

DISCERNING ACADEMIC LIFE OF ISI B

Consultations
- Work in Progress

Purpose and Dynamics

1. **Why are we engaged in this exercise?**
2. **Modelling organizational change**
3. **Three thematic concepts**
 1. **Context, opportunities, challenges**
 2. **Goal, strategies and programmatic directions**

After each presentation we will have couple of minutes for clarification.

Questions for personal reflection, group work and plenary

Purpose and Dynamics

- 1. The process was initiated on 20 July 2019 in the governing body**
- 2. With the approval of the board we are engaged in three consultations, to build broad ownership of the mission of the institute**
- 3. Your inputs will be incorporated and presented on 14 March 2020 in the GB.**
- 4. GB will go through a discernment process and mandate the future direction of the institute**

Why are we engaged in this exercise?

To generate strategic thinking and discern **FUTURE WAY OF WORKING**, to be effective in what we want to do.



Universal Apostolic Preferences (UAP)



Showing the way to God

Show the way to God through the Spiritual Exercises and discernment



Walking with the Excluded

Walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice



Journeying with Youth

Accompany young people in the creation of a hope-filled future



Caring for our Common Home

Collaborate, with Gospel depth, for the protection and renewal of God's Creation

South Asia Apostolic Preferences (SAP)

Foster peace and reconciliation; Ensure quality education; Promote ecology and justice; Encourage Ignatian Spirituality; Accompany youth

Identity

Training and Resource Centre, enabled by research facilitating advocacy engagements.

Five units

- Human Rights and Training
- Labour and Migration
- Women
- Outreach
- Research

Academic

Jesuits: 3 + 1

Lay staff: 3 + 1

Additional help – 2 Jesuits (They have other major responsibilities)

Comments

- Available HR: fulltime, fresher, offsite – Gender – capacities
- So, capacities of staff colour mission aspects, while what we desired to realize remain a distant dream.

5 Major Strengths

- Institute enjoys credibility – ‘Jesuit’ and historical contribution.
- Commitment of the staff.
- Self-made trainers; knowledge sharing, Social analysis, ideological, leadership (Collaborative/partnership Cadre formation), and on some specific themes.
- Good at generic awareness, motivation, talks, exploration, orientation
- Part of select grassroot NGO / CSO / FBOs’ initiatives and they rely on individuals’ capacities.

3 Major Training challenges

- ✓ Holistic development needed to build cadre / leaders Vs our capacities/inabilities to deliver.
- ✓ Challenges in developing and implementing structured, innovative & sustained programs
- ✓ Substantial time is spent in getting resource persons / desperation in getting participants (open-ended, collective), despite programs are subsidized and sometimes free. A question is asked: Whose need is it?

Advocacy:

- We offer training → we motivate orgs to take up advocacy. But, advocacy needs do not define our training, as advocacy is not the primary objective / need of NGOs with whom we relate. Basic training.

Research and networking:

- Limited role of research. The HR was changing frequently.
- Networking and collaboration happens; but professional NGOs do not see us, as partners and mid-level NGOs primarily look for financial / space support or basic training. Same with Jesuit organizations too.

Linguistic challenge:

- English and regional languages (1 + 4)

Additional contribution

- Engages in support works to Jesuits (Lok Manch), other religious congregations, Church bodies (strategic planning), NGOs (research) etc
- Organizes or offers workshops on specialized skills (Project planning, research proposal writing etc)
- Support to individuals / groups (consultations and guidance)
- Participation in national and international workshops / programmes

Note: This support varies and depends on available skills

Issues related to finance and administration is not part of this consultation.

The critical question is not about generating list of “To do” items.

