

**APPRECIATIVE ENQUIRY OF
CNI SBSS' STAFF**

SEPTEMBER' 2006

**AT FMSF ACCOUNTABILITY
OFFICE**

NOIDA

*Life is very much what we make it,
And since most of us spend the greater part of our lives at work,
It follows that we should be making
The best of our working lives.
Find yourself and be yourself:
Remember,
There is No One Else on Earth like You*

Reports Compiled By

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Appreciative Enquiry

Sensitive and responsive organizations develop in built systems and mechanisms to assess and respond to the environmental changes, internal and external. The onus is on the organization to ensure enabling work, climate and culture for its team. In return individuals and team should contribute to the growth of an organization giving their maximum resources. This is a continuous process but requires formal and periodic mechanisms too.

A process of the appreciative enquiry is expected to meet the required objective. It enables organization to be learning and growing organization. The basic element of the process is to be effective than merely concentrating on the output. It places high priority on human capital and considers this as an important basis for the growth of the team and the organization.

It helps to be appreciative than corrective. It believes that every individual have potential to contribute provided they are willing to change and adapt to the needs of an organization. This process is oriented towards the future, which takes dispassionate stock of achievements and failures.

Appreciative inquiry: a process to reflect and renew

Vision Building and inculcating values

During the last year there were specific attempts to develop/recap, stress vision and emphasis values. Formally or non-formally has it brought any results? Can we quantify?

Long Term Planning

What was the process for planning? Have we changed, is it different?

Perspective development

Has organization evolved or evolving a perspective of our work and mission. What were initiatives? Were they different and meaningful, contributing to the growth? I.e. process ownership, involvement etc.

Enabling conducive environment

What do you feel about the working environment? Spell out the feasible positive changes we could bring in-if any, why? and how? Opportunities and challenges that we faced/ given collectively or individually

Decision making process; opportunities and recognition of contribution

How is it, how it should be, has it been wider and open, responsive and sensitive, mechanisms, formal and non-formal

Maintaining free flow of ideas and thoughts

Channel of communication, flow, hindrances, filters, overcoming barriers

Keeping relations: in-house and with stakeholders

SBSS has various stakeholders – could we able to relate to them constructively and could we able to maintain and sustain that relationship in right spirit.

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Appreciative Inquiry **A process to reflect and renew**

“Know thyself,” said the old philosophy – “improve thyself,” said the new – Our great object in time is not to waste out passions and gifts on the things external that we must leave behind, but we cultivate within us all that we can carry into the eternal progress beyond - *Bulwer*

Dear fellow travelers

It is my privilege to welcome you all to this intense participatory appreciative enquiry process. Let me affirm once again that your commitment and contribution in the year gone by was crucial and valuable to the progress and growth of SBSS as an organization. However, there is always a scope for improvement. The need to organize us more meaningfully and be systemic and resourceful in our vocation and responsibilities call for a greater attention from our side. And you would agree with me that we have to go a long way in unearthing ourselves so that we can be committed to His mission.

SBSS consists of its people - their *calling* and involvement is more important than infrastructure and financial resources. I certainly do not have any second opinion in saying that SBSS as an organization has grown substantially in the last one year - has it in any way contributed to our personal growth? At the same time, many of us will agree with me that in the last one-year SBSS as an organization might have helped all of us to mature as professionals, but the simple and honest question is, have our personal growth contributed to the development of the organization?

In short, could we be able to contribute to the mission of the church collectively, how do we fare and how much to do? First, let us try to respond to these questions before we proceed further in our journey. To do this, there cannot be a better method than introspecting and analyzing our work individually and collectively.

Let us undertake this process dispassionately and objectively. If we fail to detect our own shortcomings, we will lose an opportunity to serve Him. Let us not make that fatal mistake.

Sincerely

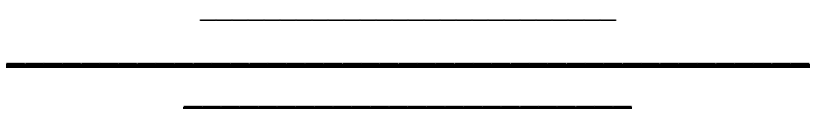
Shailendra

PS

The reference point for the analysis is work done during April 1, 2004 to date. No baggage and no plans. We have to note comparative progress, e.g. where we were when the year began and where have we reached now. How much have we progressed? Has it met your personal/organizational expectations?

Areas of appreciation

- Vision : Personal and organizational
- Perspective : Guiding principles and its reflection in practice
- Capacity : Knowledge and skills in facilitation, technical and Organizational work specific and additional – attitude, team spirit, willingness to change and adaptability
- Performance : Specific, significant, non routine
- Areas of improvement
- Future plan



The Proceeding **(Appreciative Enquiry of SBSS Staff)**

Venue: FMSF Accountability House

Date: 31.8.06 to 03.9.06

The Appreciative Enquiry of the SBSS staff was held from 31/8/06 to 3/9/06 at FMSF Accountability House, Noida. All staffs from RC Pune, Agra, Barrackpore, Ranchi and Head Office went through this process. Dr. Sudhakar was the External Observer for the process.

1st Day (31/8/06)

The meeting was started at 6 p.m. with an opening note from Dr. Shailendra Awale, Chief Coordinator & Secretary, SBSS of CNI. After that Mrs. Kiran Jeremiah, the Treasure, SBSS of CNI addressed the forum. She mentioned that Funding partners are very much happy with the new initiatives of SBSS. All staffs have faithfully played their own role to bring a new dimension to SBSS' work. She added that everyone have to pat their own back for this great achievement.

Dr. Shailendra Awale expressed his concern that being the Chief Coordinator of the Organization first of all he wants to go through the Appreciative Enquiry process. He also mentioned that all PRT and Team Leaders would be part of the team for Appreciate Enquiry of the chief coordinator. At the same time he suggested that other staff could share their concerns regarding the chief coordinator to Ms. Lolati, Mr. Bibhu & Mr. Nikhil.

II Day (1.9.2006)

Devotion

The day started with a devotion led by the team members of the RC Pune. They have presented a skit on the basis of Mathew 25:14-30 after the skit Mr. Prashant Bhonsle read the Bible followed by a small thought shared by Mr. Rajeev Prasad. Devotion ended with a prayer offered by Mr. Rajeev Prasad.

Teams for the Appreciative Enquiry

After the devotion Ms. Amita Khalko facilitated the process of the group division into different teams for the Appreciative Enquiry (see Annexure – 1)

Mr. Mervin Mackwan shared about the Meeting of CBOs – POs held in Bangalore. He said that Partners are looking forward the developments in SBSS. Building up the People's Organization (community based organizations) is the need of the day. We have to define the People's Organization in our own context. He mentioned that Parental NGO has to support the POs till it became self- sustainable.

Appreciative Enquiry of the Chief Coordinator

All staffs apart from PRT and Team Leaders had a time with the Chief Coordinator and they have appreciated him for his strengths and shared their expectations for him. Afterwards he met the PRT and Team Leaders and had an appreciative enquiry. There was a common meeting of the staff in which Chief Coordinator shared the feelings and expectation from staff.

Appreciative Enquiry of Staff

Staff divided into the respective groups and had appreciative enquiry for the concerned persons.

Sharing from chief coordinator

When staff came together Chief coordinator shared following organizational concerns and decisions;

- Visit of EED partners
- SBSS is invited for the RT meeting which will be held on 9th Jan. 2007
- One team from Togo is visiting the SBSS to learn about the financial monitoring system of SBSS. They will be based at Agra RC.
- Last office bearers' meeting of the SBSS decided to rename the LAN as Policy Campaigning.
- Vikram & Amen will be moving to Ranchi to work on NREGA's status in Jharkhand State.
- Ms. Elizebeth will become part of the program team and will be helping with Communication Resource Initiatives.
- Office bearers meeting will be held on 15-16 Sept. in Kolkota.

3rd Day (2/8/06)

Devotion

Day started with a devotion led by RC Pune. Prashant requested the members to pour out the thoughts from Vs. John.19: 33-34, Prov. 11:25, John. 4:14, Isiah. 44:3), which talks about the water. Prashant brought a provoking thought to the team about present status of water resource & its availability to the marginalized people especially to the Dalits.

Appreciative Enquiry (Conti....)

The Chief Coordinator requested the staffs (Amen, Nilesh, Subir, Sudeep, Vikram and Prashant), who have already gone through the process of appreciative enquiry to speak on their area of interest, as he wanted to take the appreciative enquiry in a higher level.

Resource Centre's Initiatives

Chief Coordinator suggested the staff to go into their respective RCSA team and discuss the new initiatives they could do in last one year and which they couldn't do.

Appreciative Enquiry (Conti....)

The forum formed the team for the appreciative enquiry of Amos, Sunil and Biju and dispersed for the same.

Presentation of Resource Center's Initiatives

The respective Resource Center teams presented the status of their new initiatives that they could do and couldn't do in last one year and Subir Kisku chaired this session. It is found that the resource centers couldn't do much in the areas of developing contextual theology, mission praxis/practice and partnership. Chief Coordinator reminded that the Policy, Campaign and research should be dealt in SBSS HQ level.

Meeting with Sanjeev Bhanja

Ms. Amita Khalko welcomed Mr. Sanjeev Bhanja (former SBSS Staff) now the program director of EFICOR and thanked him for joining the group. The Chief Coordinator addressed Mr. Sanjeev Bhanja and given a brief introduction. He also requested the staff to introduce themselves to Mr. Sanjeev Bhanja.

After the introduction, Ms. Amita Khalko explained to Mr. Sanjeev Bhanja about the changes taken place in CNI – SBSS.

Mr. Sanjeev Bhanja shared his experience with SBSS. He is thankful to SBSS for the field exposure and the learning he got from SBSS. In his address, he stated that the poverty is a political process. We should analysis the water problem in the context of how it is affecting the dalit girl child by withdrawing her from her formal education, as she has to fetch the water from far away for her family. He also shared about his experience of field visit in a tribal village in Sahib Ganj. With strengthening of Panchayati Raj, progressive legislation in the hand and Management Monitoring System, he hoped that the NGOs would certainly be in position to bring out some positive changes.

He advised the group to be more research-oriented and more devoted towards the field as the grass-root experience helps constructively.

Ms. Lolati gave thanks to Mr. Sanjeev Bhanja for being with the SBSS staff. Afterwards there was a meeting for PRT with Chief Coordinator as part of their appreciative enquiry.

