

APPRECIATIVE ENQUIRY OF SBSS'
STAFF

SEPTEMBER' 2007

AT FMSF ACCOUNTABILITY HOUSE

NOIDA



Compiled by

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APPRECIATIVE ENQUIRY

At a glance

...“ . . . it is through language that we create the world, because it's nothing until we describe it. And when we describe it, we create distinctions that govern our actions. To put it another way, we do not describe the world we see, but we see the world we describe.” - Joseph Jaworski

The appreciative enquiry processes follow a common path of four phases: Discovery (conducting appreciative interviews and identifying the themes and life-giving forces), Dream (developing provocative propositions for the future), Design (integrating wishes for the future with plans for needed changes to structure, systems and processes) and Destiny (making it happen and making it sustainable over time)

Appreciative Enquiry is a new way of approaching problem solving, team building and solution development.

The tangible result of the Appreciative Enquiry process is a series of statements that describe where the person or organization wants to be, based on the best moments of where they have been.

Because these statements are based in real experience and history, people know how to repeat their success. They have created before, so they can create once again. The purpose is to reconnect with the life giving forces-what is working, and then go beyond that to, what could be if we expanded our paradigm of possibility

Appreciative Enquiry “5 D” Circle

Discovery: The Appreciative Inquiry approach to personal, or organizational, change is to begin by looking for what is working -APPRECIATING the best of our experience.

Dream: This is to consider what might be - ENVISIONING RESULTS

Design: What should be the ideal? - CO-CONSTRUCTING

Destiny: How to empower, learn & adjust or improvise - SUSTAINING

Do-It: Action towards achievement - Commitment, response, action



Appreciative Enquiry as a Method of Change

An appreciative enquiry intervention can be thought of as consisting of these three parts:

Discovering the best of.... Appreciative interventions begin with a search for the best examples of organizing and organization within the experience of organizational members.

Understanding what creates the best of.... The inquiry seeks to create insight into the forces that lead to superior performance, as defined by organizational members. What is it about the people, the organization, and the context that creates peak experiences at work?

Amplifying the people and processes who best exemplify the best of.... Through the process of the inquiry itself, the elements that contribute to superior performance are reinforced and amplified.

Appreciative Enquiry

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 loose 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 October 1, 2006 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?

Proceedings

Appreciative Enquiry of CNI-SBSS' Staff,
September 6-9, 2007 at FMSF Accountability House, Noida.

**“May the Lord’s strength be displayed,
Just as you have declared....”**

Numbers 14:17

As another year passed, it was the time to look back, appreciate retrospectively the commitment and contribution of an individual accompanying the CNI-SBSS’ team in the journey towards accomplishing the vision and mission and also his/ her personal as well as professional growth and development!



Opening Session **September 6, 2007**

Dr. Shailendra Awale, Chief Coordinator & Secretary, CNI SBSS (hereafter in report mentioned as Chief) welcomed the team members gathered in FMSF hall and initiated the process of Appreciative Enquiry (AE). He suggested them to position themselves as per their comfort. Then he asked them to face the person who is standing beside and share any unforgettable moment from the previous A.E. The next question posed to the group was that what they would like to take back at the end of this A.E. This was to be done with another partner. The members then formed two groups and shared their discussion with the larger group. (Steps listed in Box)

Exercise – 1 **Sharing Past**

- ✓ Change position according to comfort
- ✓ Face the person who is standing beside
- ✓ Share the unforgettable event from previous A.E
- ✓ Meet another person from the group
- ✓ Share about “what one want to take back from this A.E
- ✓ Divide as two groups and share the thing which was shared with smaller group

Devotion

Scripture portion from Numbers 14:1-15 was read and meditated. It was about how the



the Promised Land..

