeholders to reflect on the main reasons for their work, the nature of the organization, and the impact on the society. You ask questions such as: Why do we exist? What is our purpose? What is our ideal state of being? (KING KHALID, 2010, p. 6). The study revealed that, these steps were duly followed by MPBCS, MPBCN and RGSP in preparation of their strategic planning than MPN and PACE.

Furthermore, the study revealed the similarity between the strategic plans and pastoral plans of the five Provinces. It showed that all the Provinces have various commissions that ensured the smooth implementation of the plans. However, the research also dictated sharp discrepancies. The difference that was revealed in the study was that, all the Marist Provinces

of Brazil have active commissions while the Marist Provinces of Nigeria and PACE have weak and inactive commissions. For instance, in the area of construction commissions, no construction could take place in the three Marist Provinces of Brazil without passing through their construction commissions for careful examination. While that of Nigeria and PACE, were not involve in any of the constructions projects that were executed in their Provinces.

The study further discovered that the commissions have helped the Provinces of Brazil to save a lot of money and other material resources, projects perfectly handled and supervised. Perhaps, Brazilian Provinces have recognized the importance of these commissions and they (commissions) were empowered to function while the ones of Nigeria and PACE would not have been empowered. Possibly, the commissions in Nigeria and PACE were constituted but the power to act or function was not given to them.

The MPBCS, MPBCN and RGSP objectives on constituting for example, functioning construction commissions aligned with CIOB (2010) stands on construction commission. In reference to CIOB (2010, p. 8), ''all construction projects must begin with a client. This is the party who has instigated the project, will have thought about why the facility should be built, will have organized the funding and be convinced that it is a worthwhile investment''. The construction commissions in all the Marist Provinces in Brazil comprised people who have vast knowledge of building, who ensured that all the building projects merited their funding.

On the contrary, the research revealed that many of the members of building commission from the Marist Province of Nigeria did not have adequate knowledge regarding building construction or the materials used for construction. This was a confirmation of the research conducted by Chartered Institute of Building, (CIOB) in 2010. According to CIOB (2010, p.1) research, the findings from the survey indicated that, ''77% of respondents believe that clients are not sufficiently knowledgeable about procurement in the construction industry, which often leads to poor advice being taken and results in a project coming in over-budget, outside of timeframes, or to a poor standard''. Possibly, Province of Nigeria and PACE could be losing a lot of money and other material goods for not having active and vibrant construction commissions like that of Brazilian Provinces. Perhaps, having weak construction commissions could result to poor handling of projects and mismanagement of funds in the Province of Nigeria and PACE.

On the quality of leadership, MPBCS, MPBCN and RGSP have formidable leaders that were highly organized than MPN and PACE. However, being a leader enables a person to be effective and efficient in determining the organization's destination and creating a team that focuses on getting it there. In reference to McBean (2012), ''being a successful business

owner means more than knowing one's industry and understanding the basic concepts of leadership, management, or motivation. It means being able to master many areas of business, and knowing how each of these areas relate to and build on each other''. Here McBean further explained that, this also means understanding how those areas change as a business goes through its inevitable life cycle, and how the owner must be prepared to change with them. This was evidently seen in the organization of business activities and leadership styles of all the Marist Provinces in Brazil.

In addition, building and maintaining strong teamwork characterized business activities and leadership styles of MPBCS, MPBCN and RGSP, which was highly lacking in the business activities and leadership styles of MPN and PACE. According to McBean (2012), ''saying you need a team to accomplish something is one thing, but developing one, and consistently encouraging and motivating it, is something else, and something you must do''. However, being a leader forces you to analyze your own strengths and weaknesses, as well as those of the organization, and enables you to develop a good sense of reality. The leadership traits of MPBCS, MPBCN and RGSP were presented in the below diagram as they were dictated in the study.

Figure 19 - The leadership traits
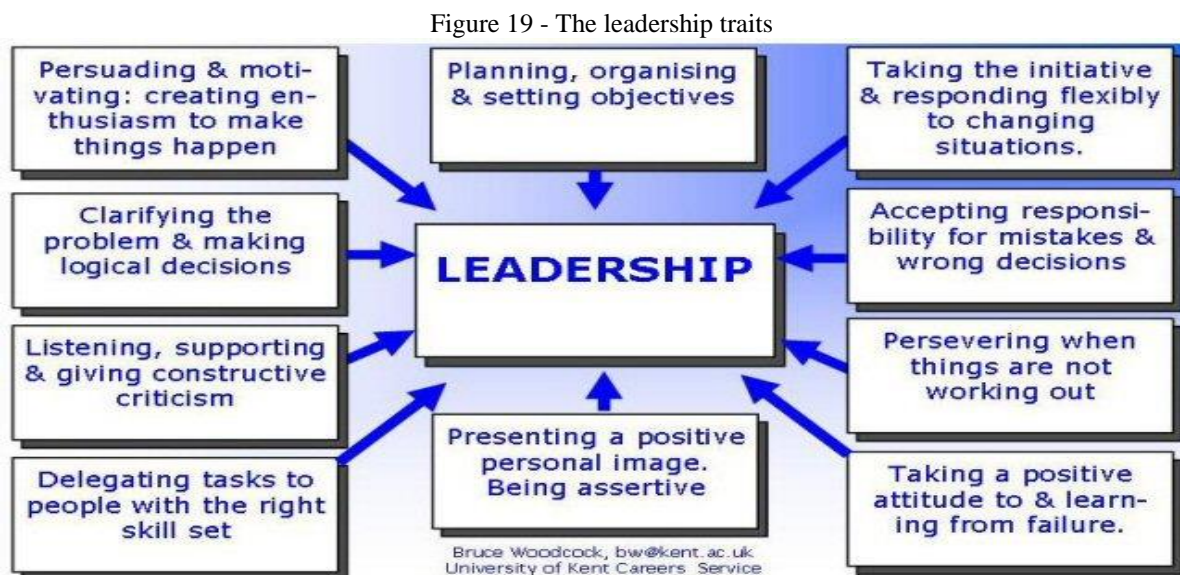
Source: Bruce Woodcock B.E. (2009). University of Kent Careers and Employability Service.

Furthermore, the research established that, the leaderships of the Marist Provinces in Brazil were highly engaged in determining where the organization has been and where it is now than MPN and PACE. According to King Khalid (2010, p. 6-7), "in this step, you assess your organization's history, projects, structure, culture, strengths, weaknesses, opportunities, and threats. King Khalid maintained that the following questions should be asked: What do our

board, staff, clients, and others (stakeholders) think about our current state? What have we done well and what not so well? In what ways do we need to build our organizational capacity to provide better service? What are your financial resources? How is the environment changing? Do we have enough staff to operate efficiently? Does the staff have the necessary qualifications?

From the central funding policy perspectives, the study revealed that, Marist Province of Nigeria and all the three Marist Provinces in Brazil were practicing central funding policy while PACE did not have the policy nor practice it. The research further showed that, the policy was well animated in MPBCS, MPBCN and RGSP than in MPN. The researcher observed that, all the sectors and directors in all the three Marist Provinces in Brazil respected and observed the rules and regulations of the policy while in Nigeria, the policy was poorly observed by different sectors and directors.

The study further showed that, in Nigerian Province, the central funding policy was not working the way it supposes as it is in Brazilian Provinces. Perhaps, this could mean that, the formulators of this policy and the implementers of it need proper orientations regarding the policy, for example, its principles. However, without proper orientations on this policy, there would be obstructions and hindrances for its implementation. This would therefore, thwart the aims and objectives of formulating it. It was on this note that, Dukeshire and Thurlow (2002, p.2) stated that, ''policies outline the role, rules and procedures. They create a framework within which the administration and staff can perform their assigned duties''. They further explained that, "development of good policy is carried out by and with people, not on or to people. It improves both the ability of individuals to take action and the capacity of groups, organizations or committees to influence change." While Bianca (2007) added that, ''organizational policies serve as important forms of internal control. The policies also help your organization to maintain a degree of accountability in the eyes of internal and external stakeholders''.

On the same note, Lyons et al. (2001, p.7) argued that, ''policies reflect the ideology and values of an organization or institution. They are the principles that guide action, also are planning tools for goal setting and service delivery. They provide the terms of reference for setting program priorities and guiding program development''. Lyons et al further stated that, policies provide the justification for and the sanctioning of resource allocations (e.g., budget, staff time) and they provide a tool to assist in evaluating progress and in providing accountability to constituents, funding agencies. While Dukeshire and Thurlow (2002, p. 8)

stressed that, ''for a policy development process to be truly effective, it should be based on accurate and up-to date information about the issue or situation''.