Appreciative Enquiry (Conti....)

The team dispersed to have the appreciative enquiry of Nikhil and Bibhu.

4th Day (3/9/06)

Devotion

Day opened with prayer led by Mrs. M.M. Nanda. Mr. Deepak read out the 1st chapter of Genesis from the Bible. Mr. Sunil explained the present status of the God's creation, which God found good when He created it. But in present context, we the humans who're given charge and control over these resources are responsible for the deterioration of the environment.

There was a special prayer for everybody's family led by Mrs. M.M.Nanda. Prasant, Deepak and Amos led the closing prayer.

After the devotion Rev.M.M. Nanda shared about the International day of Prayer for Peace and appealed the teams to carry out some initiatives in their areas.

Appreciative Enquiry of Program Resource Team (Cont...)

Team dispersed for the appreciative enquiry of the Program Resource Team after the lunch, which went on till the dinner.

Conclusion

By 9.30 pm all staff gathered together for the concluding session. Prashant read out Isi.44: 24-26 from the Bible. The Chief Coordinator reminded that depending upon the God is important and the assurance only comes from God. He also said that it is not our capacity or intelligence is not matter but the way we respond to His call and what we do to serve Him through our deeds. Further he also stressed that neither the intelligence nor the wisdom plays significant role unless God Himself chooses an individual for His mission.

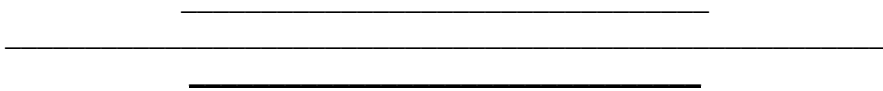
Everybody has got its own shortcomings but with it's His strength and with His guidance alone we can overcome it. This Appreciative Enquiry has been an opportunity for us to correct ourselves, prepare ourselves in the given set time and if we fail to take any step towards to it, we shall be doing gross injustice to ourselves.

The Staff then voiced their feelings about the whole process and its usefulness. Dr Sudhakar was felicitated for his presence. He said that he was bit worried about if he has been spending his time constructively during these 3-4 days but being a part of process through out the time, he felt that it was useful for him too. He appealed the group to understand themselves in a better way so as to give an appropriate meaning to the work they are involved into.

Amita and Asha were also felicitated for their special contributions as the Coordinator of Program Resource Team and the Coordinator of Program Facilitation team at this occasion. At the same time Amen was felicitated as a promising staff for the year and Lolati was felicitated for her initiatives and her team building spirit.

Concluding the process, the entire group recited the verse from Isaiah 43:18-19 together making a promise to put collective efforts towards realizing His mission.

The session for the final day of the appreciative enquiry of the SBSS' staff concluded with a word of prayer offered by Santosh.



The Devotion

I will praise you, LORD, with all my heart; I will tell of all the wonderful things you have done.

PSALM 9: 1

1st September' 06

The devotion was conducted by Resource Center Pune. They presented a skit on the basis of Matthew 25: 14-30. It explains that while a man who left home on a trip he called his servants and gave them the charge of his property. He gave five talents to one and 2 talents to the second and to the third he gave one talent. When the master returned back the servant who received 5 talents earned another 5 talents and returned back 10 talents. In the same way the servant who received 2 talents earned another 2 talents. But the servant who received one talent did not earn another because he hid the money in the ground. *The master took the money away from him and given it to the one who had 10 talents.*

The team very well related the passage in their enactment to the actual work of the SBSS & the DBSS. It called for a new sense of responsibility and hard work and in order to receive fruits of the labor in the given area of work. Bible speaks about appraisal/appreciative enquiry, God calls each and everyone to offer their best and is equally just to those who fail in their responsibilities.

2nd September' 06

The theme for the second day devotion was water. Mr. Prashant from RC Pune who laid the reflective devotion kept a glass of water in the centre before the participants. Biblical words from Isiah 44:3, Proverbs 11:25, John 4:14 and John 19:33-34 written on different papers were read by the participants and after each reading they were asked to share their thoughts.

In Isiah 44:3 tells that *“I will pour water on the land and streams on the dry ground.”* Water as the gift of God. So everybody has the right to use it as equal. It is the symbol of renew and heal.

In Proverbs 11:25 tells that *“One who gives water will get water.”* It indicates the water as goodness that one who does good to others will get back the same from others.

In John 4:14 tells that *“Those who drink the water that I will give them will never be thirsty again. The water that I will give them will become in them a spring which will provide them with life giving water and give them eternal life.”* It means the water connected with the gift of eternal life. The water comes from Him is spiritual. The one who receives it will not thirsty forever.

In John 19:33-34 tells that, *“but they came to Jesus, they saw that he was already dead so they didn't break his legs. One of the soldiers, however, plunged his spear into Jesus’*

side and at once blood and water poured out.” Man made with water, water is the source of life. Jesus crucified for escaping the people from sin. After his death, when a soldier plunged his spear into Jesus’ side the blood and water poured out. With **His blood and water** He washed off the sin of the people.

While relating to the theme the Dalit experience of their social exclusion and marginalization he mentioned that they are forbidden to draw water from the common well, they have separate places down the rivers streams where the dirt of the used water of the upper caste people and their cattle’s flows. This is nothing different in the context of the forces of the globalization where the power structures are instrumental only in dalitisation of the developing countries.

While bringing all thoughts together towards the end Mr. Prashant in his attempt to develop contextual theological response shared that the very straight of the crucifixion is a state of social exclusion, marginalization and it is very much a Dalit experience. Water is an essential ingredient to be united in the crucified body of Christ.

3rd September’ 06

Mr. Deepak Singh from RC Agra read out the 1st chapter of Genesis. Mr. Sunil from RC Pune explained the present status of the God’s creation, which God found good when He created it. This passage of the Bible explains the creation of the world. God created everything within 5 days. On the 6th day he created the man and woman and gave them the authority over everything he has made. God said, “*See, I have given you every plant yielding seed that is upon the face of all the earth, and every tree with seed in its fruit; you shall have them for food. And to every beast of the earth, and to every bird of the air, and to everything that creeps on the earth, and to every bird of the air, and to everything that creeps on the earth, everything that has the breath of life, I have given every green plant for food.*”

The God made the man with everything that he has to live on earth..... And gave him the authority over everything..... But now we see that what all God created beautiful was held ‘**GOOD**’ in God’s sight. Humans are misusing God’s created order and it is indeed a question of deep introspection if we/humans are sustaining the same to be held ‘**GOOD**’ in God’s sight.

*“Very truly, I tell you, no one can
Enter the kingdom of God without
Being born of water and spirit.
What is born of the flesh is flesh,
And what is born of the spirit
Is spirit.” (John 3:5-6)*

The process

The team comprised of members from immediate sphere and seniors and others who have worked with candidate.

First the team members met and discussed the various areas need to be brought forward to enhance the performance of the candidate and shared the responsibilities as who will initiate, take note, conclude and report.

Followed by a discussion with the candidates where his/her initiatives were appreciated. The interaction and the feedback were noted down and summed up to the candidate.

After the sharing, group thanked the candidates for his/her openness and availability also the candidates were gave some time to share the learning out of the process.

The process for the Program Resource Team was slight different from the Program Support Team and Program Facilitated Team. The teams for the each individual comprised the whole Program Resource Team also 2 representatives from the Program Facilitation Team as observers along with an external observer (Dr.Sudhakhar). Before the interaction in the team they used two different tools to know the perception for themselves and the perception of others in regards to the performance and contribution for the Organization.

In the first step, the whole candidates were divided as two by two and wrote few words about their partners (regarding liking & disliking) being an associate and exchanged the same sheet to each other. In the second step, the candidates were told to put mark themselves as well as to each other's in regards to the performance, knowledge and contribution to the organization. After that, the whole marks were put in the tabular form on the board and shared to the all staff to analyze the individual performance and area of improvement. As the third step the team took appreciative enquiry of each individual through the interaction and discussion.

Report of Programme Support Staffs

1. Amos Deep	16
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REPORT OF AMOS DEEP

Name : Mr. Amos Deep
Designation : Finance Associate
Location : CNI RCSA, Barrackpore
Date of AE : 02.09.2006
Venue of AE : FMSF Accountability House, Noida

Team members:-

Amita, Moni, Bidyut and Amen

Process: -

The appreciative enquiry process was started with the group discussion of the team members to finalize the process and assign the responsibilities to the respective persons as follows: -

Introduction: -Moni, **Summing up & reporting:** - Bidyut

And other team members will contribute in appreciation and given their feed back for the area of improvement.

Introduction:-

Mr Amos Deep was welcomed and introduced to the group as

- God fearing man.
- He takes the responsibilities seriously.
- Accept suggestion.
- Hard working.
- He makes sincere effort to speak in English.
- Have the good power of convincing.

Conversation/interaction:-

During the process lot of conversation took place, some of them are mentioned below: -

What were your hindrances to perform your duties satisfactorily last year?

The environment in the office played a major role in my performance, as there was no supportive and encouraging environment I could not get a place to present my self that's why I could not perform well.

Why could you perform well when you have been given by additional responsibilities?

Now I am performing well because the support and encouragement of my team members. I am trying to do all my work with the team effort, now I got the space to present my self. And the most important thing is that I am placing every thing in the hand of my heavenly father.

Why did not you submit the situation in the hands of heavenly father when the situation was not favored during last year?

As a human being I was so depressed in the situation that I could not submit my self and my problem in His hand.

What was the learning from the both situation?

- Transferring the situation in to conducive environment.
- Taking the problem as an opportunity.

As finance associate what is your responsibilities?

As a finance associate my roles are Monitoring & fund raising.

Feedback

The main roles for the FA are to facilitate the diocese and strengthen the financial management system for the optimum utilization of the available resources.

If you have given the responsibilities of Group facilitator then what changes you would have brought in the organization?

- As GF I should know the details of the funding from the partner (overseas)
- Fund will be reallocated by the GF in the time of crisis
- Helping the finance team in finance facilitation
- Mechanism to be developed to know the financial situation on time

System

In present system the monthly statement is ok

The compiled activities with utilization amount for each DBSS must be prepared in one sheet, so that we can help the DBSS in proper planning.

Who stop you from doing the above things now as a FA? What is the existing system?

Supportive and comfort with the existing system.