God’s chosen leader for the Israelites – Moses - faced problems from his own people and how he convinced his people to be with him for the journey towards

The Chief then shared about the journey of SBSS, how we have changed with the changing context and set up new landmarks for ourselves. Now as an organization we are more driven by perspectives, visions based and impact oriented. He cited examples of our success in terms of SBSS being now recognized as a resource to the outer world. He shared about the new identity and visibility of SBSS in Janadesh - as a networking organization. By adopting PARAM, SBSS has become an organization championing for accountability and transparency, and a resource for the theological college (Bishops College) and as an organization which is appreciated by the partners for taking the change process forward. He once again reminded ourselves to be devoted to our Lord and let the Lord display his strength upon us. He also requested all to be appreciative each other for the next 3 days process and to respect and honor each other.

The session was closed with a prayer after welcoming Ms. Suramya Kujur, new addition to the CNI – SBSS as Programme Associate based in RCSA Ranchi.

Day I

September 7, 2007

The other members who were unable to come the previous day joined the group....

Devotion

The day began with devotion based on the theme Integrating Faith, Love and Knowledge. Scripture portion was read out from 1 Corinthians 13:1 and Joshua 1:9.

Process Continued...

It was decided to start from where we left the day before. Chief invited the groups that had been formed the previous day to share their discussion and experiences with the members who had just joined the group. This sharing had to be done without speaking so the members presented their views through miming and skits.

Exercise – 2 Group Expression

- ✓ Remain as previous day's group
- ✓ Share the things with larger group without taking help of words
- ✓ Group mimed the act and conveyed their message

Areas of the Appreciation:

As per the guidelines, it was decided and suggested that the process of appreciative enquiry of every individual should be based on;

- **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 team as PFT/PST and PRT divided for Chief's Appreciative Enquiry

The teams went on to plan out the process of AE. It came forth that Chief's AE shall be taken in the final day when all the staff has finished theirs!

Group Division of PFT & PST

For the formation of groups for the A.E of the Programme Facilitation Team (PFT) and Programme Support Team (PST) the names of each candidates as written down on the board, following this the group was asked to write their name under three of the candidates in whose A.E process they would like to participate. The candidates were again called and asked to strike out the names of one or two participants from their own group, who they do not want to be present in their appreciation process.



Based on that, the groups were divided and a member of the group was chosen as a leader who has to lead the Appreciative Enquiry. The group division as is as follows;

Name of the Candidate	Name of Group Members	Leader	Reporting By
Amen	Sudeep, Amos, Deepak, Asha, Suramya, Vikram, Moni, Santhosh & Manjari	Deepak	Sudeep
Amos	Bidyut, Asha, Santosh, Nilesh, Amen & Moni	Bidyut	Bidyut
Asha Nanda	Subir, Suramya, Deepak, John, Moni & Sudeep	Suramya	Suramya
Bhibu	Nikhil, John, Moni, Sunil, Nilesh & Deepak	Deepak	Moni
Elizabeth	Sunil, Bhibu, Amos & Santhosh	Sunil	Sunil
Nikhil	John & Elizabeth	Elizabeth	John & Elizabeth
Nilesh	Sunil, Bhibu, Manjari & Amos	Amos	Amos
Subir	Sudeep, Bidyut, Suramya & Santhosh	Santhosh	Santhosh
Sudeep	Asha, Subir, Suramya, Deepak & Manjari	Asha	Asha
Sunil	Bidyut, Vikram, Nilesh, Bhibu & Subir	Subir	Subir
Vikram	John, Bhibu & Moni,	Bhibu	Bhibu

The group formed the team for the appreciative enquiry of Nikhil, Amen, Sunil, Nilesh and Asha dispersed for the same.

Day II

September 8, 2007

Devotion

The devotion started with a servitude thought that *“a king came down to serve and we here mortals aspire to be kings”*.



In this process, the group members were asked to meet and spend some time with the persons whom they had not met for a long time or feel that they are distanced from. The individuals asked each other, how they could serve each other?

The devotion ended with the participants washing each others feet symbolizing the desire to serve each other...