The study revealed that Marist Provinces in Brazil have strong policies that forbid all Brothers from employing or working with their blood brothers or sisters and other relatives. It was a grave offense in the Provinces in Brazil for a Brother to employ or work with his relative/s. While in Marist Province of Nigeria and PACE, Brothers are still employing and working with their blood brothers or sisters and other relatives. The researched showed that this system has caused many problems in the Province of Nigeria and PACE.

In addition, in Marist Provinces of Brazil, the policy also prohibited a husband and a wife to be in the same workplace. While in Marist Province of Nigeria and PACE, a husband and his wife could work in the same office. The researcher observed that Marist Provinces of Brazil introduced this policy in order to kill or resolve the disputes that were arising in their establishments due to family affiliations.

On the issue of auditing, the study found that MPBCS, MPBCN and RGSP were using both internal and external auditors to control and audit all their establishments. It was also discovered that, the authorities of MPBCS, MPBCN and RGSP implemented all the findings and recommendations of these auditors. While Marist Province of Nigeria and PACE were using only internal auditors but rarely implement the recommendations of these auditors.

According to VDACS (2011, p. 2), an audit provides the highest level of assurance that an organization's financial statements are fairly presented and free of misstatements''. While Sobel (2011, p. 5) noted that, ''the business world is becoming increasingly complex due to new, evolving, and emerging risks. Organizations are giving risk management more consideration, but implementing an effective risk management program takes time and discipline''. Here Sobel (2011, p. 5) argued that, ''internal auditors can play important roles in risk management, but there are many roles that internal audit activities are either not ready to pursue or are not proactive in pursuing''. Perhaps, this could be situation where the services of external auditors were needed which Marist Province of Nigeria and PACE neglected. Thus, it is important to have unbiased, independent auditors to check on the consistency of these goals. Perhaps, having independent auditors would help Nigerian Province and PACE to close many loopholes, which the internal auditors would shy away from due to fear and intimidations.

In MPBCS, MPBCN, RGSP, most of the heads of their projects were lay people while in MPN and PACE, most of the heads of their projects were Brothers. The researcher noted that, majority of the Brothers from the Brazilian Provinces did not like to head projects. This was obtained from one of the directors of Marist College from Brazil, who was interviewed.

Possibly, the strengths of the establishments of MPBCS, MPBCN and RGSP were in the hands of lay people while the strengths of the establishments of MPN and PACE were in the hands of the Brothers. The survey found a good number of reasons that could made these Provinces to decide who becomes a director or head of project.

However, an independent director does not just appear out of the blue, ready to go to work. Instead, someone within the organization must select him or her. Eimer (2008) noted that, ''choosing or selecting a director, the nominating party (the executive) is likely to choose a director whose point of view and background favor his own agenda''. While Solomon (2013), observed that, ''those in favor of more insiders assert that independent directors often are simply not up to the task of knowing the company as well as the executives. Others argue that the independent director is simply a handy political tool''. In the case of Nigerian Province and PACE, possibly, this could be one of the things; Brothers avoided which could have caused rancor among the Brothers. Therefore, they preferred a Brother (director) who really know the Institute to a layperson (director) who could be manipulated easily by the executive.

Furthermore, in reference to Eimer (2008), ''an independent director does not work free of charge and must be compensated for his or her services. Likewise, the director may insist on directors and officers' liability insurance in order to protect against any financial risks associated with board service''. Probably, Marist Province of Nigeria and PACE could have weighed this expense against the expected advantages of having Brothers as directors. The study also discovered that, the Brothers from the Province of Nigeria and PACE, were concerned that making laypersons directors or heads of projects would block decisions or prevent the Brothers who are working in the same establishment from acting with the degree of independence to which they were accustomed. In addition, there could be legitimate concerns about the ability of independent directors to provide truly useful guidance. However, if the laypersons were made directors and their primary source of information was from the executive leadership of the Province, their opinions would be biased by the very individuals they were expected to advice.

The research further found that, accountability, trust and confidence were some of the reasons Marist Province of Nigeria and PACE preferred Brothers to be directors or heads of projects to laypersons. It also discovered that, Nigerian Province and PACE have more Brothers whose university education and certificates qualified them to be directors or heads of projects than the Brothers from MPBC, MPBCN and RGSP, especially, in the area of heading schools. Therefore, MPBCS, MPBCN and RGSP have no alternative than to rely on laypersons. This was confirmed from the integrated table, on the number of graduates each Provinces has.

On the contrary, the study also identified some reasons MPBCS, MPBCN and RGSP have laypersons as directors or heads of projects in their Provinces. According to Eimer (2008), ''stakeholders in a business rarely act without bias. Even when driven by what they believe are the best interests of the organization, their opinions are informed by personal agendas and value systems''. The results of the study revealed that MPBCS, MPBCN and RGSP believed that, an independent laypersons, who act as heads of projects or directors could take a fresh, objective look at business challenges and opportunities, and offer advice that synthesizes the perspectives of all parties while enabling the organization to pursue short- and long-term business objectives.

The researcher also observed that another reason Marist Provinces in Brazil selected many laypersons to be directors in most of their establishments was that, it created a clear set of roles for everyone, helped everyone to communicate more clearly and effectively. Lay laypersons have unique views on the business. They provided different point of views, which enabled the Provinces to achieve economical sustainability. It was on the above conviction that Young Entrepreneur Council (2016) stated that, ''bringing in an outsider amplify your leadership''. However, you have to firmly state his or her position as the leader, so everyone understands this person is a vehicle for carrying your own leadership further and making it better. That way, your leadership is amplified, and you establish an exemplary role model for others to follow.

Similarly, on the handling and approval of projects, the study showed that the three Marist Provinces in Brazil have put a very formidable structures or systems that scrutinize all projects proposal. The finding of the study also revealed that projects proposals go rigorous scrutiny and stages in the Provinces of Brazil than in the Province of Nigeria and PACE. Possibly, this would have helped Brazilian Provinces to avoid wastages and embarking on non-viable projects or investments.

The study further indicated that this practice has made all the three Marist Provinces in Brazil to always embark on investments sustainability projects. This was evidently seen in many of their establishments in Brazil. Possibly, the unprofessional ways the Marist Provinces in Africa were handling the economies of their Provinces would be one of the reasons in 2011, the General Council appointed a team of financial experts to develop a plan for the progressive achievement of economic autonomy of administrative units in Africa.

Likewise, the strategic planning and pastoral planning teams of MPBCS, MPBCN and RGSP had several workshops and stated the number of workshops they had in preparation of their plans and they had 'Designing Planning Workbook' while there was absence of

workshops for that of Nigeria and PACE. Possibly, Province of Nigeria and PACE saw the strategic planning and pastoral planning exercises as a normal routine that did not require brainstorming activities, each working group should engage in, before formulating the plans. However, the essence of the workshops was to develop a 'Planning Workbook' that would bring together all of the information that gathered. It was on this note that the researcher referred to Bailey (1981) recommendations. Bailey (1981, p. 26-29), ''recommends that after gathering the background information, the planning workshop should take place''. According to him, the first session would assess the current situation and how the organization arrived at that present situation. The second activity of this first workshop would try to figure out where the organization would be going and where it would like to be.

Another great difference dictated in the research was that the formation of the strategic planning teams or groups of MPBCS, MPBCN, and RGSP considered all departments in all Marist establishments in Brazil and each department was represented in the formulation of the strategic planning, which gave their employees good opportunities to contribute from their talents and rich ideas. While that of the Province of Nigeria and PACE were Brothers' centered. Perhaps, this factor could make the employees of Marist Province of Nigeria and PACE to exhibit ignorance of the goals and objectives of the institution they are part of or work with. However, this could happen because they (employees) did not take part in the formulation of the strategic planning, the setting of goals and objectives. Possibly, this could hinder the realization of the goals and objectives set by one group (the Brothers), but were expected to be implemented by another group (employees) who have no knowledge of the contents of the plans and the formulation of them. This probably would lead to what Mintzberg (1994) called ''fundamental fallacies of strategic planning''. As Mintzberg (1994) stated:

> Strategic planning attempts to predict or control the future, present forecasting techniques are extremely limited and notoriously inaccurate. while strategic planning requires quantitative data, such data are commonly too limited in scope, too aggregated, too unreliable, and too late to be useful in effective strategy formulation; while strategic planning frequently focuses exclusively on strategy formulation, the success for implementation rests upon people who had nothing to do with creating those plans.

Subsequently, according to Special Libraries Association (2001, p. 1), ''implementation of strategic plan, in essence, pulls a plan apart and diffuses it throughout an organization. Every unit within the organization that is involved, must then accept the plan, agree to its direction, and implement specific actions''. In order to effectively and efficiently implement a plan, all individuals involved in its implementation must function as a whole or the plan is destined for failure. The research however, revealed that the purpose of strategic

planning of the five Marist Provinces that participated in the study was to assist the organization in establishing priorities and to better serve the needs of the membership. Therefore, a strategic plan should be flexible and practical and yet serve as a guide to implementing programs, evaluating how these programs are doing, and making adjustments when necessary.