Summing up

Vision and Mission

It is clear to him

Knowledge & skill in facilitation –

M.Com in accounting, well in facilitation

Technical & organizational work (initiatives) –

Attitude-

Willing to learn but some time very defensive

Team spirit –

Good

Performance

- Monthly Monitoring system regularized very strictly in all DBSSs of the Resource Center brought visible change.
- Taken the added responsibility seriously and performed

Areas of improvement:-

- Need to structure his conversation in more organized way.
- Need to be worked on his defensive nature.
- Need to work to keep balance between rational and emotional.
- Need to develop his analytical skills.

Prepared by

Bidyut R. Sagar

REPORT OF BIJU MATHEW

Venue: FMSF, Noida (02/09/06, Time; 11.45am)

Name : Biju Mathew
Designation : Office Secretary
Location : RCSA, Pune
Qualification : BA

Following members participated in the appraisal

Mr. Mervin, Mr. Nikhil, Mr. Rajeev and Ms. Sinju

Process

The team met together and Mr. Mervin led the process. As the first step of the process Mr. Biju was requested to wait for a while. The team discussed the process as well as the responsibility of each member. After that Mr. Biju was invited to join the team.

Background of Mr.Biju shared by Mr. Nikhil

- He is very good in his nature
- Comes from very respectable family and he is the only one boy of his parents
- Very hardworking, sincere and respectable person
- Keep stand to his values
- Very religious and stand with truth
- He has good communication skill and computer proficiency
- Finishing his task as soon as possible

Sharing by Mr. Mervin and Mr. Rajeev

- He makes efforts to have regular devotion in Pune RCSA
- Makes efforts to learn
- Making net information available to every staff
- He could streamline the office administration
- Gives effective support to FA
- Effort to take debates and discussion with staff
- He is very straight forward and a man of values and principles.

Interaction

1. It was asked by the team that what is his accounts background and why he choose this field?

Once he has finished his graduation there was question before him that how should he go ahead. Should he serve the Lord in fulltime or take up some other job. Finally he understood that he might not involve in the God's mission being in front instead to support it from behind the curtain. So he decided to pursue ICWAI. This is his accounting background. But still he had interest in North India. He came to UP in 2001 as part of a Mission Exposure team. When he saw the situation of the people in North India he decided to stay back in UP and rest of the team members went back to Kerala. After six months he has got opportunity in SBSS. Any way later he dropped the idea of pursuing ICWAI.

2. What is your vision and why you are with SBSS?

Believe in holistic mission, finds SBSS is getting involved in one aspect of the holistic mission.

3. How you feel your role in the SBSS?

Before the OD process, his job was something like routine and not much exciting or challenging. But after OD process his role has changed and he got freedom to find new avenues and take new initiatives. He is happy with his present responsibilities. He shared that he does not have much idea about different aspects of documentation. He wants some exposure in documentation, as it is one of his major responsibilities at RC.

4. What is your major contribution to the organization?

- Started computerized accounting (Tally) both in Agra & Pune resource center.
- Set up a small library in Agra resource center
- Set up Broadband and LAN in both Agra and Pune resource center.
- He is in process to streamline the accounts and office administration in Pune RC.
- Started the documentation process in both Agra and Pune RC.

5. From here where you want to move?

He said that he is having interest in HR.

6. How you feel about working environment?

He feels good and also he indicated that there is enough space for him to work and a good team to grow with. He also added that there is a lot of openness and having a good practice of confronting with each other if there is any problem, with a special reference to Pune Resource Centre.

7. What are the challenges before you?

- Introduce Tally system in all the DBSS under Pune RC and train the Office Assistant of DBSS on it.
- Helping DBSS in keeping track of OMC
- Helping FA in the financial facilitation of diocese

The area of improvement;

- Documentation
- Solve staff's problem at RCSA level

Interaction with chief

When team mentioned to the Chief Coordinator that his interest in HR, chief responded that but there is no scope in SBSS. He said that opportunity in the SBSS does not matter him but that is his interest. Chief coordinator encouraged him to take efforts in helping DBSS staff appraisal etc. Chief coordinator appreciated him for his values.

Summing up

Mr.Mervin summarized that he is a man with good values and skills, also the courage to face the challenges and yearning to make changes. The process ended with a prayer offered by Mr. Nikhil S.Kumar.

Prepared by

Sinju Mathew

REPORT OF SUNIL MAHAJAN

DATE: 02/09/2006

FMSF, NOIDA.

TEAM MEMBERS:

Vikram
Santosh George
Deepak Singh
Prashant Bhonsle
Bibhudutta Sahu
Dr. Sudhakar (Observer)

INTRODUCTION:

The appreciative team met to acquaint themselves with Sunil Mahajan and discussed the overall process of the appreciative enquiry. It was decided that Vikram would lead the process and offer the opening prayer. This was followed by a brief discussion on the journey of Sunil Mahajan from his initial association with SBSS highlighting his contributions, strengths and weaknesses.

APPRECIATION

He had joined in 1992 as an Office Secretary in Nagpur. He has a great deal of passion for the work and is connected to the grassroots struggles. His colleagues have recognized his hard work and dedication. His own contributions came to the fore when he was involved in the tsunami relief camp sacrificing his time, energy for the victims. He has the inclination to thoroughly observe and enquire about events and issues. He had been promoted as a Finance Associate in March 2005 in recognition of his hard work, accountability and transparency. His conviction for during the times of hardship and challenges has been recognized by the leaders of the church following the tsunami. Even as a Finance Associate, he spoke quite clearly and passionately on the programmatic thrust at different meetings. His appearance is very neat and clean while it reflects in his confidence. He is very straight forward and has brought a lot of transparency and accountability to the SBSS

INTERACTION

Since you have an inherent ability to research and delve into the details of an event like the Prince story, what drives you to watch and observe such events?

I still believe that there is humanity in that village and people will try to help each other. Evidently that kind of association is not on view in the urban areas. For me the philosophy that drives me is the fact that if you do good, you will receive blessings.

As you have been promoted as a Finance Associate, what are your views on the financial management systems in the dioceses?

For me the transition was very an uphill task and working with the dioceses is very difficult. The diocese should be accountable and should properly manage the finances. They view us as policemen. My first responsibility was to demystify the notion of

policemen and build a healthy relation with the community. It is very depressing when the community enablers are not visiting the field for 1-2 years.

What is your basic principle and what are your achievements?

I believe that if you do good things, then you shall receive good things in abundance. My achievement is that I have encouraged the Bishop to reduce the expenses usually taken for his travel and expenses. We have to believe in the partnership with the diocese. There should be proper utilization of the money. I enjoy visiting the field for 2-3 days and to get to know the ground realities in depth. There is a system and it needs to be followed. If everyone carries out their responsibilities like visiting the field, sending accurate reports and analyzing them, then we can move ahead. Although the responsibilities have increased, the scope of intervention for Sunil has also increased.

What are your other weaknesses?

I have a weakness in writing in English and often take the assistance of my colleagues. The forum encouraged him to write as he has a flair for writing in Hindi.

What is your Plan for the next year?

He intends to build up the people's organization of MHSS in Nagpur and solidify the efforts at the grassroots by encouraging local contributions for the community and providing a matching grant. He was asked about the intention behind this suggestion. He went on to clarify that it was important to assess the strength of the local people's organization.

SUGGESTIONS

- To develop systems in order to improve the finance management
- He must build on his technical capacities
- Must take an effort to plan his career
- Must be in a position to take a stand
- Must use his passion for programs and finance to discuss the methods with the Program Associate in developing systems
- Improve the financial management practices in the dioceses

The Forum thanked Sunil for his contribution and encouraged him to grow further. DR. Sudhakar closed the session with a word of prayer.

Prepared by

Bibhudutta Sahu

REPORT OF SUBIR KISKU

Name : **Mr Subir Kisku**
Designation : **Finance Associate**
Location : **RCSA Ranchi**
Qualification : **MCom**

Team members for the Appraisal – Mr. Sudeep Tigga, Mr. B.R. Sagar, Ms. Lolati Toppo, Mr. Amos Deep, Mr. Biju Mathew.

Process

The team met together on 1.9.2006 at FMSF – Accountability House, Noida to conduct the appreciative inquiry of Mr. Subir. He was requested to wait for a while as team had to prepare themselves for the process. The team discussed and decided the process as well as responsibility of each member. Afterwards Subir was invited to join the team.

Sudeep started the process with a prayer and gave a brief introduction about subir and his involvement in the RC and the diocese. Lolati shared that he is a very good facilitator and open for learning. More over, he is having presence of mind. Team has come to the following conclusion after having a detailed interaction with Subir.

Strengths

- During the interaction it was revealed that he has got knowledge about financial facilitation and the cost reimbursement model.
- He could convince the DBSS board members when there was a issue raised regarding the signatories (DBSS Account)
- He is taking initiative to understand the programmatic aspects of our intervention apart from financial aspects.

Areas need to be improved

- He should have the better understanding for the relationship between the program and financial aspects of the work.
- He has to improve his communication skills.

Bidyut concluded the session and thanked to Subir for his cooperation. The process of Appreciative inquiry ended with a prayer offered by Biju

Prepared by

Biju Mathew

Report of Programme Facilitation Staffs

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REPORT OF AMEN XAVIER

Name: **Amen Xavier Kaushal**
Designation: **Programme Associate**
Assigned Diocese: **NEI and EHD**

Team Members

1. Nilesh
2. John
3. Amos
4. Mervin
5. Moni

Process for Appreciating

The team decided the role and responsibilities of each member. It was decided to start with an introduction about Amen by Moni. Then with a note of Appreciative by Nilesh, followed by an enquiring about Amen work by the group, asking about his career plan and then summing and ending with a word of prayer

Introduction

Amen was introduced by Moni as a

- God fearing man with a very pleasant attitude.
- Having a social welfare and a research background.
- Conceptually he is quite sound and
- Has taken up his responsibilities well.
- Hard working with a positive attitude

Amen was called to join the group to start the process.

Appreciation

Nilesh started with appreciating Amen as

- Having good conceptual clarity
- Good articulation and reporting skills
- Religious

Enquiry

What has been your major contribution for the Resource Centre

- Concept note on Action Research for the Resource Center
- Database for NEI

How you have put the concept in practice?

- Wanted to take up an action research study on Brick Kiln but the project was delayed as I was not able to prioritize my work

How does he see his accompaniment in 2 DBSS NEI and EHD and why there is more success in intervention in NEI?

- In NEI there is freedom of work, innovation and ideas given are taken positively. More over team spirit is high
- In EHD DBSS, there is groupism and difference of opinion between hills and the plains. There is no freedom. Pressure and interference from the DISHA Lobby

What is the solution to it?