They are:

1. How do we make it happen what we want to do?

2. How do we realign the mission of the institute, UAP / SA A preferences driven?

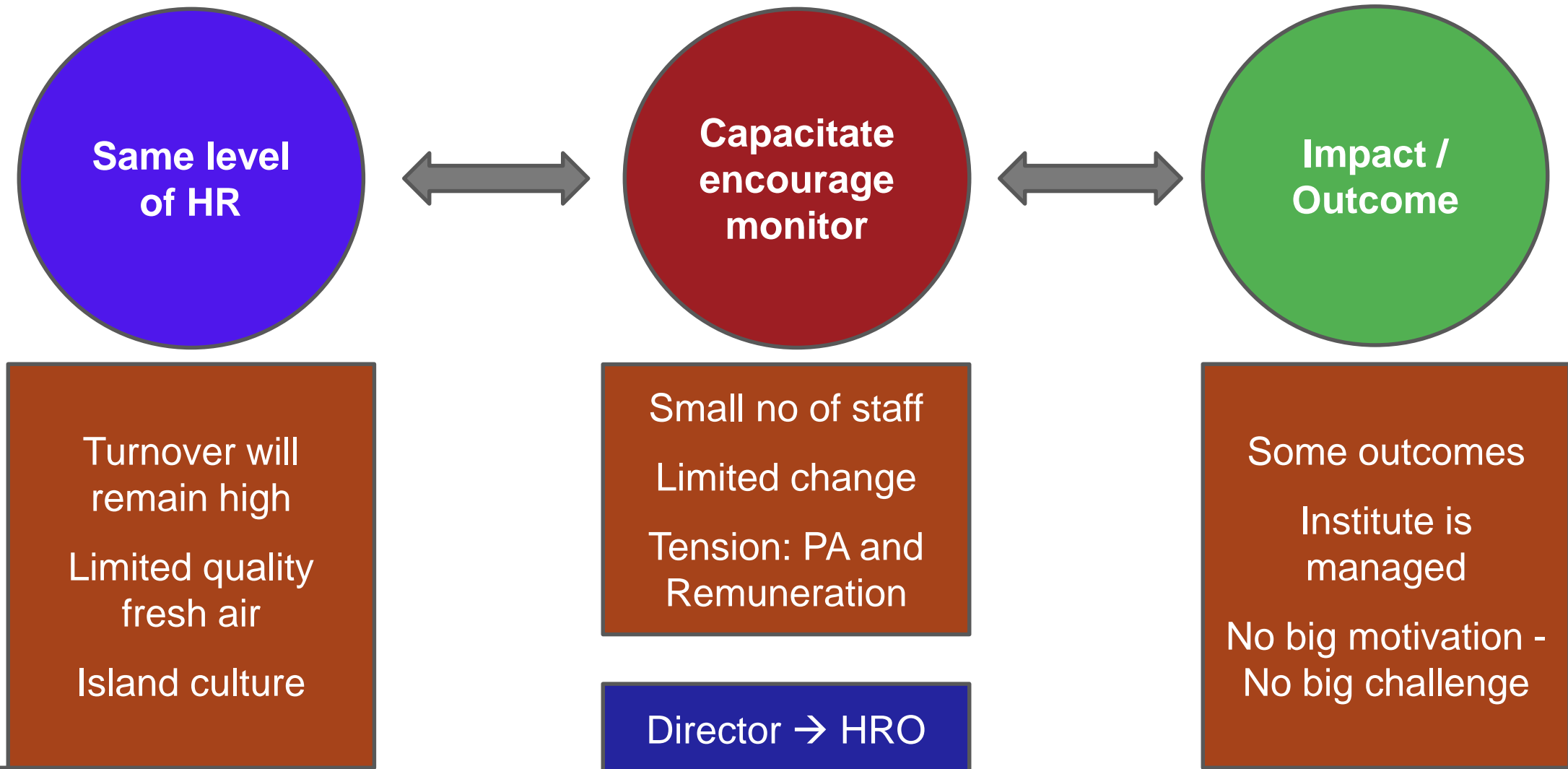
3 Models

1. Facelift HR Model

2. Partner Value added HR Model

3. Strong Thematic HR Model

1. Facelift HR Model



2. Facelift HR Model

Challenges

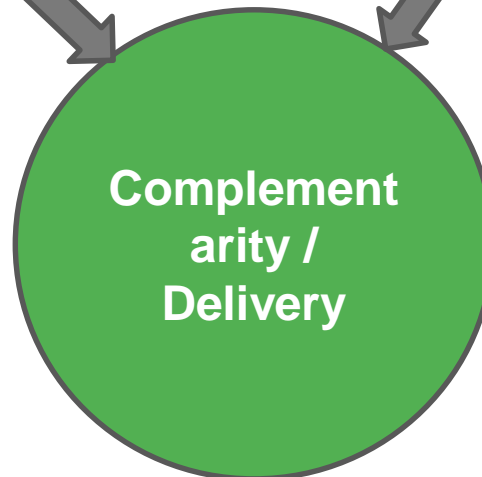
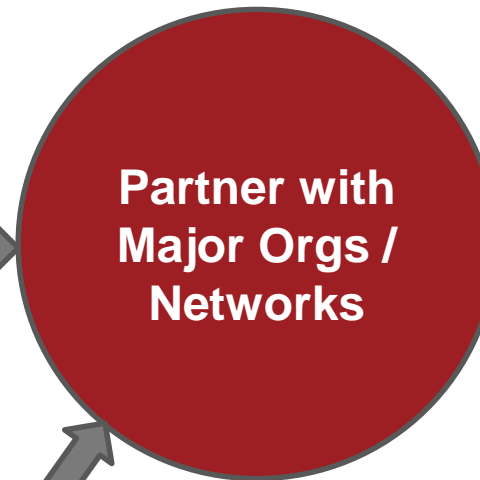
1. Spend time on constant guidance and follow up (squeezing outcomes → stress and conflict)
2. Institute and business will run parallel since remuneration / benefits depend on good/not so good business
3. IT, 12 A challenges.
4. No big motivation to aim at higher outcomes as remuneration / benefits will remain the same and consequently capacities of staff.

2. Partner Value added HR Model

Recruit **partner sponsored** program staff

HR in Training tools, campaign, Action research

Remuneration supported by partners



Ideological
Programmatic
Knowledge development
Resourceful (competencies, reach and finance)

Complementing
Fulfil tasks
Collaboration and networking
Reach out

2. Partner Value added HR Model

Implications

1. Individuals expand their capacities
2. Challenges in fulfilling demands of partners in a timely fashion.
3. Program staff is a mobile group – project/funding
4. Limited financial burden

1. Institute collaborates, contributes and complements in social processes / knowledge development
2. Program staff could improve our way of working and help to train institute staff.
3. Benefits will be mutual – competencies / impacts (not for some money).
4. Opportunities to network with bigger organizations; visible products and high reach out.