Visit of Mr. Sailesh Chakravarty, FCFC

In the post-lunch session, Mr. Sailesh Chakravarty, National Convener of FCFC and Director of SPAR was invited as a special guest. He appreciated the

Exercise – 3

How does one introduce own self to others?

- ✓ Meet a person, share about self satisfaction got from the process of self-introduction to Dr. Sailesh.
- ✓ Pairing with another member and grade him/her

generosity of the Chief as he gave him such an open access to his team. He further stated that such openness is rare in the NGO sector, this gesture of SBSS is pioneering and it signifies the groups' strength. He also interacted with the team and got familiar with the work and different responsibilities they are involved in.



Later after Sailesh's departure, Chief asked the group to analyze as how confidently they had introduced themselves and articulated their work? What message they have conveyed about themselves, their work and organization? So he asked them to grade their companions. (See Box)

This was a kind of appreciation where both processes of projecting as well as perceiving were taken into consideration.

After that the team members left for the Appreciative Enquiry of Bhibu and Subir.

Exercise – 4

FIRO – B

The tool of FIRO-B was circulated to all PRT, PFT and PST members and requested them to fill the form straightforwardly.

Chief in a special session, sat with the PFT members and discussed their FIRO-B scores. A special atmosphere was created, seating arrangements changed. Members were asked to bring pillows with them (pillows as comfort zone!) He then asked them to close their eyes and visualise any scene they could derive happiness from... Then he helped them to understand themselves as individuals, analysing the scenes and their nature in accordance with feelings of inclusion, control and affection wanted and expressed. The members expressed that this exercise helped to know themselves in better way and in they would work on the areas to improve...

While appreciating PRT, the seating was arranged in a formal way. Team had filled their FIRO-B questionnaire and had also undergone another exercise in which they graded the performance (Self on Y-axis and Team on X-axis).

Dr Sudhakar was with the group as an observer. He initiated the process asking who would like to volunteer first for AE? He also gave an option to draw the lots but Manjari followed by Moni volunteered to start with them. The sequence of appreciated members was as follows: Manjari, Moni, Deepak, Rajiv, Bidyut and John. Santhosh joined late for the process.

In the process, with each member, the FIRO-B score was discussed. Chief helped them to know their areas for improvisation. He explained them the aspects of inclusion, control and affection reflected through their scores. The grades were also discussed as how he/ she graded others as per their self and team performance and how they perceived/ assumed that who would give them what grades?

The score they got are as follows;

Scores of PRT

Name	Inclusion		Control		Affection	
	Expressed	Wanted	Expressed	Wanted	Expressed	Wanted
Santhosh	7	9	4	3	5	4
Deepak	7	3	3	7	5	6
Bidyut	4	1	5	4	3	4
John	5	1	5	8	3	3
Moni	8	7	9	2	2	3
Manjari	8	6	7	4	4	5
Rajeev	8	5	5	4	2	4

Scores of PFT

Name	Inclusion		Control		Affection	
	Expressed	Wanted	Expressed	Wanted	Expressed	Wanted
Amos	7	7	9	5	7	5
Sunil	7	3	6	8	2	2
Amen	6	0	4	6	0	1
Nilesh						
Sudeep			2	1	6	6
Asha Nanda					1	0

Day – III

September 09, 2007

The final day all were went to church and shared the message that *“Our response to the call of God”*.

Exercise - 6

Self – Appraisal

- ✓ Write 4 sentences in which three should be true and one should be false which can't to find by others
- ✓ Share it with three people from the group
- ✓ Ask them which is not correct
- ✓ Share the false sentence with the members who couldn't find out

Chief started the session by reflecting the scripture portion from the CNI diary (1 Samuel 15: 10 – 12, Luke 14: 15 – 24)) with the title how I am seriously taking my calling, whether I am seriously taking my calling or I am rejecting my calling like the people who rejected the invitation for the banquets in the parable given by Jesus in Luke 14.

After that all the members were asked to write down on a paper the names of whom he/she wanted as members in their dream team, four from the members present and

anyone from the outside circle – living or dead.