Solution is difficult to define as context is different but one can focus constantly on

- Encouraging the coordinator and the staff
- Motivating the team
- Capacitating them

How does he see the working environment of SBSS especially the Resource Centers

- Very conducive
- Encouraging
- Lot of freedom to contribute and articulate
- I am a part of the process

How do you define justice/ Organizational vision .How you translating the vision into action?

- Equality
- No discrimination

The Career Plan/ Aspiration

- Focus on Action Research
- Become recourse on training and content development

Area of Improvement

- Justify your competence by capitalizing on the work
- Need to work hard on the His vision of being a resource
- Need to organize your self, priorities your work.
- Need to build up own passion for work specially rested to the grass root struggle.
- Spend more time with the communities learn from them.

The Appreciative Enquiry ended by thanking amen. Amen in turn thanked the team and requested to remember him always in prayers

The process ended with a word of prayer from Mervin

Prepared by

Monijinjir Byapari

REPORT OF BIBHU DUTTA SAHU

Name : **Mr. Bibhudutta Sahu**
Designation : **Program Associate/Team Leader**
Location : **RCSA Pune**
Venue of AE : **FMSF – Accountability House, Noida**
Date of AE : **02/09/2006**

TEAM MEMBERS:

Mr. Sunil Mahajan
Mr. Mervin Makhwan (Reporter)
Mr. Rajeev Prasad
Mr. Prashant Bhonsle
Mr. Sudeep Tigga (Leader)
Mr. Biju Mathew
Dr. Sudhakar (Observer)

Introduction:

Mr. Sudeep Tigga started with a brief introduction of Mr. Bibhudutta Sahu. Then he shared his past experience of working with him in the North-Eastern Zone. He appreciated the considerable change that has taken place in him from the time that he has joined the RCSA-Pune. The change is visible in terms of confidence level and presenting the facts without fear. He is a man of principles and strong values. Rajeev Prasad shared his experience by stating that he has found a straightforward and honest person. Mervin Makhwan appreciated his proficiency in English and computer knowledge and is an ambitious person. He has taken efforts to collectively build the team. He is a good leader and believes in resolving conflicts face to face. Sunil has appreciated his interests in technology. He is very goal oriented. He is focused on completing the work on time and has an analytical skill. He can present the facts without fear. Innocently, he gets into trouble for his straightforward remarks and sometimes finds himself stuck in trouble.

Some of the concerns raised before him were that;

Does he realize the line between ambition and over-ambition?

He was asked about his immediate and long-term aspirations and how he plans to achieve these.

He honestly replied by saying that he is ambitious and that he would like to be on the top of organization wherever he is working. How long is not certain, may be another 5 years.

Is he clear with his role as a team leader? *As data, the incident between Bibhu & Mrs. Charan was narrated. The statement was substantiated by another colleague.*

Bibhu while agreeing that he usually gets too attached with the diocese and coordinator, he is workin. In this incident he mentioned his role was that of a counselor and that efforts were taken to encourage the coordinator to contact the concerned PA. He may work on the principle “whether it would be better if he takes in to confidence the concerned team member (in this case Mervin) before he talk to the chief coordinator.

Sunil expressed his concern over the conflicting situations that have been arriving in the RC. He asked Bibhu why he was comfortable sharing with Rajeev and not so with Mervin.

Bibhu went on to explain that with Rajeev, the 2 of us are willing to reach an amicable decision and chart a course of action whereas with Mervin, difference of opinion and strategy for action (i.e. He means of achieving the goal) are sometimes strong though the goal is same.

While referring to Bibhu's own admittance of his goal, Prashant intervened and said that to aspire and attend that goal a person must also be deeply rooted knowing the field realities-as was shared by Mr. Sanjay Bhanja-how can you do that when over last five months you could not even have meeting pertaining to Pune diocesan initiative?

Bibhu admitted that as far to Pune it is a failure and consider it as a set back.

Prashant also queried that while identifying strengths of a new comer like him how you helped him in strengthening his weaknesses?

Bibhu kept a mum for a long time and defended that the person to take the initiative on his own. Prashant also asked him particularly about the diocesan profile and new model of programs and cash flow pertaining in the dioceses of Marathwada he has made which are still not communicated to head office Delhi. Therefore while asserting you (Bibhu's role) as a team leader to have access and right to talk with all the coordinators in our CSA, do you Bibhu not feel that you also have a collective responsibility to address and ensure compliance of the day-to-day task of the concerned staff?

Bibhu admitted about the diocesan profile and at the same time defended by saying that he had sent the diocesan profile of Kolhapur for his (Prashant) reference.

What are your initiatives in the various dioceses that you have worked in?

He went on to state that he has worked in 4 dioceses in the past 2 years. In Nagpur, due to the accident, the work has suffered but then he has gone on to promote women leadership. In Mumbai, the formation of Adivasi Sarpanch Manch leading to the Adivasi Manch. Although there was an attempt to form a Bombay Housemaid's Solidarity Forum, it has come under the banner of another organization. In Kolhapur, the attempt is on to increase the ownership of the diocese towards the people's organization.

Which is the diocese close to your heart and have you compromised on certain principles and supported them? *An example of Raju, Mumbai Diocese was given 1 and half years salary without any work.*

There are certain dynamics within the organization and this issue was brought to the notice of the chief and chairman, DBSS and the issue was left at that.

Is the closeness of Bibhu with certain individuals within SBSS affecting his functioning in the SBSS? *With particular reference to Lolati and Amita.* He responded that he shares a close relationship with them but Dang was an issue that required the

special intervention of the GF, Tribal Identity. He was not working in isolation but with the full knowledge of the Chief and the concerned program associate.

The forum asked him whether he was comfortable in the RC, considering that this is a different region language and culture.

He responded by saying that he is very comfortable with this resource centre and has been able to contribute to the overall development of the RC collectively. He also mentioned that the need for longer tenure of involvement with the dioceses. As he has facilitated in six dioceses in the past three year.

What is his future plan for coming year?

He went on to say that the RC has developed a lot of conceptual matter on LAND, WATER, NREGA and as the sprit and conceptual level is relevantly high, he wants to ensure its reflect in the action. So that it would be a process of learning. He has passion to work in 'Policy and Campaign' desk and 'Gender' concerns. As the RC is in the process of building and supporting the state level people organization towards addressing Land Rights and Livelihood issue therefore advocacy and campaign are his interest. He is ready to accept additional responsibility.

Biju asked him about the improvements required in the RCSA for greater efficiency

He responded that there needs to be greater realization of time management. He highlighted the importance of time being spent on issues and processes for achievable outcomes. We are being bogged down by the administrative matters at the RCSA level.

Some of the suggestions have given to him by the forum: As Bibhu mentioned that he has an EGO and he will not deviate from his principles. The group suggested that he should work on ego. The team also encourages him by saying that in the days to come his values and principle will defend him as he continues his journey in SBSS.

He was also advised to take more efforts that as a Team Leader to give each individual his due respect and space. He was also advice to take his colleague in to confidence before talking to the CC.

Summing up of the appreciative enquiry was done by Prashant Bhonsle.

Closing prayer offered by Mr.Mervin Makhwan.

Prepared by

Mervin Makhwan

REPORT OF NIKHIL S. KUMAR

Name : **Nikhil S. Kumar**
Date : **2nd September 2006'**
Place : **FMSF, Delhi**

Group Member: Santosh/ Bidyut/ Manjari/ Nilesh/ Deepak/ Sinju/ Amita

Process:

The group met and discussed the positive attributes and contribution of Nikhil S.Kumar as well as collectively tries to find out as in which area he has to improve himself. The group decided to motivate him and positively contribute for his future growth.

Nilesh Gaikwad was welcomed and introduced Nikhil as well as appreciated his simplicity and sincerity towards poor and marginalized community. Group also joined in appreciating him for his simplicity and being at the side of the downtrodden.

Question asked:

We appreciate your simplicity. You can adjust with the community very well. But what do you want to be? Where would you like to reach?

Living with the community is the core concern for any development initiative and this is the basic goal for me too. However, I think I should be respectable man in the community. Being as a social worker, I should be able to feel the pain of the community. I want to excel and for that my sincere effort is to enhance my own understanding, which I do through reading and accordingly help the intervention in the diocese.

Could you bring example where you have done analysis at field level?

I have percolated down my learning on PRI to the field and we were able to enable a candidate like Mohammad Razak for the PRI election.

In some field Gram Sabha was not activated and through my initiate discussion has started that why should we strengthen the LIGs.

In Bhopal I had been instrumental to raise migrant labor issue and as a result proper legalized forum is in place now. We had worked for migration policy too.

Taking side of poor and standing for them involves great risk, even risk of the life. How do you see your involvement in this?

We should be ready for whatever comes on our way.

Inspite of being academic back up and field experience why are you not able to prove your self? What is the barrier in this regard?

My previous personal background obstructs me from coming forward and I hesitate to share things openly. I don't share in the group very often, as fear factor is somewhere there in the form of respect or hesitation. I don't want tussle and confrontation.

We are part of the team. Have you taken any initiative for the work you have assigned for?

As Team Leader you can delegate your responsibility. You can take help from others and get the work done rather taking little-little responsibility by him-self alone?

No response.

Since from last 6 yrs how SBSS has helped you for your personal growth?

There is no co-relation between mind and action? How would you address the fear factor?

SBSS has given opportunity through exposure, which has been a real help for my personal growth.

Chief's Query:

Where do you stand Nikhil?

No response.

Since how long you are not happy? And why it is so?

From last 3-4 months, may be because of workload or additional work.

Why don't you see this as an opportunity or having new area to work on?

Silence.....

Responsibility should be given to others too.

Why are you not performing? You do not have the work.....

If I will suggest you, you can join either to Rajasthan or Delhi DBSS where there is need of Coordinator. In-fact I don't know which alternative is left for you now. SBSS has almost finished option for you.

World is demanding and we have to move with the same pace.

Looking of the various points of interaction the group felt that Nikhil is passing through a very crucial phase of life and carrier and he need to open-up himself to seek help and cooperation from fellow colleague and make personal effort in order to enhance his abilities and skill for his work and better performance. The group prayed for him and wished for better future.

Prepared by

Amita Khalko

REPORT OF NILESH GAIKWAD

Date : **1.09.2006**
Time : **7.00 – 8.00 PM**
Venue : **FMSF, Noida**
Name : **Mr. Nilesh Gaikwad**
Designation : **Programme Associate**
Assigned Diocese : **Agra and Bhopal**
Area of Specialization: **Gender**

Team Members: The following team members were presented for the Appreciative Enquiry.