It was on the issue of implementation of organizational strategic plan that King Khalid (2010, p. 6-7) commented on, "putting your plan into action''. According to him, "you should create annual action/operating plan(s) and supporting budgets that will allow you to make your plan a reality each year". He explained that, this is usually done by creating detailed Annual Operating Plans with specific tasks, deliverables, key personnel, timeline, resources and budget. In this phase, you also communicate and tell others- including board, staff, clients, community partners, and funding sources about your plan.

Figure 20 - Whom to communicate
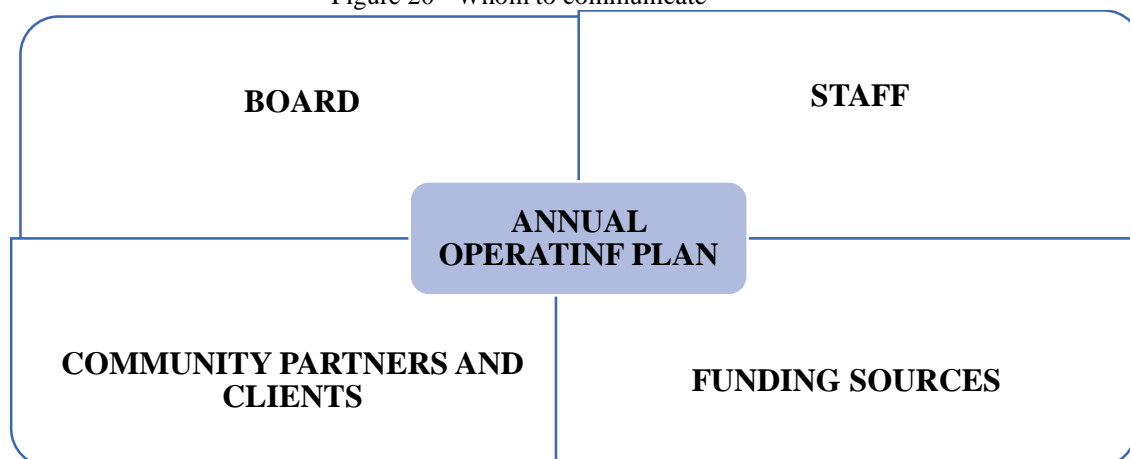
In addition, other strategists and theorists have added to Mintzberg's critique, Whittington's (1996; 2006) view of 'strategy as practice', for example, has sought to keep a focus on what managers actually do when creating strategy, and to see strategy as emerging from small or 'micro' actions rather than big 'macro' thinking. As these criticisms gain credence, the view of where strategy came from got broader. According to Cummings (2008), ''strategy can come from the top down, but also from the bottom-up, or maybe from the middle, from senior executives to scientists, from sales people to customers; from rational analysis to unforeseen environmental changes to changing societal norms, depending on the particular nature of the organization in focus''.

Another clear similarity dictated in the study was that, the strategies of Marist Province of Nigeria, PACE, MPBCS, MPBCN and RGSP came from the top down. However, the difference was that all departments and sectors were represented in that of the Provinces of

Brazil while Province of Nigeria and PACE neglected these departments and sectors. Possibly, the reason for neglecting them could be that their views or ideas were not necessary. There was a broad range of possibilities that indicated that, the content of each Province's strategy, indeed each particular strategy within a Province, could be seen to come from a unique set of influences.

Similarly, the study indicated that the strategic planners of the Province of Nigeria and PACE did not consider any theory when drafting their strategic planning while MPBCS, MPBCN and RGSP based their strategic planning on several theories such as Resource Base View (RBV), Balanced Score Card (BSC) and Strength Weakness Opportunity Threat (SWOT). In reference to Gretzky (2010, p. 92), ''SWOT analysis is a precursor to strategic planning and is performed by a panel of experts who can assess the organization from a critical perspective''. This panel could comprise senior leaders, board members, employees, community leaders, clients, and technical experts. On the other hand, Liedtka (2011) argued that, ''SWOT thinking never ends for strategic thinkers. Strategic thinkers are able to spot and react to great new opportunities as they arise. They understand that the world is dynamic and they are open to change to reach their vision''. Possibly, the Province of Nigeria and PACE did not know that SWOT analysis is a preliminary decision-making tool that sets the stage for the work.

Referring to Gretzky (2010, p. 92) again, ''SWOT analysis are an expert opinion of the panel''. However, the analysis guided MPBCS, MPBCN and RGSP as the nonprofit organization to benefit from strengths and opportunities and to make plans that diminished weaknesses and threats. Hence, they (the three Provinces in Brazil) had put appropriate mechanisms and the applications of good instruments, they would be able to identify threats easily and comfortably handle some of the uncertainties that could hinder the implementations of the strategic plans as compare to Province of Nigeria and PACE that had none. Possibly, not putting appropriate measures and use of good instruments in the formulation of strategic planning could militate against any sustainable project the Province of Nigeria and PACE could embark on and the growth of these Provinces.

In the same manner, on the number of experts that drew the pastoral planning of these Provinces, the study indicated that the Marist Province of Nigeria, MPBCS, MPBCN, RGSP and PACE have 4, 5, 3, 3 and 0 respectively. Possibly, for PACE to formulate pastoral planning without team of experts could lead them to draft pastoral plan that has 'Less Intent Focused' (IF) and Intelligent Opportunism (IO). According to Liedtka (2011), "Strategic intent provides the focus that allows individuals within an organization to marshal and leverage their energy,

to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal." Liedtka (2011) further stated that, ''intelligent opportunism helps you to dig deep into your organization to hear from many perspectives''.
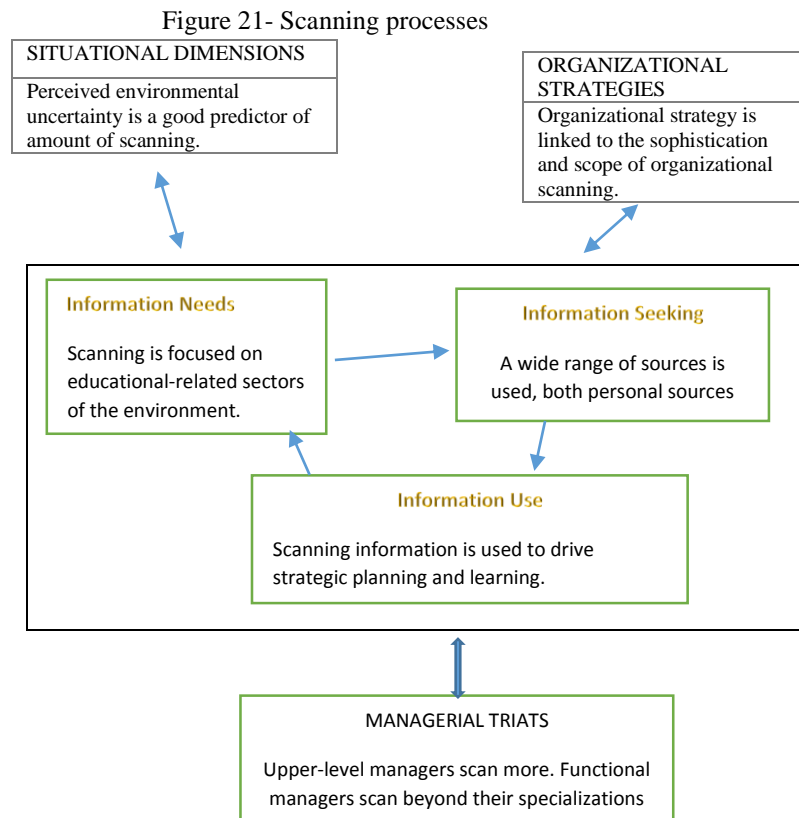
In addition, the research showed that the Province of Nigeria, MPBCS, MPBCN and RGSP have well formulated pastoral plan while PACE did not have. The study disclosed that the first step the Province of Nigeria and the three Provinces in Brazil took was to develop a realistic Vision for the organization. Each of the Provinces had timeframe for the actualization of her vision. For the Province of Nigeria, it was from 2014-2020 in terms of its likely physical appearance, size, activities and structure while for MPBCS, MPCN and RGSP; it was 2012-2022, 2014-2023 and 2015-2022 respectively. However, the study showed that MPN, MPBCS, MPBCN and RGSP prioritized their goals and visions and their (goals and visions) core elements included; solidarity with the needy, promotion and defense of life and the rights of children, adolescents and young people.

Similarly, the importance of goal and time frame setting led King Khalid (2010, p. 6-7) to emphasize on prioritization of organization's core strategies, specific goals, and objectives. According to King Khalid (2010, p. 5-7), "this will help you determine where you want your organization to go and create a roadmap for your organization's work for the next three to five years. Your goals are realistic, your objectives are SMART (Specific, Measurable, Attainable, Results-oriented, Time-bound) and your resources support your plan".