Outcomes

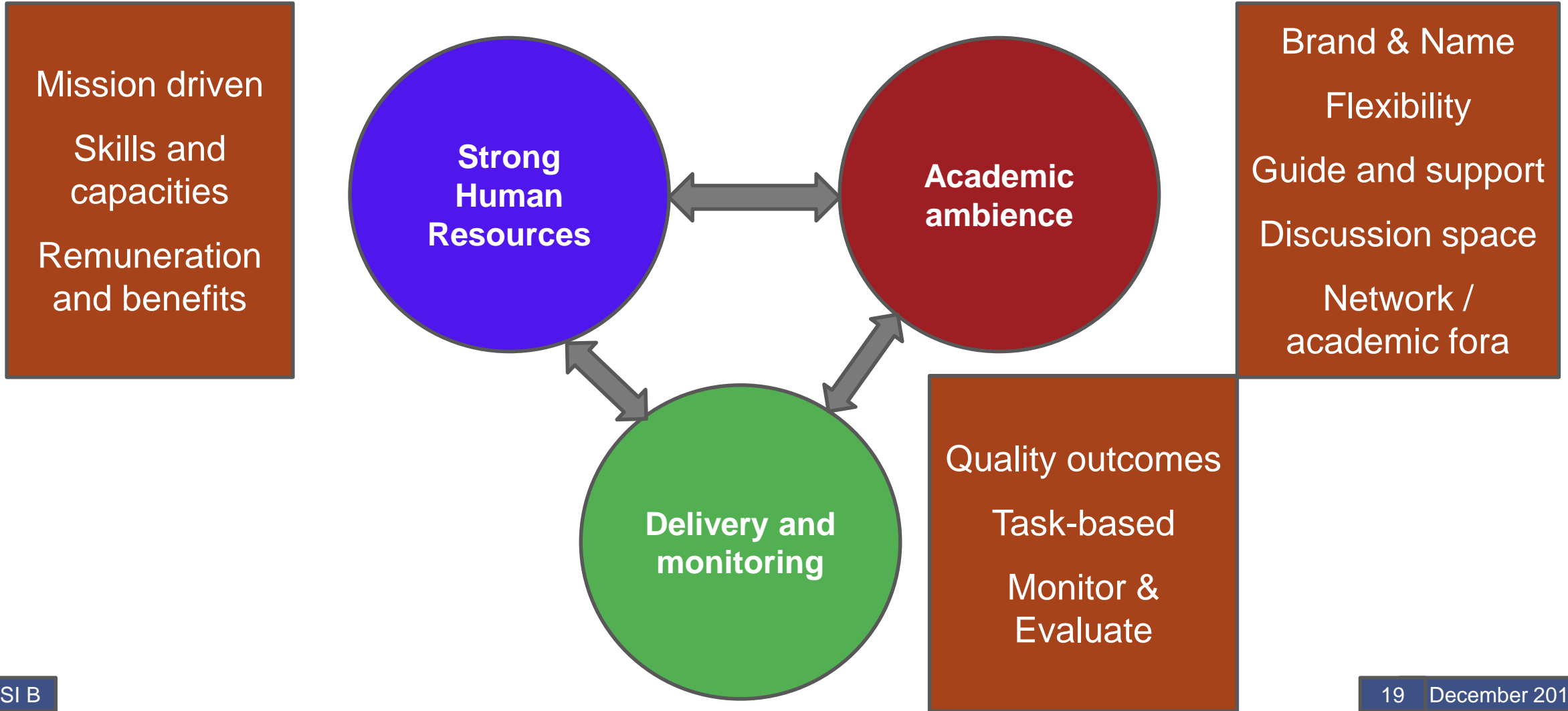
2. Partner Value added HR Model

Maximum financial dependency
Managing with available HR
Institute supports HR and programs
Works as long as we have good business



Addition of new HR with new skills, adds value
Partnership expands (institute / partners' contacts)
Improved HR; minimum financial support for HR
Increase in effectiveness and reach expands