1. Mr Rajeev Prasad
2. Mrs. M.M Nanda
3. Ms Monijinjr Byapari
4. Mr. Nikhil S. Kumar
5. Ms. Amita Khalko
6. Dr Sudhakar (Observer)
7. Dr.Shailendra Awale (Joined during the Enquiry)

Process:

The team comprised of six members met in the conference hall and discussed the qualities with Mr. Nilesh Gaikwad.

The members shared the positive quality of Mr. Nilesh Gaikwad such as he is very good mannered, respect others, very polite in his dealing with others, jovial always smile in his face comfortable in his company. But all his personal character does not attributes in a positive way as per his performance in the work and responsibility he is given. Although has good command in English when he speaks, his report writings are not up to the mark. He does not show much interest in the field activities and spend more time in computer. He takes more interest in administrative matters. He needs to improve his facilitation skills and develop interest in the work. The group decided to initiate the process of appreciative enquiry with a positive notion to help him to come out with his difficulties so that the team will be able to give concrete suggestions.

Steps:

- 1) The Team met and discussed the process and responsibilities of each member
- 2) The Team members unanimously accepted the assigned responsibilities, Mr. Nikhil. S. Kumar was given the responsibility to initiate and lead the process and Mrs. M.M Nanda was asked to sum-up the process and the report to be written by Nikhil. S. Kumar.
- 3) It was decided to have more of discussion on his performance with present responsibilities and his previous involvement.
- 4) Mr. Nilesh was invited to join the team.

Mr. Nikhil S. Kumar introduced Mr. Nilesh and he shared his background.

- He is from respectable family.
- He is postgraduate in social work and his specialization is in labor welfare.
- His area of specialization is Gender
- He is working in the organization since March 2004, since February 05 he has joined the Agra resource center

The process went forward by appreciating Nilesh as;

- God fearing man
- Jovial
- Good manner
- Respect for others

Interaction:

It was asked by the team how many training he has attended?

Response: He shared that he has five training such as PRA- PRI- Development of facilitation skills- Gender with the Jagori, Spar and Praxis some of the pioneer institution.

How the various training helped him?

Response: He shared that the trainings has helped him to gain practical experience and to understand the concepts.

Where did he implement the training?

Response: He replied that he implemented the PRA training in Diocese of Durgapur.

In relation to the above it was asked what was the end result of PRA conducted in the DBSS under Kolkata resource center?

Response: The community was able to understand the available resources.

What was your contribution on the Programme organized by the Agra DBSS on 1st May 2006?

Response: The program was organized on the occasion of Labour Day two issues was raised i.e. wages to be increased from 58 Rs to 80 Rs and Agra district to be included in the NREGA.

What excites you more?

Response: Church Mission Engagement and Gender.

He shared he lacks interest in Gender but was pushed to take Gender.

It was asked by the team that can you show some contributions to Gender?

Response: I see program from gender perspective always try to ensure women's participation for greater cause

Being associated with the organization for last two years has he been able to develop his own perspective and vision?

Response: I would like to be attached more with the community and see that DBSS are autonomous.

What is your learning?

No satisfactory response

As a career plan where do you place your self?

Response: Good facilitator

Dr. Shailendra Awale responded that if you want to improve yourself as facilitator you have attributes of a good smile, command over language but no contents. The content is missing.

Areas of improvement:

- Need to improve on knowledge and skill
- Need to involve more with grass root realities

Final Comments:

- Facilitation not satisfactory
- Failure to locate in the organization.

The Appreciate Enquiry ended with summing up the Enquiry and word of Prayer by Rev.M.M.Nanda.

Prepared By:

Nikhil.S. Kumar

REPORT OF PRASHANT BHONSLE

Date : 1/09/06
Time : 4.30 to 5.15
Place : FMSF Center, Noida
Name : Prashant Sudhakar Bhonsle,
Designation : Programme Associate
Assigned Diocese : Marathwada Diocese
Additional Responsibilities : Specialization in Dalit Studies

Team Members: Rev (Mrs) Manjari Nanda, Santosh George, Rajeev Prasad, Bhibhudutta Sahu, Nikhil Kumar. Dr.Sudhakar (Observer).

Process: The team members met at the conference hall next to dinning hall, Prashant was asked to wait till the team decided on the process of the Appreciative Enquiry.

Steps:

- 5) The Team met and discussed the process and responsibilities of each member
- 6) The Team members unanimously accepted the assigned responsibilities
- 7) It was decided to have more of discussion with Prashant with present responsibilities and his previous involvement.
- 8) Prashant was invited to join the team.

Introduction: Mr.Bibhudutta Sahu gave a brief introduction of Prashant's background and his performance at the Resource center level.

Background of Mr.Prashant shared by Bibhudutta Sahu

- Comes from a very well to do humble and respectable family.
- There are three brothers and one sister and a loving nephew whom he met.
- Found his life partner during his studies at Bishops College, Kolkatta
- Father served for 16 years with Indian Navy and after 15 years rejected a very lucrative offer and responded to calling to serve the Church in the capacity of Pastor and now retired as a Pastor from Mumbai Diocese.
- He has learning attitude, and is hardworking associated more with the field.
- He has humble and positive attitude.
- He needs to be more disciplined and organized.
- Brings about a creative and positive energy to the RCSA

Interaction with Prashant:

Prashant was asked being theological trained what motivated him to join SBSS what is his vision and perspective?

Response: Prashant gave a brief background of self i.e. after B.D he worked with the diocese of Mumbai basically with missionary movement. After marriage he was

compelled to move to Nagpur to join his wife. At Nagpur he worked with an NGO named Ashirwad Kranti, which works in few pocket in Nagpur Urban part basically with children.

He shared that his vision is that being theologically trained wanted to put his education in more practical way that is to bring a practical change in the life of the dalit people.

He was asked what steps he has taken to make his vision into reality?

Response:

- a) Started networking with intellectual and individual who are interested in Dalits Studies
- b) Looks forward to build a platform for dalit ideology by forming Dalit Vichar Manch one way to come up with dalit research studied.
- c) He has identified slums in Pune city and had meeting with the people.
- d) He had lot of expectation to work in Jalna area but as this has been closed down it is a set back, but is working to restart DBSS work in Jalna area.

What is your salient learning in your association with SBSS for past five months?

Response: SBSS does a lot of talk but there is no concrete action

Area of Improvement:

- The team members suggested that he needs to act in more responsible way one area is to maintain punctuality at the Resource Center level.
- Should focus more and try to develop Marathwada Diocese as a model for Dalits Studies.

The Appreciative Enquiry ended with a word of Prayer by Nikhil Kumar.

Prepared by

RAJEEV PRASAD

REPORT OF SUDEEP TIGGA

DATE: 01/09/2006

FMSF

Name : **Sudeep Tigga**
Date : **01.09.06**
Team Members : Amita, Deepak, Bibhu, Sunil and Lolati

The process started with a prayer offered by Mr. Deepak Singh, followed by a brief introduction by Mr. Bibhudutta Sahu.

Mr. Sudeep Tigga was found to be a very friendly person who was good to everyone of man of ideas and a person having a good grasp of the subject. He is very accommodative. He is very close to the community and likes to be involved with work at the grassroots. He is very patient and prefers to listen.

When asked about the *facilitation* in the assigned DBSS the response was that he had good knowledge not only about his own the DBSS of Sambalpur, Phulbani and Cuttack but was equally aware of the other two DBSS of the RC Ranchi region. So also his intervention was not confined to his own specific DBSS but to all the DBSS of his resource centre along with other members.

With regard to the *vision for the Diocese* the organizational vision for the DBSS was spelt out "Where there is justice in the land and forest let every living being will dance and sing". With an emphasis on equality and justice in all aspects of intervention in terms of all issues all most cutting themes.

The different *issues and problems* dealt by DBSS cuttack was spelt out like issue of Jhum cultivation land of the Saura tribes. Mines, forest, produce, forest plantation. It was shared that the major focus in the coming few months for all the DBSS of Cuttack to coming Panchayat Election, strengthening of gram Sabha and NREGA.

The *vision for all the three DBSS* is for 'alternative political force' through mobilizing the communities on burning local issues like NREGA, RTI, PESA and self-rule.

With respect to *special intervention*: Mr. Tigga's involvement with water issues, his involvement in the agitation for Lower Suktel Dam project displacement issue in the regional and state level. Networking with ODAF and Awareness.

In response to the *changes seen in Sudeep* one year before and new has been and its application in the field:

- Is able to open up
- Able to articulate ideas/
- Gained knowledge about the regional aspects.

These can be seen in NREGA process of collecting data, facts and figures and strengthening of Gram Sabha through NREGA.

About his *feeling and position in RC* it was shared that he was quite comfortable with the team. He has been contributing in terms of format for each issue and cross cutting themes; documentation of cases with respect to tribal concerns is interaction with activists and intellectuals.

When asked about any *obstacles in the process of growth* – different through process and ideologies.

It was shared that he was equally close to each and every one in the terms. When asked what the *thing he would like to change about himself and his team members* present himself.

- Lolati – What she thinks and gets hold of the gets adamant about it and it is very difficult to shift from that.
- Amita – Sometimes becomes very closed and is moody
- Self last in this own world end closed.

Towards the end it was shared that Sudeep is a man of ideas with a good understanding of subject, yet he needs to have clarity and ability to link it with different issues.

With this, the process ended with a word of prayer by Ms Amita Khalkho.

Prepared by

LOLATI TOPPO

REPORT OF VIKRAM JADHAV
On 2nd Sept.2006, Venue: FMSF, Noida

Name : Mr Vikram Jadhav

Designation- : Program Associate Documentation and Communication, Based in Delhi

Qualification: Masters in Mass Relations, Masters in Social Work

Team members for the Appraisal –

Ms. Monijnjir, Mr Bidyut, Mr Santosh, Dr Sudhakar, Mr Nilesh

The appraisal team started with a brief introduction appreciating the person. Vikram has two post-graduate degrees; in Mass relations and Social Work each and has a working experience as Public Relations Officer in a Wanless Hospital, Miraj.

He is a very courteous person and sharp enough to grasp things and is an asset to an organization. His achievement includes making the new website of SBSS and has also started E-journals.