The finding of the study further showed that, all the five Provinces paid adequate attention on environmental scanning. As noted earlier in the study, another major similarity indicated in the strategic planning and pastoral planning of Marist Province of Nigeria, PACE, MPBCS, MPBCN and RGSP was that information about the changing external environment was taken into account systematically or comprehensively. Perhaps, if these Provinces have ignored or omitted scanning their environments because of an assumption that 'they could not predict external changes, the plans could have been destined itself to failure when uncertainties arise. In reference to Choo and Auster (1993) and Aguilar (1967) ''environmental scanning is the acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action''. While Sutton (1988) stated that, ''organizations scan in order to avoid surprises, identify threats and opportunities, gain competitive advantage, and improve long- and short-term planning''.

However, each Marist Province's ability to adapt to its outside environment was dependent on knowing and interpreting the external changes that were taking place. Therefore,

environmental scanning constitutes a primary mode of organizational learning. It was on this note; Choo (2001) argued that, ''organization's overall strategy is related to the sophistication and scope of its scanning activities. Scanning must be able to provide the information and information processing needed to develop and pursue the elected strategy''.

Figure 21- Scanning processes

SITUATIONAL DIMENSIONS	ORGANIZATIONAL STRATEGIES
Perceived environmental uncertainty is a good predictor of amount of scanning.	Organizational strategy is linked to the sophistication and scope of organizational scanning.

Information Needs

Scanning is focused on educational-related sectors of the environment.

Information Seeking

A wide range of sources is used, both personal sources

Information Use

Scanning information is used to drive strategic planning and learning.

MANAGERIAL TRIATS

Upper-level managers scan more. Functional managers scan beyond their specializations

The study identified strong elements of dynamic capabilities and innovations in the strategic and pastoral plans of all the five Provinces. But from the research findings the three Marist Provinces in Brazil, MPBCS, MPBCN and RGSP have an innovative methodology that evaluate each launched dynamic capabilities, stage by stage than Marist Province of Nigeria and PACE. The evidences of these were seen in the running of their educational institutions and other establishments they have. However, these revelations was an approval to Jianga and Kortmann (2014) comments on dynamic capabilities and organizations' competitions. According to Jianga and Kortmann (2014, p. 87), ''dynamic capabilities are strategic, or core resources for organizations that compete in turbulent markets. These resources distinguish them from their competitors''.

Continuous building on innovation and adopting innovative culture is very crucial for the success of every organization. This also gives every organization that has adopted this habit competitive advantage. Dalal (2016) argued that, ''innovation can be built or created''. For

example, Dalal noted that, Apple has built an Innovation Factory, one that harnesses unbridled creativity from its people, stimulating bold and enterprising new ideas, and launching successful, profitable new innovations time and again. Dalal, observed that, ''Apple leverages its diverse ecosystem of employees, customers, suppliers, partners and global networks, proven innovation process, and a winning culture that does not accept second place to seize the new opportunities in the marketplace and grow its business''.

Figure 21 - Pyramid of innovation
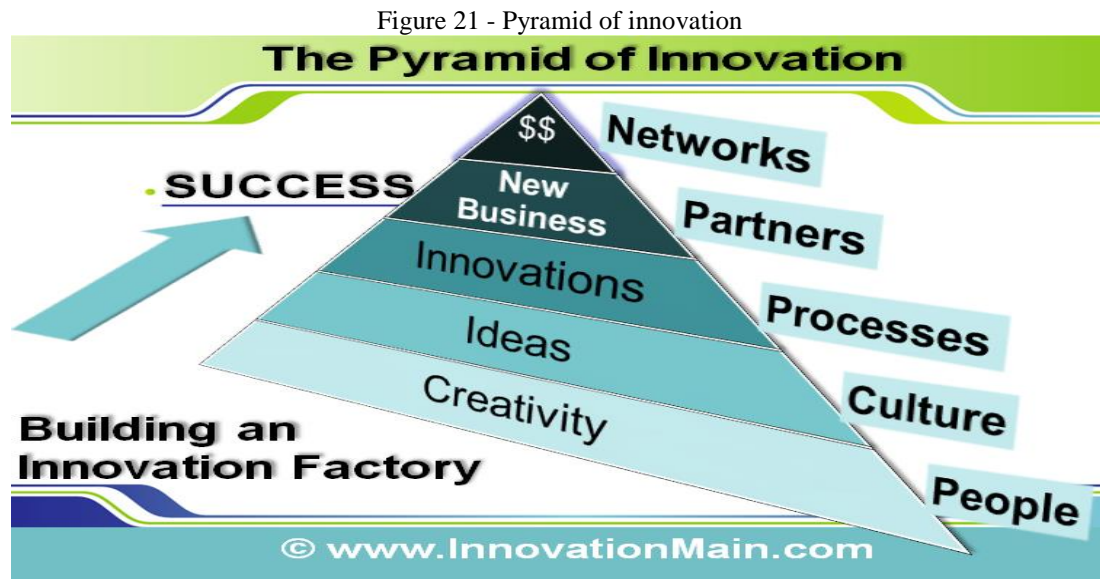
Source: Dalal (2016).

Furthermore, the study revealed a very big discrepancy between these Provinces. For example, it showed that, MPBCS, MPBCN and RGSP have used their core competencies to diversify their means of revenue, through promoting creativity, initiative and accepting taking risks from innovative perspectives which Marist Province of Nigeria (MPN) and PACE found it difficult to imitate. In reference to Merton (2013), ''new products and services are created to enable people to do tasks better than they previously could, or to do things that they could not before. But innovations also carry risks. Just how risky an innovation proves to be depends in great measure on the choices people make in using it''. Possibly, Nigerian Province and PACE were not daring and were afraid of taking innovative risk, which its outcome would impact positively as it happened in all Marist Provinces in Brazil.

Funston and Ruprecht (2007) argued that, ''organizations that are able to see strategic planning in the context of risk, as chemical company does, and that are able to incorporate a risk-intelligent perspective into their planning processes, will be most adept at managing risks and achieving sustained success''. The research revealed that, due to fear of taking risk, the

Province of Nigeria and PACE did not seek for loans from financial institutions to finance their huge projects, which have remained uncompleted for several years. While the Provinces in Brazil dared risk and took loans from banks to finance their projects which have continued yielding dividends for them.

Figure 22 - How risk intelligence activities create values and protect assets

Source: Funston and Ruprecht (2007).

According to O'Sullivan (2008, p. 10-11), ''even when failures occur, the learning gained can be a valuable asset for the organization. The scope of innovation exists primarily within the realm of the individual and the collective knowledge of the organization''. He further postulated that, ''if an organization's culture and routine are capable of capturing knowledge from past failures, then future innovative efforts will not repeat the mistakes of the past''. In this way, all ideas, whether successful or not, can contribute to the organization's long-term success. However, innovation is frequently a product of synthesis across domains. Quite often, breakthrough solutions in one field are achieved by borrowing wisdom from another. Dalal (2016) summarized by saying, ''true Innovator finds new ways to do new things, making them easier, cheaper and better''.

In addition, it is important to note that innovating or testing of new idea does not always goes with success. There must be elements of failure, which could later result to success. To confirm these assumptions, Iyler and Davenport (2008, p. 66) stated that, ''Google culture has cultivated a taste for failure''. While Dickson (2009, p. 5) argued that, ''with a focus on generating ideas and trying new things, more efforts are likely to fail than to succeed''. On the other hand, Satell (2013) observed that, ''experts often hit a wall, because they are blinded by

past successes. Old solutions are often poorly suited to new problems''. While BlessingWhite, (2007, p. 12) opined that, ''accepting failure as a part of the learning process, and celebrating efforts as well as outcomes is common in cultures of innovation. In fact, not making mistakes could be seen as not making an effort to innovate''.

Furthermore, Merton (2013) established that, ''many of the risks associated with an innovation stem not from the innovation itself but from the infrastructure into which it is introduced. In the end, any innovation involves a leap into the unknowable. If we are to make progress, however, that is a fact; we need to accept and to manage''.

In addition, another difference that was identified by the researcher was that, Marist Provinces in Brazil gave consideration attention to every information they received than MPN and PACE. In other words, MPBCS, MPBCN and RGSP have created a formidable structure regarding to access to information, how it could be obtained or used, disclose, its protection and making it available in a clear and understandable way and in a timely manner than Marist Province of Nigeria and PACE.

Relatedly, according to Q3 Barking Seal (2008) advice on the protection of the organization's information and Klein (2012) fear on the loss of organization's information could be what led the Marist Provinces in Brazil, to act appropriately in order to provide adequate security for their information units. According to Q3 Barking Seal (2008) ''no matter how large or small your organization is, you need to have a plan to ensure, the security of your information assets. A security program provides the framework for keeping your organization at a desired security level by assessing the risks you face, deciding how you will mitigate them, and planning for how you keep the program and your security practices up to date''. While Klein (2012) opined that, ''if you are a small business and you have a catastrophic loss of data, more likely than not, you will never recover''.