The next exercise was about writing four sentences about self in which three would be true and one would be false which may appear true to others.

Explaining about these exercises, Chief invited the team members to say - “why he/she chose him/her? The members came out explaining the qualities, which they have identified in each of the member. The other exercise practically showed how one projects him/herself and how it is perceived by others. This was a very good process to appreciate and accept each others as a team.

Exercise - 5

Dream Team

- ✓ Select four names from the group
- ✓ One from outside – dead/living
- ✓ List out the names
- ✓ Share the team's name with others
- ✓ Shared the dynamics of the group by observer
- ✓ Meet the person to share and know the reason for choosing

Appreciation of PRT Members

The group of PRT members decided as all PRT team, including Bhibu, Sudeep Sunil and Dr. Sudhakar, Suramya as observers. Due to sickness, Mervin was unable to join the process

Appreciative Enquiry of Chief Coordinator

For the appreciation of the Chief Coordinator, Dr. Shailendra Awale, the team divided as PFT/PST and PRT and both team had a frank interaction with the Chief.

Winding Up

Taking reference from the Scripture read on the very first day Numbers 14:17-20, Chief asserted that the new day should be our new beginning. The days come and go, it is natural process but what and how contributes towards His mission, developing self and also considering organization's interest is important!



The process was concluded with the felicitation of the members and congratulating the PFT, PRT and PST coordinators for carrying out their responsibilities efficiently and it was declared that same individuals i.e. Bibhu, Moni and Santosh respectively would lead the team in their capacities. Proud fathers of newborn babies - Deepak and John received gifts from the SBSS family. Dr Sudhakar's valuable presence was appreciated and thanked by the group.

The Devotion

“Be Dressed Ready for Service and Keep Your Lamps Burning”

(Luke 12: 35)

September 06. 07

The devotion started with the scripture taken from Numbers 14:1-16 “The People Rebel”. How the people rebel against Moses and the Lord and his Promises. In verses 14:2-3 they are lamenting...*“would that we had died in the land of Egypt! Or would that we had died in this wilderness! Why is the Lord bringing us into this land to fall by the sword?”*

The path to the destination will be very painful and it will be filled with struggles and hard works. The leadership also is a crucial part. Moses the leader struggles a lot and tolerated a lot. He faced the cry of all Israelites, their blaming and even they told in verses 14:4 *“let us choose a captain, and go back to Egypt”*. That time they forgot everything the “God” has done for them and made them to get away from Egypt. Even God told Moses that “I will strike them with pestilence and disinherit them and I will make of you a nation greater and mightier than them” (Ver. 14:12). But Moses thwarted God with saying *“now if you kill this people all at one time, then the nations who heard about you will say it is because the Lord was not able to bring these people into the land he swore to give them”* (Ver. 14:15-16).

September 07. 07

The theme of this day's devotion was **"Integrating Faith, Love & Knowledge"**. The Bible portion was read out from 1Corrinthian 13:01 and Joshua 1:9. In 1Corrinthian 13:01 it says that, *"I may be able to speak the languages of human beings and even of angels, but if I have no love, my speech is no more than a noisy gong or a clanging bell" ...* It explains that if I speak without love it will be like a noisy gong or a clanging bell because it doesn't have make anybody happy and its sound irritating the ears and make atmosphere noisy. It doesn't have any meaning.

In Joshua 1:9, it says that *"be strong and courageous; do not be frightened or dismayed, for the Lord your God is with you wherever you go"*.

Amazing grace! How sweet the sound
that saved a wretch like me!
I once was lost, but now am found;
was blind, but now I see.
'Twas grace that taught my heart to fear,
and grace my fears relieved;
How precious did that grace appear
The hour I first believed!

At the end, two persons from the group prayed for the blessings that we have received, the recognition of our colleagues, the potential within and the courage to reveal our talents.