He feels that that the environment of SBSS is very conducive for him to work. The Group Facilitator for Development Communications Desk is very supportive to him in every aspect of his work. He has completed six months in SBSS.

He needs to work on following areas – negotiation, bargaining and creating his own space, taking initiatives on his own, working according to objectives in the perspective plan a program associate.

As a Communication Personnel, he admitted that he is not being able to give more time in the field and is dependent on the Resource centers to share the information with him but looks forward for the field experience.

He feels that there is a lack of communication at the SBSS and DBSS interface and he is trying to overcome it. He feels that when we publish something it is limited only to a particular circle as it not reaching to larger people because of certain language barriers and we should have publication in different languages

Suggestions:

- 1) Vikram is an asset to the organization and he needs to be more proactive.
- 2) He needs to be more involved in the field to capture the trends form the communications point of view.
- 3) He needs to enhance SBSS and DBSS interface by enhancing the level of communication
- 4) He should speed up the process of working

The appreciation ended with a word of prayer by Mr Santosh and the team then thanked him for his active support and cooperation in whole process.

Prepared by
Nilesh Gaikwad.

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REPORT OF AMITA KHALKO

Name : **Ms. Amita Khalko**
Designation : **Programme Coordinator**

Team Members:

Dr. Sahilendra Awale, Mr. Mervin Makhwan, Mr. Deepak Singh, Mr. Rajeev Prasad, Mr. B.R. Sagar, Rev. M.M. Nanda, Ms. Lolati Toppo, Ms. Monijinir Byapari, Mr. Santosh
Observers: Dr. Sudhakar, Mr. Bibhudutta Sahu and Mr. Nikhil S Kumar.

The Chief Coordinator in his opening remarks introduced Ms. Amita Khalko as a senior member of the team and he mentioned about her work/contributions during the last year. The group also added that she was well educated person with good manners and attitude, good extempore, explains and preserves things properly.

After an introduction the Chief was curious to know why she has under rated her own performance that is only 31 points as per the performance tool exercise carried on during the appraisal where as the group had given her points beyond ones expectations. Amita replied she felt that group underrate her work and does not consider her contributions. The chief was concerned about the statement and he mentioned to the group that Amita has done a great work during the Mumbai conclave and thereafter her contributions were very much appreciated during the Funding partner's meeting where she presented the plan of action before them. But things went wrong somewhere after the Tehri meeting she has withdrawn herself. The group was curious to know the reason behind it.

Mrs. Manjari Nanda also raised a concern that she also shared a same feeling even though she is a very good friend of her. The group again went a further to ask what she really wanted.

Amita replied by saying that from last one year she was struggling and unable to pick up issues from the field or apply to her areas of work. She openly admitted by saying that she has failed to perform as per the expectations of the Program Resource Team. Further Amita shared that during the Kolkata meeting the feed back was given by her group members about her underperformance she was deeply hurt by that information and was unable to recoup from that remarks.

Bibhu and Manjari asked why she could not perform as a group facilitator for gender... Amita replied by saying that she was not an opportunist, and she could not find time, but still she has taken some effort to develop as a gender facilitator.

The group asked Amita where she is today. And why she feels she is an obstacle in the development process. Amita mentioned that she was going through a transition period and does not want to be a hindrance to the growth of the organization. But the answer given by her was not acceptable to the group.

The chief earnestly requested her to come out of the shell and work towards her own development. He made an earnest plea and asked Amita what support she needed from him. Amita stated that if there are any options left she would take them, but her special interest was involve herself in building mass movement in eastern region on the issue of women trafficking and she also mentioned that her interest to involve in the Jharkhand politics and also she needs to be taken out of the PRT team. The chief in his final remark said that he was feeling very sad for her and she needs to work with her own self and also mentioned that his options are getting exhausted if she does not take some immediate decisions for her own good.

The meeting ended with a word of prayer by the chief.

Prepared by

Mervin Mackwan

REPORT OF B.R.SAGAR

Name : **Bidyut Ranjan Sagar**

Designation : **Group Facilitator, Finance**

Team:

All PRT team including Mr.Bibhu Dutta Sahu and Mr.Nikhil Kumar

Process:

The team discussed the potentials of Bidyut from different angles. He is the topper in individual gradation. He is very sincere and dynamic. Few achievements are listed below:

- He has concerns in various issues apart from Finance Monitoring.
- He is very systematic in his approach
- He is very sharp and has strong analytical skill
- He developed new formats for monitoring
- He implemented CRM successfully
- Took initiatives for training to DBSS staff
- He made program calendar, which is a reference book for both program and finance monitoring.
- He is capable of untying any bundle of nervous in the area of finance and accounts.
- He is humble and friendly to all
- He is God fearing
- He has very strong team spirit

Personal profile:

- He is a post graduate in Commerce
- Good experience in planning and Monitoring
- He is married to Deepa and they have two children
- They settled in Agra

Other personal traits

The team found extra self esteem in Bidyut. He is asked by the team that whether he has anything new to learn? His reply is that, "learning is a continuous process and there is a lot to learn from the areas of involvement".

Chief Coordinator pointed that he has to go beyond to have a garland and a wider group of people including DBSS staff should enjoy the passion of systems developed by him.

The team suggested that he should have more confidence in presentations and sharing, especially in English. Team appreciated his contributions, which has opened a new chapter in PME in the history of the organization.

Conclusion

Bidyut is really an asset of the organization. He is able to take any challenge in the area of his involvements. He has good insight and very systematic in his approach. Any non-profit organization can model his achievements.

Wish him all success in his future involvements and let god almighty help him to sustain his strengths.

Prepared by

Santosh George

REPORT OF DEEPAK SINGH

Name : **Deepak Singh**
Place : **FMSF, New Delhi**
Date : **3rd September 2006**

Group Members: Programme Resource Team and Bibhu & Nikhil

Discussed as a group in his absence:

As a group we all appreciated that Deepak is dynamic and knowledgeable, a resource for the organization. He is vocal and expressive and can shoulder the responsibility. Being as trainer, he is able to transfer knowledge and concepts. He imbibes authority to speak and his spirit is high. Group suggests that he should work on translation of concept into action and evolving ideas from the field. Overall, he has become accommodative and reaching out to others.

Interaction started:

Did we keep you waiting outside? You have ability to remain vocal thus you are an asset for the organization. By getting report from outside we could say that you have made your presence felt outside. I was amazed seeing grassroots workers of DBSS speaking concept of LCP point by point and practically putting their field finding into LCP framework during my “Live in Experience Exposure on LCP” Chennai visit. With this where are you going?

Trying my level best to be the face/voice of the organization as far as livelihood and food security is concerned. Equipping himself with field based learning and spending time with diocesan workers for experiential feedback to them. Building a group and consolidating knowledge through systematic touch to develop them as a professional in the region.

How do you see your sharing to the community?

Dalit and unorganized workers are passion of my life. I have experienced their concern since from my childhood. Therefore, identified issue is my vocation. We work with the community as a trustworthy knowledge accompanier rather than resource-sharing/funding partner, enabling them by being with them and thereby could speak the same language and facilitate the whole process.

In Livelihood what specific?

Policies for unorganized sector, social security bill, political process towards access to the resources to which community has been systematically deprived off.

Having a long working association with them, have we ever taken attempt to translate our theory into action? One of joy being as an activist, are we really marching ahead with the struggle?

We have analyzed our reference communities (both women and men) minutely on the basis of caste i.e. Dalits and class i.e. Unorganized Landless Agricultural Labourers, Marginal Farmers. In the process of knowing our communities, 61 cases of “Athri” (Bonded Labourers) have been identified from just one progressive district, Amritsar, of Punjab. These cases were never identified before. After initial orientation, clarity and confidence building on particular subject a momentum generated in the area and 11 cases of “Athri”/Dalit atrocities have been successfully managed to get justice to reference communities. My role was to help SEDP in identifying/knowing communities, issues, formulating strategies and realizing their role in it. As an SBSS person I have limitation to be available all the times to the communities but as and when I required I made it a priority to be there.

Issues come and go. Has that visible somewhere there?

PO’s name makes lots of difference in organizing people. Now “Mazdoor Evam Simant Kisan Adhikar Sangathan” is slowly taking the issue in their hand and advocacy cell “Awaz-E-Awam” had become the voice of the people at all level.

Ajmer incidence reflects different concern related with livelihood, where they are not the migrant workers but work in others field. So how do we take this concern? Do we have any ideological stand in the organisation?

Different issue and different concern requires different approach altogether. So as per the requirement we can change the pointers. We can change the framed structure by taking people’s concern.

Vision of making an impact on livelihood requires some changes? You have always been perceived as resource than facilitator, there is always a chance to enrich available framework.

I am happy that you have responded truthfully. Build-up learning on livelihood, clarity of bigger picture and making a change is a real challenge.

My humble request, if you could take LCP responsibility so that I could give more time for securing livelihood, diocesan responsibility and reaching out to other regions/RCS.

This was ended with a prayer offered by Mervin.

Prepared by

Amita Khalko

REPORT OF JOHN S. KUMAR

Name : **Mr. John Suresh Kumar.**

Designation : **Group facilitator, Development Communication.**

Members of the team :**All the program resource team &, chief coordinator.
Mr. Bibhudutta Sahu, Mr. Nikhil S. Kumar,
Dr. Sudhalar as observer.**

Pre- session Feed back from the team:

Positive feed back:

John has good analytical skill, believes in left ideology, good academician, good at theory and concept, he sets his own priority, articulate well, perfectionist. He brings larger perspective in any of our discussion or deliberation.

Area to be improved

He is unstructured, needs to be more systematic and structured in his work. He lacks planning so unable to finish the task on time.

He is individualistic. Manipulative, as he set his own agenda he try to get through his agenda by any means. I oriented, he seldom takes any body suggestion. He is very selective so he is very much to himself.

Interaction with John

The interaction started with a positive note by Chief coordinator asking him how he is feeling?

In response to this John expressed that he is angry because he has already set his plan for the evening and this process of feedback in the evening has disturb his priority. He also expresses his unhappiness regarding this process of Appreciative Enquiry.

In the process of interaction he also expressed that he is not good in communication and communication is not the subject of his choice. He also agreed to the fact that if he is not close with any body he maintains the working relationship with every body. As he was not very comfortable and the group also were not comfortable with his reaction and response the process came to an end with a word of prayer offered by Dr. Awale.

Prepared by

Rev. Mrs. M. M Nanda.