Figure 23 - Security framework program

Source: Q3 Barking Seal (2008).

The consequences of a failure to protect all the three aspects stated in the above diagram, could lead to business losses, legal liability, and loss of organization's goodwill (Q3 Barking Seal, 2008). Possibly, these three factors could be what MPBCS, MPCN, and RGSP have prevented, by using their competencies and dynamic capabilities to safeguard their information units.

On the other hand, from the strategic planning and pastoral planning of MPN, MPBCS, MPBCN, RGSP, and PACE, the researcher noted that, all the five Provinces have mass of ideas. The finding of the study also revealed that, Marist Province of Nigeria and PACE did not know what to do with most of the new ideas they have. While they could have tried to explore some unusual avenues, they end up committing themselves to ideas, which were already familiar. It was against this background that, Gunasekaran et al (2006) argued that, ''one of the largest unrealized opportunities in organizations is fully leveraging ideas and knowledge to transform business processes into continuing innovation''.

Similarly, the Marist Provinces in Brazil were more innovative than Marist Provinces of Nigeria and PACE. This gesture (innovative ideas) has enabled MPBCS, MPBCN and RGSP to achieve long economic growth than Marist Province of Nigeria and PACE. In reference to Peeters and Potterie (2003, p. 1), ''innovation is increasingly recognized as a key driver of long term organization's growth. In order to innovate, organizations need to master various competencies such as the ability to generate innovative ideas, to implement the most promising ones, and to develop a culture of innovation within the organization''.

For instance, in terms of transactions, Marist Provinces in Brazil have advanced greatly on how to use modern technologies to carry out their transactions than Marist Province of Nigeria and PACE. The researcher noted that, most of the payments that were made by MPBCS, MPBCN and RGSP during their transactions were done electronically or by cheques while the ones of Marist Province of Nigeria (MPN) and PACE were done with cash and few were paid with cheques. In the area of travelling, the researcher noted that, the Brothers from all the three Marist Provinces in Brazil travel with MasterCard with little cash while the Brothers from MPN and PACE travel with cash without MasterCard or Credit Card.

In addition, the entire Brothers' Communities in the three Provinces in Brazil use Credit Cards for most of their purchases while no Brothers' Community in Nigeria and PACE make use of Credit Card for their purchases. Possibly, the attitude of not travelling cashless and transacting or paying with cash, when carrying out huge projects, could expose the Brothers from Nigeria and PACE to risk than the Brothers from Brazil. These showed that, there was

insufficient elements of innovativeness in MPN and PACE. Probably, there was unwillingness to forgo old habits and try untested ideas in Marist Province of Nigeria (MPN) and PACE. It was because of such attitude that, Menguc and Auh (2006) argued that, ''innovativeness implies a willingness to forgo old habits and try untested ideas.

Innovativeness contributes to organization's positional advantage and in turn competitive advantage''. Perhaps, this implied that, rigorous innovators direct innovation strategically, with innovation efforts integrated into strategic planning and resource allocation systems. While O'Sullivan (2008, p. 10-11) observed that, ''if an organization's culture and routine are capable of capturing knowledge from past failures, then future innovative efforts will not repeat the mistakes of the past''.

Teamwork was very strong in MPBCS, MPBCN and RGSP than in Marist Province of Nigeria and PACE. This has made all the Marist Provinces in Brazil to record a lot of success than PACE and Nigerian Province. Cruz (2012) emphasized that, "there are several reasons for organizations and people to work together". This affirmed Gratton and Erickson (2007) view on teamwork and collaboration. According to them, ''as for diversity, the challenging tasks facing businesses today almost always require the input and expertise of people with disparate views and backgrounds to create cross-fertilization that sparks insight and innovation''. Gratton and Erickson (2007), further noted that, ''diversity also creates problems, but team members collaborate more easily and naturally if they perceive themselves as being alike''.

In addition, the study established the differences that inhibited collaboration in the Province of Nigeria and PACE. They included age, educational background or level, and even tenure. However, the research found that some teams in PACE and MPN had a collaborative culture but were not skilled in the practice of collaboration itself. They were encouraged to cooperate, they wanted to cooperate, but they did not know how to work together very well in teams.

The programs of Marist Province of Nigeria and PACE were not adequately updated as rapidly as they should be, as compared to the programs of Brazilian provinces. In reference to Starbuck (1983, p. 92), ''Programs are not merely convenient and amenable tools that people control. Programs construct realities that match their assumptions-by influencing their users' perceptions, values, and beliefs, by dictating new programs' characteristics, by filtering information and focusing attention''. However, programming is organizations' primary method for coordinating activities, learning, and hierarchical control.

The five provinces set goals and recorded progresses toward these goals. This was in line with the views of Dunbar (1981, p. 85-115), Meyer and Brian (1977, p. 340-63) which stated, ''that organizations should set goals and record progress toward the goals''.

In the same vein, closer look on the pastoral plan of the Province of Nigeria, MPBCS, MPBCN and RGSP revealed the nature of these Provinces and how their traits were expressed in terms of their 'Mission'. The study disclosed that the commonality and central in the mission of these Provinces were their emphases on given Christian holistic education to children and young people, given special attention to those most in need through primary, secondary and tertiary education. The study further revealed that the objectives of these five provinces were SMART. In other words, they were Specific, Measurable, Attainable, Relevant, Time- bound.

4.4.2 Overview of the Strategic Planning and Pastoral Planning of Marist Provinces of Africa and Brazil.

This section deals on the summary of the study focusing on the four main aspects of the research that were listed on the diagram below.

Figure 24 - Four main aspects of the research
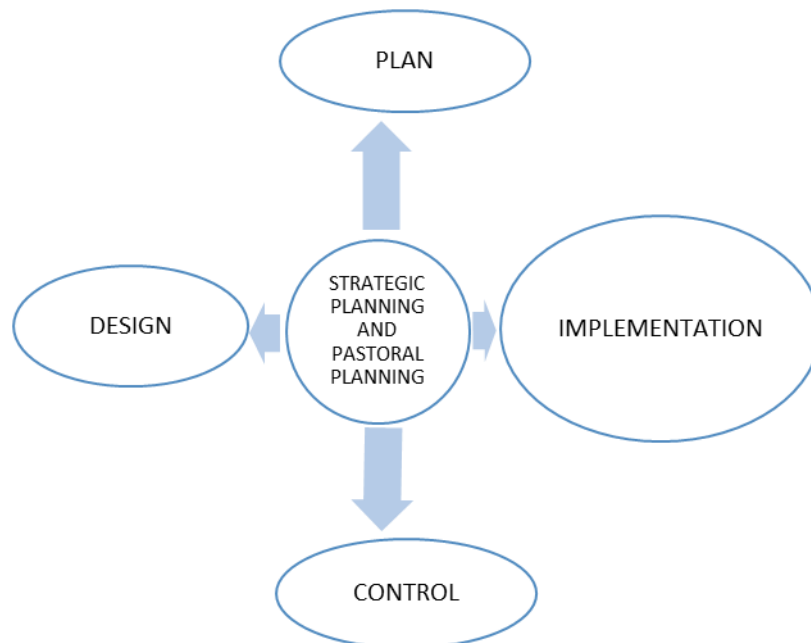
Based on the findings in chapter four, the researcher presented the highlight of the study focusing on Design, Plan, Implementation and Control as the major factors in the research. The

applicability of these factors by PMN, MPBCS, MPBCN, RGSP and PACE were enumerated on the below texts and tables.

MPN

Marist Province of Nigeria (MPN) has serious problems regarding formulation and implementation of her strategic and pastoral plans. The authorities did not show seriousness in the use of plans. Therefore, many things were in disarray. Many Brothers, especially, those in authority could do things the way they wanted without following the due processes, the same with many laypersons that work in the Province. Some people liked to implement their own plans rather than implementing the Province's plans.

Many of the Province's written policies were so complicated and majority of them have not been updated. For instance, there was no formula for the allocation of budgets. This has caused many problems between the schools and the central funding office. As the result of that, some heads of projects, example, school directors resisted the central funding policy hence the central funding office did not respect schools' budgets. There was lack of will power to set things on the right direction in the Province.

Marist Province of Nigeria was too conservative. There was a lot of resistance to innovation. For example, in the areas of technology and diversification of income, little has been done in these areas.

The control system of MPN was so weak and so porous. There were so many loopholes and many people were taking advantage of them to dupe the Province. Even, no serious thing has been done to control that. The Province's internal control system was very weak. The Province's internal auditors do not carry out thorough exercises because some of them feared not to lose their job. Their recommendations, sometimes were hardly implemented, everything ended in paper. To make the matter worse, the Province was not ready to contract any external auditor to remedy the situation.