September 08. 07

The devotion started with a servitude thought that **"a king came down to serve and we here mortals aspire to be kings"**. It gives us the message that, the king.... not only king...but the Emperor of the all world...the one who can create and destroy all in a second came down to the earth to serve the sinned the wicked.... but...

- ❑ Are we willing to serving other?
- ❑ Are we forgiving others with love and compassion?
- ❑ How we behave others? To our subordinate, our colleagues, our neighbor and a person who has hurt us.
- ❑ What can we sacrifice that others may grow?
- ❑ Are we living offering for God?

After this thought the devotion led to a prayer;

Dear Lord, please take away all notions of power from our minds, hearts and actions. Give us the power to be humble, aspire for your strength, to serve one another in love and compassion. Let us not hanker for positions, but fulfill your promise through working with those whom came for. Let us not preach but show in action our walk with Christ.

Help us to be living
examples of your life that many have not seen.

Amen...

At the end the group members were met and spend some time with whom they met for a long time or have hurt earlier and feel that they are distanced from, shared their feeling or sorrow and hugged each other and washed each other's feet as the symbol of forgiving and serving each other ...

September 09. 07

The devotion of the final day started with a message that *"Our response to the Call of God"*. The devotion continued by reflecting the scripture portion from 1Samuel 15:10-12 & Luke 14:15-24 with the title how one seriously taking his/her calling or they rejecting their calling like the people who rejected the invitation for the dinner in the parable given by Jesus in ver. Luke 14:15-24. Let's not be so preoccupied that we are left out of *His Call*.

*Do not put your trust in Princes, In mortals
In whom there is No help when their breath departs,
They return to the earth;
On that very day their plans perish*

The Process

As the first step of the process of A.E the group division was done for PST, PFT & PRT. The group comprised of members from immediate sphere and seniors and others who have worked with candidate and a member from each group was chosen as the leader who has to lead the A.E of the 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.

For each of the members, members of the respective RCSA/ team members were presented for the appreciative enquiry. This was in accordance with the request placed by the PFT Team that they would also like to be present during the appreciative enquiry.

The Tools used for A.E

- ✓ Individual grading as a team player and personal performance
- ✓ Perception of others grades towards him/her as team player and performance
- ✓ FIRO B. Test
- ✓ Group Discussion

About the tool FIRO-B

The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) is a reliable tool that assesses how an individual's personal needs affect that person's behavior towards other individuals. This instrument offers insight into an individual's compatibility with other people, as well as providing insight into that person's own individual characteristics.

The **FIRO-B** measures a person's needs for: **Expressed Behavior (E)** - what a person prefers to do, and how much that person wants to initiate action
Wanted Behavior (W) - how much a person wants others to initiate action, and how much that person wants to be the recipient

The instrument also measures a person's needs for:

Inclusion (I) - recognition, belonging, and participation

Control (C) - influence, leading, and responsibility

Affection (A) - closeness, warmth, and sensitivity

Followed by the 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.



Report of Programme Support Staff

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REPORT OF AMOS DEEP

Name	Amos Deep
Designation	Finance Associate & Team Leader, RCSA-Barrackpore
Additional Responsibility	Programme Associate & Office Secretary
Based in	RCSA Barrackpore
Date of A.E	08/09/07

Process for Appreciating

In the beginning the team referred the last years report of appreciative enquiry, shared their feedback and primary observation about Mr. Amos, then Mr. Amos invited for appreciation and enquiry for his future career plan, followed that Rev. (Mrs.) M.M. Nanda summing up the process.

Team Members

*Asha Nanda Tandy
Bidyut Sagar (Leader)
Rev. M.M.Nanda
Nilesh Gaikwad
Sudeep Tigga*

Appreciation

- God fearing
- Very cooperative
- Team spirit
- Hard working
- Perform 4 assignment simultaneously (Finance Association, Team Leader, Program Association & Office Secretary)

Interaction with Amos

- **Are you satisfied with your assignment (4 post at a time)?**

I am happy, but not fully satisfied.