3. Strong Thematic HR Model



3. Strong Thematic HR Model

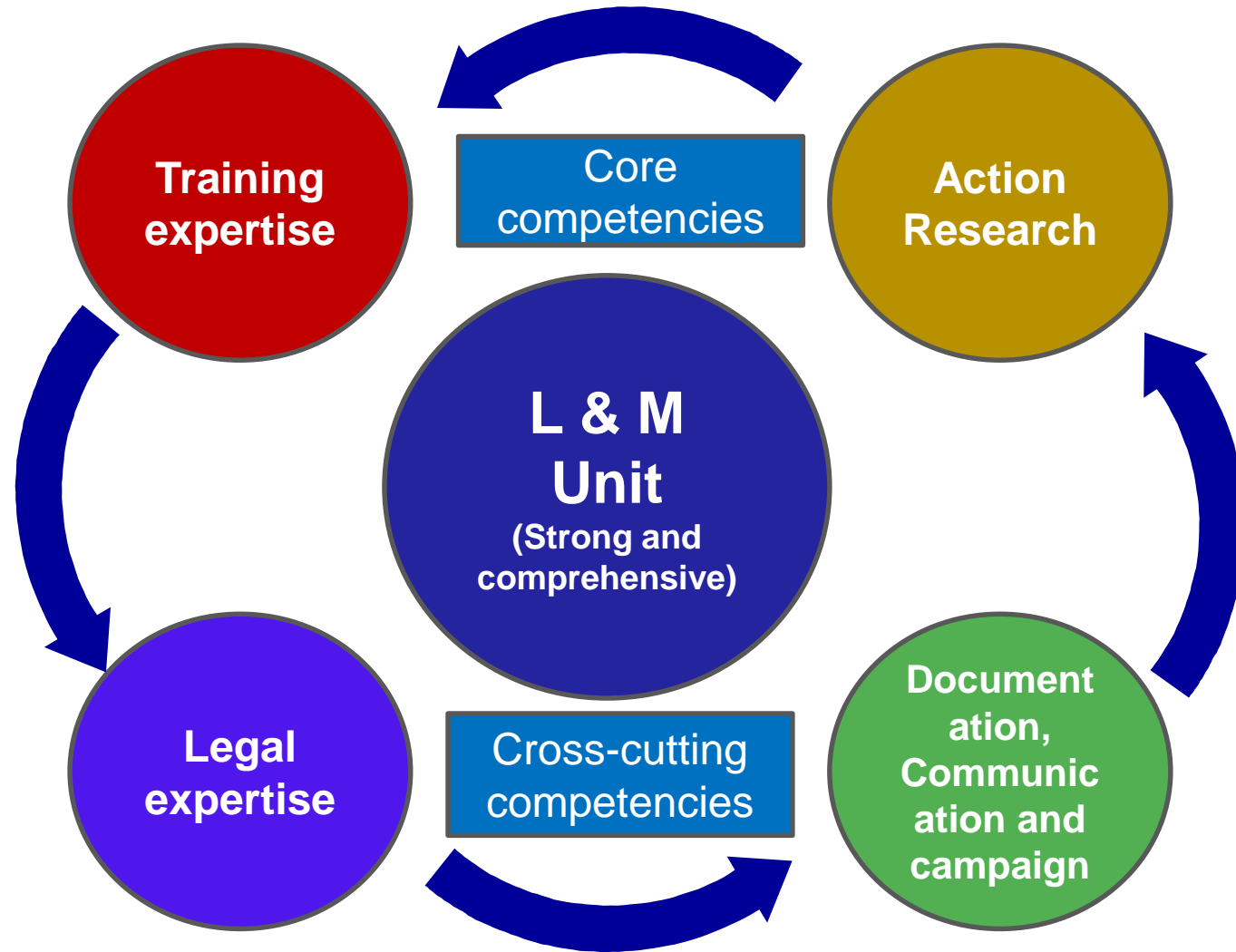
Implications

1. About 2 years the institute has to invest in human resources
2. Recruitment and cooperation from the staff, Jesuits and GB
3. Working with lay experts
4. Challenges in developing new culture of working with accountability

1. Institute steers theme-based bottom up knowledge development
2. **Development of tools/methods**
3. Outcomes will bring resources.
4. Shift in how we do; Effective in mission → institutional legacy
5. Recognition of our works in public domain.

Outcomes

3. Strong Thematic HR Model



We may have to amalgamate / scrape unit(s).

Three thematic concepts

1. Labour and Migration
2. Social Inclusion and Democracy
3. Peace and Reconciliation

Process of conceptualization:

- A. Context / issues; opportunities for the institute; challenges
- B. Goal, strategies / objectives and programmatic directions
- C. Required Human Resources
- D. Naming the unit
- E. Annex

Discernment process

Questions → Personal reflection → Group work → Plenary

We want to listen to you

Your inputs will be incorporated and presented to GB.

Once final decision is made, we will communicate to you and would seek your collaboration and support in our common journey

The people we serve deserve **effective training** that will transform their lives
and communities

Thank you
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To you who journey with us