The procurement system in the Province was so bad. It was nothing to ride home. Because of selfish interests and with the aim to cheat, everybody wanted to go to market and buy. The loopholes in this area were so much to the extent that, the Provinces was losing thousands of dollars every year. Perhaps, it was something the authorities in the Province knew very well but have not done much to close those loopholes or put effective system that would solve the problem.

In the same vein, in the Province, there was serious problem of job description. There were so many cases of clashing of responsibilities, which often creates problems in the Province. There were cases in which people left their own job or duties and began to interfere in other persons' responsibilities. The ambition to occupy good or higher offices (quest for power) was a big problem in Nigerian Province. Many Brothers and laypersons were power hungers. Furthermore, accountability was also another a great issue.

Majority of the commissions in MPN were so weak. For example, construction and scholarship commissions. These commissions were not empowered and some interested parties hijacked their functions or duties. This has created a lot of confusion in the Province.

Lay Marist in the Province was so weak. They were not much involved in the activities in the Province. In fact, they were not active. One of the problems was that, they were so much rely on the Province.

There was also weak community leadership. Many of the community Superiors did not know their responsibilities. Many have failed to settle community's issues maturely. This has created a lot of rancor among the Brothers.

Almost all the projects in MPN were done without proper supervisions and good accountabilities. The Province always gives contractors and their employees opportunities to cheat them. Sometimes, these were done deliberately because some of the contractors and employees were the Brothers' relatives or friends; therefore, some of the Brothers used that avenue to compensate their relatives or friends. This has made many of the projects that were done in MPN to be carried out haphazardly.

Lack of teamwork was a very big problem in the Province. Sometimes, some Brothers preferred to work with laypersons to their fellow Brothers. However, the Brothers who behave in such manner felt threatened because, they did not want their fellow Brothers to know what they were doing hence they knew that, their fellow Brothers could challenge them while the laypersons have no authority to question or challenge them.

Frame 2 - Summary on administrative situation and governance in MPN

FACTORS/PROPERTIES	MARIST PROVINCE OF NIGERIA (MPN)
Design	The design was not okay because it failed to capture the true picture of the Province. The hallmark of the design process was not comprehensive and holistic. The approach failed to touch the major aspects of organizational life, so that the Province could achieve: 1) Excellent customer service 2) Increased profitability 3) Reduce costs 4) Improve efficiency 5) Maintain a culture of committed and engaged employees
Plan	The plan was not okay because, the Province failed to follow the planning processes. In addition, it has many loopholes because; it did not categorically state how the Province would periodically renew itself. As the result of that, the Province was suffering from the problems such as: 1) Inefficient workflow with breakdowns and non-value-added steps 2) Redundancies in effort 3) Delays in decision-making d) People do not have information 4) It took a long time to get something done 5) Systems were ill defined and wrong behaviors were reinforced. 6) Province did not link the employees' incentives to strategy. 7) No follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see whether these were not kept in cold storage. 8) The plan was not communicated to all persons concerned in the Province. To ensure that its objectives and course of action were clearly defined leaving no ambiguity in the minds of those who were responsible for its execution. 9) The plan did not encourage innovative and creative thinking. 10) It did not facilitate delegation of authority in a better way to subordinates.
Implementation	The implementation was not okay because: 1) The Province did not link strategy to budgeting 2) Strategy was only discussed at yearly retreats, not considering implementation. Implementation was not emphatically discussed in the strategic planning process. The planning document was seen as an end in itself. 3) There was no method to track progress, and the plan only measures what was easy, not what was important. 4) The plan was not communicated to the employees, and they did not understand how they contributed. 5) Many people felt that, they did not have a stake and responsibility in the plan. It then became business as usual.
Control	The Province's control system was very weak because: 1. There was no sign of external auditor and the internal auditors were not active. 2. Monitoring of inflow and outflow of the Province's resources and other business activities was not superb. 3. The Province control mechanism for detecting and preventing fraud and protecting the organization's resources was not effective.

PACE

Geographical dimensions were big challenges and thorny issues in the organization and animation of PACE. For example, the Province faced many difficulties in organizing assemblies, annual provincial retreat and other gatherings that required the meeting of Brothers. Perhaps, the Province was not financial buoyant to finance several meetings that required

several travelling and it was necessary that each of the countries that made up PACE must have a representative in any gathering or meeting organized by the Province.

The Great Lakes Region lives in a socio-Political conflicts and war. No country in the Eastern part of Africa is relatively in peace. These have resulted to great socio and economic problem and poverty is at a very high magnitude in the whole of the region. However, all the countries that made up PACE are in constant conflicts and war. The situations there, have led to the slow growth of the Province in all spheres. The regional conflicts have greatly affected the apostolates of the Brothers and the relationships between the Brothers from these regions were not cordial. For example, it is very difficult for the Brothers from Rwanda to work in Democratic Republic of Congo due to regional war that happened between these two countries, in which each of the two countries massacred the citizens of each other.

Furthermore, there were problems of intoxications by some Brothers. Many Brothers cumulate responsibilities because there was shortage of adequate personnel. There were signs of indifferences among the Brothers regarding observing religious and church's rules. For example, some Brothers do not show any interest of going to church, especially on Sundays. In addition, there were big gaps between Provincial actions and the realities of Brothers. Even, some Brothers refused appointments and some responsibilities due to, the positions they were looking for, were not given to them. There were problems of self-centeredness in the communities, poor pastoral animation, lack of confidentiality in the council and lack of adequate auditing in all schools in PACE.

Problem of perseverance has hammered PACE so hard, to the extent that over twenty-six Brothers have left the Institute within the periods of six years. This was because many Brothers felt satisfied outside the Institute than within the Congregation. Moreover, many live more of secular life than religious life, thereby copying, doing and acting more worldly than spiritly. There were indication of the following vices among the Brothers: corruption, coming late at night, divisions, lack of trust, extinction fraternal life, and bad management of money and common goods. Many of the Brothers also left the Institute because, their personal ambitions such as studying up to PhD, were not met. At times, the Brothers whose personal interests were not met resorted to refusal of simple functions and other responsibilities that were given to them by the Congregation. This made these Brothers to exhibit lack of modesty, simplicity and humility in their lifestyles. Some of the Brothers have personal bank accounts. They opened these accounts without permission from the authority, specifically, the Provincial.

There was lack of accountability. Some Brothers, especially Directors of projects and those that handle the Province's fund were afraid of audit due to lack of transparency. There

were issues of responsibilities clash, example, between the Directors and Supervisors of the Province's projects.

There were problems of ineffective Community Leadership, especially on the side of some community Superiors to handle community issues in a mature and prudent manner. It looked like; there was a parallel Council in the Province. Sometimes, some Brothers unnecessarily, opposed the decisions of the Provincial and his council, and at times, the authorities make decisions without sufficient information. The situation in PACE looked as if, the restructuring was not well planned when comparing how things work in the District of West Africa.

Frame 3 - Summary on administrative situation and governance in PACE

FACTORS/PROPERTIES	PROVINCE OF AFRICA CENTAL-EAST (PACE)
Design	The design of the Province was not okay because: 1) There was no common design for pastoral activities in the Province. 2) The restructuring was not well designed comparing how things work in the District of West Africa.
Plan	The Province's plans were too superficial. This was because: 1) Steps involved in Planning were not okay. 2) They displayed lack of thoroughness. 3) Many of the contents of the plans were unrealistic due to the Province's dependency on foreign aids. 4) No follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see whether these were not kept in cold storage. 5) The plan was not communicated to all persons concerned in the Province. Its objectives and course of action were clearly defined leaving no ambiguity in the minds of those who were responsible for its execution. 6) There were signs of backward-looking attitude among the Province's managers. 7) The plan did not encourage innovative and creative thinking.
Implementation	1) The implementations were very poor due to clash of interests and lack of will power. 2) Application of new ideas was not enhanced. 3) Wastage of resources, adequate and optimum utilization of resources were not avoided. 4) The Province also has big financial problem that hindered the implementation of the plans.
Control	Control system of PACE was not okay because: 1) It was too shallow and showed lack of dedication. 2) There was no sign of external auditors and the internal ones were very weak 3) Monitoring systems of the Province were so porous. 4) There was no guide in operations. Several works/jobs were done in the Province without following certain standards.

MPBCS

The Province is in great vocation crises. They have inefficient vocational animation system that meets the needs of young people at present. Furthermore, the vocation problem

MPBCS was facing could be attributed to its societal lifestyle. For example, the Province was operating in a society in which few couples were willing to have children or to give birth.