As a team leader, I am getting support from my team members in performing the assignment.

Being a PA, I have assigned Durgapur diocese, NREGA initiatives under the Resource center was first initiated in Durgapur diocese.

As a Finance Associate I am little bit lucky because most of the C & D Assistant are up to the level, so I am getting comfortable with them and able to devote my time in others assignment.

I felt little bit difficulties in deliberating the Office secretarial work in Resource center because I could not get much time to be in office due to my other responsibilities.

- **In which responsibility you are much comfortable?**

I coming to this, the position of TL, is a blessing for me, it makes me eligible. I have not done much work to streamline the system and structure to perform as TL in one year as the earlier TL has already initiated the process during his tenure. During my Acting Leadership time I worked hard to implement the decision taken during that period.

- **As a TL what is your vision?**

To realize the vision of the Resource center in real sense not only the name sake

- **What realization?**

Within next one year the RC will have that capacity to train in action research.

- **What is your strength to realize this?**

In my view competency in every respect of the training is not more require, but I have competence to manage any conflict situation in the RC, in team building and in the field of leadership. And also can prepare the Making training content of Micro Enterprise Development programs, Social Accountability etc.

- **Give an Example?**

Silence...

- **According to your experience what would be appropriate, with regards to the combination of multiple role?**

1. *Finance associate with Team leader*
2. *Finance associate & Program associate*
3. *Finance Associate & Office Secretary*
4. *Finance associate + Program associate + Team leader*
5. *Finance associate + program associate + Team leader + Office Secretary*

Response: Finance Associate with team leader can be continue...

Summing up

Mr. Amos is very cooperative, his contribution in a team is visible, he is very God fearing, being a finance associate, finance monitoring and micro finance is his strength area. At the same time he is good in delegating the responsibilities to the team members.

Based on the feed back from the team member and interaction with Mr. Amos, the team felt that he should work on the following areas mentioned below:

- Enhance the ability to face the reality than being defensive.
- Work on the facilitation skill.
- Concentrate on the strength area as a finance Associate.
- Have the personal goal and work on the vision.
- Have clarity on concept and have the ability to take decision independently.

At the end Mr. Amos Deep expressed his thanks to all the team members for the suggestions and appreciation and promised to improve on the area of his weakness.

The appreciative enquiry was concluded with a word of prayer offered by Mr. Nilesh Gaikwad.

Prepared by

Bidyut Ranjan Sagar

REPORT OF NILESH GAIKWAD

Name	Nilesh Gaikwad
Designation	Office Secretary
Based in	RCSA, Pune
Date of A.E	7/9/07

Process:

The appreciative inquiry process was started with the group discussion of the team members about the things related to Mr. Nilesh and came following points:

1. He started working in the organization as Program Associate since Aug 2004 and has been accompanying with the team of Kolkata, Agra and transferred to Pune Resource Centers as Office Secretary in the month of June 2007
2. God fearing
3. Humble and Gentle man
4. He is trying to justify himself in the organization at his level.

Team Members

Amos Deep (Leader)
Sunil Mahajan
Bhibu Dutta Sahu
M.M. Nanda

Then he was welcomed to the process by Mr. Amos Deep and Mr. Bibhu Dutta Sahu offered opening prayer. As per the above points, he was appreciated by the group members.

Interaction:

Group: Describe the new days and freedom.

Nilesh: He kept silence.

Group: What do you dislike?

Nilesh: Backbiters.

Group: Are there backbiters in the SBSS?

Nilesh: Yes

Group: Can you say the name of backbiters?

Nilesh: NO, I cannot say, they will hurt me.

Group: Can you confront them?

Nilesh: I don't like.

Group: What do you think that why this type of situation come?

Nilesh: He kept silence.

Group: How long will you stay in the organization in this situation?

Nilesh: Up to the point I can bear it.

Group: Are you comfortable with your present assignment?

Nilesh: It's though not a comfortable but I am trying my level best to do so like I initiated the newsletter and also have written two articles and sent to Head Office apart from the assigned job.