REPORT OF LOLATI TOPPO

Date : 3/09/06
Time : 6.30 pm
Place : FMSF Center, Noida
Name : Lolati Toppo

Designation: Team Leader, Group Facilitator (TRIBAL IDENTITY AND INDEGINIOUS RIGHTS)

Assigned Diocese: Patna and Chotanagpur Diocese

Stakeholders: Dr.Shailendra Awale, Dr.Sudhakar (Observer), Rev.M.M.Nanda, Mr.Merwin Mackhwan, Mr.Bidyut Sagar, Mr.Deepak Singh, Ms.Monijinir Baypari, Ms.Amita Khalkho, Mr.Rajeev Prasad, Mr.Santosh George and Ms.Lolati Toppo.

Steps:

Ms Lolati was asked to leave the group for some time in her absence the group discussed about Lolati. Some of the sharing in the group was;

- a) She is quite hard working
- b) Tries to do everybody's task
- c) Do not speak out even if something happens
- d) She over burns her self by doing to many tasks at same time.
- e) Has quality of maintaining 2321 good public relation (People, Bishops, Activist)
- f) She is good in developing conceptual clarity on topics and issues.
- g) She has good analytical skills

Ms Lolati was invited to join the group the discussion followed was as follows.

Dr.Shailendra welcomed Lolati to the group and asked is the group capable enough to give her suggestion?

The response was yes

She was further asked why does she think so?

After a long gap she responded that may be I am in self-denial mood.

Next Chief appreciated that she has labored hard for the well being of the organization in continuation he asked where does Lolati find herself as on today?

She replied that works towards bridging the gaps

Again chief asked to identify the 3 key Strengths she has (Professional abilities captured)?

She responded that

- a) Mastery on Issues
- b) Building team and conciseness

I have developed stage wise the first stage is to equip my self to understand the issues second stage is to build capacities to specialize.

I may have been lost as an individual but as a team I've worked.

Regarding learning she was lost – no reply

There was no response when chief asked why are you not able to articulate.

Merwin appreciated Lolati that the CSC concept was initiated by her in Kolhapur Diocese but in the process something went wrong and Lolati took a strong stand because of which people still remember her.

Bibhu asked what is that is holding you back?

No response.

Amita asked her vision for next two years

After a long gap the reply was

- A person contributing to tribal concerns, promoting a book, and performing on stage.
- I see myself as a resource
- I would like to see people enjoying the lives
- Work towards Ecological stability/ security
- Want to make my presence felt through small changes

Chief thanked Lolati and said that her presence is biggest resource, has strong stake in life, you could do much more what is needed is realization of plan personal vision and plan of action.

Lolati replied: God has ordained us for his Mission, we together will work towards his mission

The appreciative enquiry got over with a word of Prayer by Amita Khalkho

Reported By

Rajeev Prasad

REPORT OF REV. M.M. NANDA

Date: 03.09.06

Venue: FMSF Noida

Name : **Rev.(Mrs.) Manoj Manjari Nanda**
Designation : **Associate Co-ordinator - CME**

Pre-session Feedback:

Hard working, goes to each Diocese, knows in detail about the Diocese. Lot of orientation has taken place yet the intervention does not seem to yield much result. The presentations are unstructured. Might be probed at conceptual level.

Though she seems to get stuck yet she has taken efforts to move forward. Chief is delighted that his pain, anguish and investment have not gone waste.

Her acceptance level has increased so also she has opened herself up, invites suggestions. However she needs to be organized and work on linking various issues.

Engagement in Mission

Where are we moving?

Although it is difficult to work with the traditional main line churches the new perspectives and new approaches of SBSS in intervening through the congregation has given me hope and opportunity. Now the CNI churches and CNI SYNOD is open and giving us the opportunity to go beyond SBSS frame we could implement those programme that have planned in Strategic Action Plan.

Ones vision after 5 years?

The opportunity to enroll oneself in the Domain Programme has given a broader perspective of Church Mission and would like to complete the Doctorate Programme Doctorate.

Are you stuck/immobilized? Bigger picture in life?

My Doctorate in Christian ministry programme has given me scope to understand the entire CME intervention more deeply. In the new mission paradigm CNI-SBSS would be able to give direction to Diocese and to the congregation.

Where are you heading? What is your scope?

Though I was ordained very late, the scope of the ordained ministry is very vast. Working towards this means getting involved in the holistic ministry. It needs study, research, space and training of the Diocesan leadership and leadership of the so-called Evangelical organization such as EMI, IEM as they are busy with church plantation but hand over the believer to the main line churches. Appropriate research, study and training are needed for holistic intervention.

**Can't see anything new though concepts are good, w/s on orientation and training
Do we really require you to run everywhere?**

SAP

Summarizing

It was expressed that there was willingness to accept suggestion, which was a positive sign. At times we feel held up getting busy with the daily chores because of which we tend to miss the large picture.

In conducting training or any other programmes we need to look into two factors 'but why?' and 'so what?' and for what? Motive must be clear to see where we are heading. We should not go by anybody's agenda but have introspection.

Appreciation was made for her hard working nature. At the same time suggestions were made that there is a need to be more systematic and put analytical key for ones learning's. Because of the 10-12 years of experience an extra special cutting edge must be there in one's designing and intervention.

The appreciative enquiry ended with a prayer offered by Mr.Bibhudutta Sahoo.

Prepared by

Lolati Toppo

REPORT OF MERVIN MACKWAN
(1st September 2006)

Name : **Mervin Mackwan**
Designation : **Group Facilitator**

Team Members

Rev. (Mrs.) Manjari Nanda
Mr. Rajeev Prasad
Ms. Lolati Toppo
Ms. Monijinjir Byapari
Ms. Amita Khalko
Mr. Mr. Santosh George
Mr. Mr. B.R.Sagar
Mr. Vikram Jadhav
Mr. Deepak Singh
Mr. Nikhil S. Kumar (TL Agra RC)
Mr. Bibhu Datta Sahu (TL Pune RC)
Dr. Shailendra Awale
Dr. Sudhakar (External observer)

Process:

In his absence, the team members had prior discussion about Mr. Mervin and his progress in last one year. It was found that Mervin has done good work as far as building people's organization is concerned on Land Rights in Maharashtra. There was a concern that Mervin should get out of Maharashtra region and reach out to other RC regions as well. Mervin is very emotional and always concerned with local diocesan politics and this makes him frustrate and stagnant sometime. He needs to organize himself more systematically. After this discussion, the team decided to meet and talk to Mr. Mervin.

Appreciation:

- He brings long-standing grassroots experience.
- He has been a star performer on building people's organizations as far as Land Rights are concerned.
- He loves to be with common people.

Enquiry:

- **Where is Mervin going?** No response
- **Mervin Are you moving?** Sure! He has experienced change at people's organizational level in qualitative and quantitative term.
- **Is your learning inadequate?** He thinks that it is contextual. He is quite comfortable with Maharashtra but not outside. He would like to build his capacity to read and analyze trends related to land rights. He would like to learn as how to formulate strategies out side Maharashtra in order to respond and translate them into action.

- **What administrative decision you want that can help you in your work?** Requested to give him freedom and support in order to organize people's organization. He also requested to provide him exposure in activism with organizations who are addressing rights of the marginalized communities.

Summing up:

- Mervin's work has brought credibility for SBSS
- We don't know as where Mervin want to go.
- We don't find Resource Center as the hub of the activists.
- We want Mervin's plan for RC.

The episode of the process ended with appreciation and thank for the services that Mervin has been providing to CNI-SBSS. The team prayed for Mervin.

Prepared by

Deepak Singh

REPORT OF MONIJINJIR BYAPARI

(Date.3/9/06)

Team Members:

PRT Staff, Bibhudutta Sahu & Nikhil S. Kumar (Observers)

APPRECIATION:

The appreciation for Monijinjr Byapari is that she has adapted herself to the demands of the work, is a good learner. She will complete a task if entrusted with the responsibility. She has memorized the Perspective Plan and has internalized the process, as she was an integral part of the development of the Perspective Plan. She is very hardworking, caring, systematic, able to summarize. There is positive difference in her development in the organization. There is a systematic application of the thoughts. There is a professional systemic application of SBSS work. She has a passion for work.

INQUIRIES

Do you only have a passion for developing system or do you have pain for the poor?

She has responded by saying that her field visits are regular and she is still recognized in the field area of Agra DBSS. She has brought out the pseudo nature of the cries about activism.

It has been observed that Monijinjr has been working with a lot of consultants and has a tendency to be deeply influenced by others. There should be an individual attempt to evolve individuality within the framework of her work. She is working on her incapability of bringing out her originality in her work.

Although she has worked with a lot of experts, it is important that we also see practical application in the field. As she developed the systems for PME and for Campaigns, she is attempting to put the systems into reality.

When asked about the support-required from the SBSS, she has asked for more work, as she is continuously learning from her work. As she is working with the consultants, there is evidently scope within her to become a consultant for the other organizations.

Is Moni with us in this journey of organizational growth? She has to work on her interpersonal relations as at times. She has to take her colleagues into the consensus building process.

SUMMARY

Dr. Awale summarized the appreciative inquiry stating that activism is the subsequent action of being true to you and responding to the plight of the poor wherein one is touched by a situation, responds and comes closer to that reality. In so much that it is a value system within us and goes beyond a vocational calling, be it a situation in the colony, nearby slums or an institution.

The closing prayer was offered by Lolati

Prepared by

Bibhudutta Sahu

REPORT OF RAJEEV PRASAD

Name : Rajeev Prasad

Designation : Group Facilitator Disaster and CBCLA

Team members: Dr. Awale, Dr. Sudhakar, Santosh, PRT team, Bibhu, Nikhil from the PFT, Elizabeth

Introduction:

- Rajeev Prasad is working in CNI-SBSS for the last 10 years
- At present he is based in CNI-RCSA Pune
- Designated as group facilitator of Disaster Mitigation and CBCLA
- Given a task he performs but does not take his own initiatives
- Need to develop analytical skills
- Need to improve conceptual base as what is disaster, its prepared ness, its mitigation, developing alliances
- Impulsive and Emotional
- His role is seen more as a implementer rather than a resource for the issue

Appreciating and Enquiring

Rajeev career in SBSS has now continued for the last 10 years. In this span he had been appointed for different positions. These positions had also given him wide experiences to capitalize on. Therefore what Rajeev wants to promise to him? As for Rajeev he said that he has

“ Miles to go before he sleep”

He needs to build on his competency

Be a resource for disaster mitigation

Do you think you are over burdened with work? Are you comfortable with the Dang responsibilities?