In addition, the Brothers shy away to speak about vocation to Brotherhood whenever they met the youths. Moreover, their pastoral activities were highly social inclined than on the vocation aspects. There was also physical identity problem. It is very difficult to identify who is a Brother in most of the gatherings organized by the Brothers. In many occasions, the Brothers were lost in the midst of Laypersons. There were problems regarding the adequate formation of Brothers and Lay Marists according to Marist charism.

Secularism has crippled in so much, in the Province. There were signs of indifferences among the Brothers regarding observing religious and church's rules. For example, some Brothers do not show much interest of going to church, especially on Sundays. As the result, many Brothers got more satisfaction outside than in the congregation. This has made the Province to loose many Brothers.

Many Brothers were afraid or not interested to go to school. There were less dispositions of assuming leadership's positions among the Brothers, especially the young ones. The Province was feeding on the sweat of the old Brothers and relying on the legacy or foundations of the old Brothers. However, the strengths and the leadership of the establishments of the Province lay in the heads of laypeople or collaborators. The Director of Human Resources was not working satisfactorily.

There were many signs of weak community's leadership. For instance, some community Superiors found it difficult to confront their Brothers fraternally, especially when they felt that, a Brother in the community was not on the right track. Such Superiors shy away from their responsibilities. The liberalism the society is living in, has interfered so much in the community's animations, to the extent that, some communities' Superiors did not know their responsibilities as they were stated in the Marist Constitutions.

Furthermore, the economic crisis in the country has greatly affected good governance in the Province. It has resulted to the cutting of resources, laying off workers and postponement of investments in systems.

Frame 4 - Summary on administrative situation and governance in MPBCS

FACTORS/PROPERTIES	MARIST PROVINCE OF BRAZIL CENTRAL SUL (MPBCS)
Design	The design was okay because of the following reasons: 1. The entire methodology was well outlined with the help of special advisers and internal technical team. 2. The method chosen, was participatory as possible. 3. The people chosen to take part in different workshops were significant in the province and worked hard.
Plan	The plan was okay because: 1. Steps involved in Planning were okay. In the Province's planning processes, a good number of steps were taken. 2. Persons that participated in the formulation of the plan were experts from various disciplines, which involved both Brothers and laypeople. 3. It avoided wastage of resources and ensured adequate and optimum utilization of resources. 4. It led to the saving of time, effort and money. 5. It ensured proper utilization of men, money, materials, methods and machines in the Province. 6. The plan provided enough room to cope with the changes in client's demand, competition and government policies. 7. It included a market research that identified the competitors, in areas that the province situated its business activities. 8. The plan was communicated to all persons concerned in the Province. Its objectives and course of action were clearly defined leaving no ambiguity in the minds of those who were responsible for its execution. 9. Plan was subjected to revaluation and review in the light of new requirements and changing conditions.
Implementation	1. Strategic planning and pastoral planning were okay, systematically implemented, because each sector operated according to its plans. 2. Follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see whether these were not kept in cold storage.
Control	The province has good internal and external control systems which to prevent frauds to a great extent. The existence of the following helped the Province a lot: 1. Creation of a group of permanent and highly technical internal comptrollers. 2. Legal team: Several actions undertaken by the Legal Department to implement controls over labour and other issues. 3. Establishments of a program to detect potential risks and time dedicated to remedy such hazards. 4. The use of external auditors in areas like Purchases finances and labour.

MPBCN

The Province has financial challenges. Possibly, the Province has not fully diversified its means of income as it was in MPBCS and as its means of income was shown in the integrated table in chapter three. As the result of that, the Province found it difficult to solve some of its immediate problems, especially in maintaining its structures and paying its staff.

Vocation ministry has not been given the top priority in the province. There was very weak vocation drive in the Province. The Brothers do not give much emphasis on the vocation to Brotherhood. Even, the vocation ministry in the Province was not active. The activities of

the Brothers and pastoral sectors regarding their duties to children and young people focused more on social aspects than on vocational aspects. This has made many young people not to develop interest to the Brotherhood vocation, thereby making the Province to have vocation crisis.

The Brothers in the Province do not like to teach. In fact, they have abandoned teaching activities to the Laypersons. This could be confirmed from the integrated table on the number of Brothers from MPBCN that teach in Marist schools or private schools.

Frame 5 - Summary on administrative situation and governance in MPBCN

FACTORS/PROPERTIES	MARIST PROVINCE OF BRAZIL CENTRAL NORTH (MPBCN)
Design	The design was okay with the following reasons: 1. There was adequate consultations that helped the authorities to listen to people from every sector. 2. The design was drawn bearing in mind, the situation in which the Province was. 3. Every step in the design was evaluated which helped to ensure that, the Province was on the right track or direction.
Plan	The plan was okay because: 1. Steps involved in Planning were okay. In the Province's planning processes, a good number of steps were taken. 2. Group of experts drew the plan and there were representatives from every sector. 3. Several workshops were organized in preparation of the plan. 4. The plan encouraged innovative and creative thinking. 5. Application of new ideas was enhanced. 6. Follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see whether these were not kept in cold storage. 7. Plan was subjected to revaluation and review in the light of new requirements and changing conditions.
Implementation	There was effective implementations. There were group of experts who followed the implementation process systematically. Every sector was obliged to follow its plans also mandated to report to the appropriate authorities when there was need for adjustment.
Control	The control system was okay because: 1. There were effective external and internal auditor that helped to prevent leakages. 2. There was an effective evaluation and that helped the Province to foresee possible future problems and means to overcome them were organized.

RGSP

The Province was already in deep vocation crisis. For instance, the integrated table showed that, at present, the Province has no single Novice. It is obvious that, the number of members an organization has and the new comers it welcomes is its strength. Therefore, RGSP would encounter great danger, if it continues moving in this pace. However, the vocation ministry in the Province was not active and its driving forces were very weak. Similarly,

understanding of Brotherhood vocation in the Province was very difficult. The reason for this was that, the Province has not carried out an effective vocation drive within the Province. Moreover, the pastoral aspect of the Province was more social inclined than vocation inclined

In addition, many Brothers in the Province were not showing interest to study further. This could be confirmed from the integrated table, on the number of students Brothers the Province has. In the same vein, the Brothers do not show interest in teaching. This could also be confirmed from the same table that was mentioned above. Perhaps, these factors have made the strengths and the life of the Province to lay heavily in the hands of Laypersons or collaborators.

The economic crises that has hit the country was also militating against the smooth implementation of the strategic and pastoral plans of the Province. This has placed many tasks in the hands of authorities to ensure that the Province did not derail from the direction or track it intended to follow.

Frame 6 - Summary on administrative situation and governance in RGSP

FACTORS/PROPERTIES	RIO GRANDE DO SUL PROVINCE (RGSP)
Design	The design was very okay. The Province used smart designs and diagrams to illustrate the strategic planning processes which addressed the: what, why, who, where, when, and how of the activities of the Province. The efforts made in the designing of the Plans helped the Province to understand how to make efficient and effective decisions regarding pastoral and business activities within the Province.
Plan	The plan was okay with the following reasons: 1. Several workshops were organized to deliberate on the planning process. Each sector was represented in the workshops. 2. Team of experts were hired to draw the plan and wide consultations were made before the plan was drawn. 3. Follow-up action was provided to see that plans so prepared and programs chalked out, were carried out in accordance with the plan and to see whether these were not kept in cold storage. 4. It created a forward-looking attitude among the Province's managers. 5. It facilitated delegation of authority in a better way to subordinates. 6. The plan was communicated to all persons concerned in the Province. Its objectives and course of action were clearly defined leaving no ambiguity in the minds of those who were responsible for its execution. 7. Plan was subjected to revaluation and review in the light of new requirements and changing conditions.
Implementation	The implementations were okay. Both the Brothers and the Laypersons were encouraged to implement the plans. Moreover, the monitoring team made sure that, the plans were properly implemented.
Control	1) The control systems were okay and effective. 2) The external and internal auditors helped the Province to prevent any financial irregularities by detecting them quickly and thus resolving any issues that arose in a timely manner. 3) Recommendations of the auditors were obeyed and implemented. 4) Each stage of the plan was properly evaluated.

4.4.2.1 General Problems

Generally, many of the Brothers from MPN and PACE have quest for power. Personal interests of some of these Brothers, in many occasions overshadowed their loyalty to their Provinces. Furthermore, MPN and PACE share the following characteristics (problems) in common: poor plans design and implementations, unclear job specifications, clashes and interferences in responsibilities, poor leadership styles, use of primitive way in administrations. Others included; ineffective control systems, lack of teamwork, dominance by the authorities, poor consultations, not open to innovation, unwillingness to diversify sources of income and not marching words with actions.