He said he is quite comfortable with Dang and he has taken it as a challenge

Do you want to be deputed to other institutions or CNI-related institutions?

Yes

Reasons:As per Rajeev’s his passion for SBSS is very high, further he has not gone to the level of withdrawal like Amita so it is very painful for him to face this question. He should be given some more time. He also referred that moves in the resource centers is suspected and questioned which is very painful for him.

Area of Improvement

Need to work on modalities and options of your career

Need to recognize the forces and authorities

Continue with your struggles and discomforts

Develop your concepts and knowledge

The Chief Coordinator said that next one year is a crucial time for Rajeev and at the end of it he needs to develop, deliver and demonstrate on his conceptual abilities, his capacities and make it into field realities

The process ended with a word of prayer from Bibhu

Prepared by

Monijinjir

REPORT OF THE FINANCE & RESOURCE MANAGER

Name : **Santosh George**
Designation : **Resource and Finance Manager, CNI-SBSS**

Team Members :

Dr. Shailendra Awale
Ms. Amita Khalko
Rev. (Mrs.) Manjari Nanda
Mr. Bibhu Datta Sahu
 Mr. Nikhil S. Kumar
Mr. Rajeev Prasad
Ms. Lolati Toppo
Ms. Monijinjr Byapari
Mr. Mr. B.R.Sagar
Mr. Deepak Singh
Mr. Vikram Jadhav
Dr. Sudhakar (External Observer)

Process:

While Santosh was out, the team members discussed about him and his progress in last one year, Santosh was found very friendly, co-operative, and humble though holding a senior position. He maintains cordial relations with all his colleagues. Simplicity and honesty are his known qualities. He has a good knowledge; he is efficient in his work and very straightforward

When asked him how Santosh has grown up as Resource Finance Manager he replied that he is feeling as if he is stopping himself. It was stated that he is good in everything but as Finance Manager is questionable.

While replying to the question as a Finance Manager what he has given to SBSS? He said, Accuracy in figures, monitoring, reduction in day to day-actual expenses are few of the things. He has also created Audit Formats etc. Further he added that there are other things too but couldn't list them at that moment.

He was praised for his proficiency, honesty and transparency in his work. He was reminded that as a Resource and Finance Manager there are lots of expectations from him. He has got technical abilities, profound and in-depth knowledge of accounts but he need to become more assertive as his colleagues and other staff sometime happen to take disadvantage of his simplicity.

The process concluded by summing up the talks and sharing. The team thanked Santosh for his sincere services towards CNI-SBSS. Rev. Mrs. Manjiri Nanda prayed for the Santosh, his family and his colleagues.

Prepared by

Elizabeth Martin.

REPORT OF THE CHIEF COORDINATOR
(1st September 2006)

Name : **Dr. Shailendra Awale**
Designation : Chief Coordinator & Secretary of CNI-SBSS

Team Members PFT

Ms. Sinju Mathew
Mr. Amen Xavier
Mr. Sunil Mahajan
Mr. Amos Deep
Mr. Sudeep Tigga
Mr. Subeer Kisku,
Mr. Neelesh Gaikwad
Mr. Prashant Bhonsle
Mr. Biju Mathew
Mr. Vikram Jadhav
Dr. Sudhakar (External observer)

Team Members PRT

Rev. (Mrs.) Manjari Nanda
Mr. Rajeev Prasad
Mr. Merwin Mcwan
Ms. Lolati Toppo
Ms. Monijinjr Byapari
Mr. John Suresh Kumar
Ms. Amita Khalko
Mr. Mr. Santosh George
Mr. Mr. B.R.Sagar
Mr. Deepak Singh
Mr. Bibhu Datta Sahu (TL/PFT)
Mr. Nikhil S.Kumar (TL/PFT)

Process:

The Chief Coordinator Dr. Shailendra Awale met the Program Facilitation Team (PFT) and Program Resource Team (PRT) respectively. The groups appreciated him for his contribution to the growth of the organization as well as listed out the points on which he needs to work on. The groups had intense interaction with the chief coordinator and appreciated for

- His close relations with the colleagues. Maintaining personal as well as professional relationship
- Good facilitation skills, good orator who is leading from front
- Improvement in his articulation on development issue and people's organization. His genuine interest in the filed activities.
- Successful representation of the SBSS at various forums especially with funding partners.
- Quick response to written communications of the staff.
- Respect and support to SBSS staff for their decision making on DBSS affairs.
- Quite determined to provide a new face to SBSS as visionary.
- Trying to make SBSS a household name
- His past experience with various organizations that positively contributed growth in the organization.
- Not being bogged down with small thing
- Trying to identify positive potentials in individuals
- Capability in decision making
- His openness and the transparency in his appreciation towards the staff for their good work

He needs to work on following areas;

- Not been able to set a tone for team building.
- Sometimes he is detached or seems to be distant as he is busy with his mobile.
- He needs to improve his listening capacity. Give an ear to staff grievances. (E.g. Staff hardly get time to spend their weekends with their family as most of the outstation meetings are scheduled on weekends)
- Biased attitude toward an individual or RC. Different value for different persons.
- His position as Chief Coordinator, Secretary of the board and program controller makes him so powerful that creates fear in the minds of the staff to oppose his ideas. This provides him an edge to impose his ideas.
- Hasty decision making and performing with a coterie of few individuals.
- Decision-making is totally controlled by chief coordinator and coterie.
- More emphasis and time spending on organizational development rather the discussion and debating issues of the grass roots people.
- Bringing drastic changes in the organization in short intervals on a frequent basis keep staffs in a dilemma and staffs are not able to cope up with it.
- The way of functioning is more like MNCs as most of the meetings are conducted in a very luxuries environment where we talk about poverty, BPL issues and involvement with the people at grass root level.

Session was concluded with chief coordinator's response and gratifying remarks. He thanked the members for being so kind and generous and ask them to be more liberal and frank while sharing their feelings about him. He also clarified that his level of expectation from the staff in terms of performance is very high as he foresee his team members as an individual resource expertise in their abilities, skills and capabilities to serve the mission with excellence, responding the call with the utmost sincerity. Session ended with a word of prayer.

**On behalf of the groups
Report prepared by**

Mr. Sudeep Sanchit Tigga, Program Associate, CNI-SBSS
Mr. Deepak Singh, GF, Livelihood and Food Security, CNI-SBSS

APPRECIATIVE ENQUIRY (Group Division)
(Annexure □ 1)

S.No	Name of the Staff	Members of Appreciation
01	Amen Xavier	<i>Amos, Moni, Nilesh, Mercin & John</i>
02	Prashant Bhonsle	<i>Bibhu, Rajeev, Manjari, Nikhil & Snathosh</i>
03	Sudeep Tigga	<i>Lolati, Amita, Deepak, Bibhu & Sunil</i>
04	Vikram Jadav	<i>John, Santhosh, Moni, Bidyut & Nilesh</i>
05	Nileh Gaikwad	<i>Manjari, Rajeev, Moni, Nikhil & Amita</i>
06	Subir Kisku	<i>Lolati, Bidyut, Sudeep, Biju & Amos</i>
07	Sunil Mahajan	<i>Bibhu, Santhosh, Prasant, Deepak & Lolati</i>
08	Amos Deep	<i>Moni, Bidyut, Amen, Biju & Amita</i>
09	Biju Mathew	<i>Mercin, Rajeev, Nikhil and Sinju</i>
10	John S. Kumar	<i>Manjari, Bidyut, Moni, Lolati, Vikram, Elizebeth, Amita, Rajeev, Mercin & Dr. Shailendra</i>
11	Nikhil S. Kumar	<i>Manjari, Bidyut, Santosh Nilesh & Sinju</i>
12	Bibhu Dutta Sahu	<i>Mercin, Prasant, Rajeev & Biju</i>
13	Lolati Toppo	<i>PRT, Bibhu & Nikhil (Observers)</i>
14	Santhosh George	<i>PRT, Bibhu & Nikhil (Observers)</i>
15	Bidyut R. Sagar	<i>PRT, Bibhu & Nikhil (Observers)</i>
16	Deepak Singh	<i>PRT, Bibhu & Nikhil (Observers)</i>
17	M.M.Nanda	<i>PRT, Bibhu & Nikhil (Observers)</i>
18	Mervin Mackwan	<i>PRT, Bibhu & Nikhil (Observers)</i>
19	Amita Khalko	<i>PRT, Bibhu & Nikhil (Observers)</i>
20	Monijinjr Byapari	<i>PRT, Bibhu & Nikhil (Observers)</i>
21	Rajeev Prasad	<i>PRT, Bibhu & Nikhil (Observers)</i>
22	Dr.Shailendra Awale	<i>PST, PFT, PRT & Dr. Sudhakar (Observer)</i>

ABBREVIATIONS

CNI	-	Church of North India
SBSS	-	Synodical Board of Social Services
DBSS	-	Diocesan Board of Social Services
CBO	-	Community Based Organization
PO	-	People's Organization
EED	-	Evangelischer Entwicklungsdienst
FMSF	-	Financial Management Service Foundation
NEI	-	North East India
EHD	-	Eastern Himalaya
DISHA	-	Diocesan Integrated Society for Holistic Action
ODAF	-	Orissa Development Authority Forum
SEDP	-	Socio Economic Development Project
EMI	-	Evangelical Mission in India
IEM	-	Indian Evangelical Mission
NGO	-	Non-Governmental Organization
RCSA	-	Resource Center for Social Action
CSA	-	Center for Social Action
RC	-	Resource Center
CSC	-	Community Study Center
CBCLA	-	Community Based Center for Learning and Advocacy
LCP	-	Local Capacity for Peace
PRI	-	Panchayat Raj Institution
LIG	-	Lower Income Group
NREGA	-	National Rural Employment Guarantee Act
PESA	-	Panchayat Extension Schedule Act
RTI	-	Right to Information
PME	-	Planning Monitoring & Evaluation
PRA	-	Participatory Rural Appraisal
LAN	-	Lobbying Advocacy and Networking
CME	-	Church Mission Engagement
HR	-	Human Resource
GF	-	Group Facilitator
FA	-	Finance Associate
PA	-	Programme Associate
PRT	-	Programme Resource Team
PFT	-	Programme Facilitation Team
PST	-	Programme Support Team
OMC	-	Own Means of Contribution
CRM	-	Cost Reimbursement Model
SAP	-	Strategic Action Plan
OD	-	Organizational Development