In addition, when an organization has no formal plan on how to take care of its members, things must get out of hand. There were so many problems Marist Province of Nigeria (MPN) and PACE have in common. For example, these two Provinces always send their Brothers for further studies, especially those on scholarships, without proper plans or arrangements regarding the personal needs of their students Brothers. They (MPN and PACE) often deliberately left the personal upkeeps of their students Brothers, who were on scholarships under the mercy of scholarships sponsors. Many occasions, these students Brothers from MPN and PACE were not properly treated, due to lack of proper planning by their Provinces to take care of them while they were schooling on scholarships in foreign countries.

Similarly, PACE, MPBCS, MPBCN and RGSP share some common problems, which have posed many challenges to them. Brothers from these Provinces could leave the Institute at any time. Even within the periods of 2014-2015, these Provinces have recorded a good number of Brothers who left the Congregation. This could be that, the Brothers from PACE, MPBCS, MPBCN and RGSP derive more satisfactions outside than within the Institute.

In the same vein, another common problem faced by the five Provinces (MPN, MPBCS, MPBCN, RGSP and PACE) were the economic crises in their various countries. This issue has adversely affected each of the administrative units of these Provinces. The situation has been militating against the proper implementations of strategic plan and pastoral plan of each of the Province.

Subsequently, these Provinces having been situated and operating in the developing countries, as the result of that, each of the Province was confronted with the ugly conditions of the poor people who live around them and really need help. The burdens of these less privileges having been weighing heavily on the shoulders of each Province. This was because, the

political situations in Africa and Brazil were almost the same, where the rich continue getting richer and the poor continue being poorer. The welfare of the poor persons were neglected. Moreover, the political situations and government of Nigeria, Brazil and all the countries that made up PACE were characterized with corruption.

There were ineffective community leadership in many of the Brothers' communities in all the five Provinces. This was because some of the communities' Superiors failed to recognize their functions and this has caused many cracks in the animations of community life.

Frame7- Summary: Discrepancies and Congruences between strategic and pastoral planning of Marist Provinces of Africa and Brazil

DISCRIPANCIES	
Marist African Provinces (MPN and PACE)	**Marist Provinces of Brazil (MPBCS, MPBCN and RGSP)**
Do not have well organized and professional strategic and pastoral planning team.	Have formidable strategic planning and pastoral planning team.
Control systems were very weak and porous.	Control systems were effective and efficient.
Do not have well written policies.	Have well written policies.
Highly difficult to embrace innovations.	Highly embraced innovations.
Many commissions were so weak, not empowered and monopolized.	All commissions were very active and vibrant.
Many members and collaborators violet policies and rules so easily.	Majority of the members and collaborators were submissive to the policies and rules.
The budgeting system was not of standard.	The budgeting system was very fantastic.
Central funding not active and trying to function.	Central funding very strong and functioning.
Unclear Job or duty specifications and many members found it difficult to observe the rules that guide job descriptions.	Job or duty specifications were very clear and members adhere to the rules.
Very difficult to practice teamwork.	Teamwork was highly practiced.
Members interested in education.	Majority of the members especially the young Brothers do not show interest in education.
Do not yet have vocation crises.	Have serious vocation crises.
Inadequate found to train their members.	Have sufficient resources to train their members.
Have not diversified their means of income.	Have diversified their means of income.
Brothers were heads of their establishments or projects.	Lay people were in charge of majority of their establishments or projects.
Planned according to African cultures.	Planned based on Brazilian cultures.
Do not have well established pastoral units.	Have well established and organized pastoral units.
Many Brothers involved in teaching.	Only 6 Brothers were involved in teaching.
CONGRUENCES	
Marist African Provinces (MPN and PACE)	**Marist Provinces of Brazil (MPBCS, MPBCN and RGSP)**
Missions and vision	Missions and vision.
Have strategic and pastoral plans.	Have strategic and pastoral plans.
Operate in developing world.	Operate in developing world.
Part of Marist Institute.	Part of Marist Institute.
Faced with economic crises.	Faced with economic crises.
Mass exodus of members living the Institute.	Mass exodus of members living the Institute.
Ineffective community Superiors.	Ineffective community Superiors.
Presences of individualistic life in communities.	Presence of individualistic life in communities.
Involved in charitable works.	Involved in charitable works.

5 CONCLUSION

In response to the central question of the research, which dealt with the congruences and discrepancies of strategic and pastoral planning of Marist Provinces of Africa and Brazil, the researcher presents the following as the final description of the main points identified as the congruences and divergences of the Strategic Planning and Pastoral planning of the five Provinves.

The first stage of formulating and implementing the Provinces' plan was to have the right people on board. For example, in the Brazilian Provinces, the right people included those folks with required competencies and skills that were needed to support the plan. In the months following the planning process, the employees' skills were expanded through training, recruitment and new hires which included new competencies required by the strategic plan.

On the issue of resources, all the Provinces needed sufficient funds and enough time to support the implementation of their strategic planning and pastoral planning. For instance, often, in Nigerian Province and PACE, true costs of many of their projects were underestimated or not accurately identified. However, true costs could include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by an organization.

The five Provinces set their structure of management and appropriate lines of authority, and have clear and open lines of communication with their employees. These were well practiced in all Marist Provinces in Brazil than in African Provinces. Undoubtedly, regular strategy meetings are the two easiest ways to put a structure in place. For example, meetings to review the progresses of strategic planning and pastoral planning of Marist Provinces in Brazil were scheduled monthly or quarterly, depending on the level of activities and time frame of the plan.

Marist Provinces in Brazil have very formidable control systems, which have helped them to close many loopholes that would have been detriment to the Provinces' economic sustainability. For example, Brazilian Provinces use effectively internal and external auditors to control and regulate all their business activities. In MPN and PACE, this was a contrary scenario. Their control systems were so porous or weak. For instance, there were so many financial and other material resources leakages in Marist Provinces in African. However, this posed a great danger to economic sustainability and financial autonomy to Marist Africa.

Brazilian Provinces have highly diversified their means of income as compare with Marist Provinces in Africa. For example, Marist Provinces in Brazil have invested heavily in communication (Radio and Printing), hospitals and agriculture not to talk of education. While the major source of income to all the Marist Provinces in Africa was education.

Regarding the management and the systems, Marist Provinces in Brazil and Africa operated on different management and systems. For instance, both management and technology systems helped Marist Provinces in Brazil to track the progress of the plan and made it faster to adapt to changes. As part of the system, they built milestones into the plan that must be achieved within a specific time frame. They used scorecard as a tool to incorporate progress tracking and milestones.

Culture influenced the drafting of the Provinces strategic and pastoral plans. All the Provinces in Brazil and Africa situated the formulation of the strategic and pastoral plans based on their local cultures hence given priority to the Institute culture and the Catholic teachings. All the Provinces created environment that connected employees to the organization's mission and that made them feel comfortable. To reinforce the importance of focusing on strategy and vision, all the Provinces used various means to reward their employees for the successes they achieved in their different functions or duties.

All the Provinces in Brazil aligned their budgets to their annual goals, financial assessments and built all departments' annual plans around the corporate plan as compared with MPN and PACE. For example, MPN and PACE did not set up monthly strategy meetings with established reporting to monitor their progress. They did not also set up annual strategic review dates, including new assessments and a large group meeting for an annual plan review as it was done in Brazilian Provinces.

The global economic crises that is affecting every country and organizations did not leave all the Provinces untouched. This has drastically affected the smooth implementation of the strategic and pastoral plans of all the Provinces. It has also led to the laying off of many employees, especially in Brazilian Provinces.

All the Provinces were facing vocation crises, but it was worse in Brazilian Provinces. The number of young people that were willing to live the life of Marist Brotherhood has reduced so drastically, to the extent that some Marist Provinces in Brazil were not having Postulants and Novices. Perhaps, this could be attributed to the lifestyle many of the families in Brazil have adopted, if not all. For instance, nowadays, in Brazil, few parents want to have children. Those that are willing to have just needed only one child. This has negatively reduced the number of young people that want to live religious life in Brazil as compare with Africa.

Furthermore, all the Provinces have problem regarding training of their Brothers, but the problems were on different dimensions. For example, the Provinces in Africa lack sufficient fund to train their Brothers in higher educational Institutions. For instance, in PACE some Brothers have left the Institute because they were not permitted to do their PhD programs. They felt that hence their Province did not permit them to study to the level they wanted, the best option was to leave the congregation. While in Brazil, the situation was contrary. The Provinces in Brazil were ready to sponsor any of their Brothers that was willing to study further, but only small number of Brothers were willing to go to school or study further. Many of the Brothers in Brazil, especially the young ones do have shown much interest in education and they have opportunities and facilities unlike their counterparts in Africa.

Finally, the understanding of congruences and discrepancies of the Strategic Planning and Pastoral of the provinces were the focus of the study, which revealed the similarities of the institution in distant territories. Strengthening of the institutional positioning through respect of the local cultures were also major factors that were identified in the description of the differences that strengthen the diverse characteristics of organization operating on a global scale.

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