Area of Improvement:

1. To be **creative** and **more creative** for the organization.
2. To bargain space in the organization by your sincere efforts.
3. To develop capacity to run the assignment job as well new initiatives.

The Appreciative Enquiry ended by the closing prayer by Amos Deep.

Prepared by

Amos Deep

REPORT OF SUBIR KISKU

Name	Subir Kisku
Designation	Finance Associate
Based in	RCSA Barrackpore
Date of A.E	08/09/07

Introduction

Sudeep Sanchit Tigga introduced Subir to the group members. He is very quite and pleasant in nature. He is hard working and always punctual to complete his assigned tasks. He is god fearing and truthful towards his profession. He has interest in programmatic areas also apart from his normal responsibilities of a Finance Associate. He developed appropriate and relevant systems for the Resource Centre.

Team Members

B.R. Sagar
Vikram Jadhav
Asha Nanda
Suramya
Sudeep Tigga
Santhosh George (Leader)

Personal Qualities

Even though he was very quite at the beginning he is opening up and taking many initiatives in leading programs. He is a positive learner and very active in the team.

He has good facilitation skill. He is a Post-graduate in Commerce. He has an ambition to be a Chartered Accountant. He has a great vision to promote a development wing for the Lutheran Church.

Interface with Subir

The group primarily asked about his responsibilities. Apart from the usual facilitation in Dioceses he involves in the administration of Resource Centre such as accounts supervision, internal control etc. He succeeded to a large extent to talk to the Board Members of the Dioceses and make them aware of the significance and CRM and PARAM.

There was a concern from the group that whether he deviates from his responsibility of finance to program; he replied that both are more or less inter related and also may cross cut for the large interest of the interventions.

He expressed his satisfaction to facilitate diocese of Patna and Cuttack. Facilitation to Diocese of Sambalpur and Chotanagpur, however, is not up to his satisfaction.

While the team asked to him how he takes any failure, he replied that failure is a learning and it will give new energy to proceed further.

He expects his Resource Centre Team should open to him and maximum synergy would be utilized through teamwork.

The team appreciated to his positive approach, honesty and hard work. With the appreciation everyone wished him all success for his future interventions. The process closed with the prayer offered by Bidyut.

Prepared by

Santosh

REPORT OF SUNIL MAHAJAN

Name	Sunil Mahajan
Designation	Finance Associate
Based in	RCSA, Pune
Date of A.E	7/9/07

Process

The team met together for appreciative enquiry of Mr. Sunil Mahajan. He was requested to wait for a while as the team had to prepare themselves for the process. During this time the team discussed about Sunil and his journey in the CNI SBSS he is associated with CNI SBSS since 1992 working as an office secretary.

Bhibu and Nilesh shared that Sunil is a very hard worker and faithful and he is very cooperative for team building. They also shared that he is also a part of communication department of RCSA and helping in developing RCSA newsletter.

Team Members

Bhibu Dutta Sahu
Bidyut Ranjan Sagar
Nilesh Gaikwad
Subir Kisku (Leader)
Vikram Jadhav

Bidyut shared that Sunil is a good worker and he has learning ability and he is improved in his work as a finance associate.

Then team invited him for interaction. He came to the group and Mr. Nilesh Gaikwad welcomed him.

Strength

- During the interaction it was revealed that he is very humble person.
- He tries to maintain good relation with every one.
- He is a learner
- Although finance area of specialization he also takes interest in the program
- Presently he is looking after all the five dioceses under RCSA Pune and working smoothly.

Areas of Improvement

- He has to develop confidence in speaking English language.
- He also needs to choke out his own professional growth in the organization.
- He also needs to put and prove his point of view.

Mr. Subir Kisku concluded the whole process of appreciative enquiry of Mr. Sunil Mahajan.

The appreciative enquiry ended with a word of prayer by Mr. Vikram Jadhav.

Prepared by

Subir Kisku

Report of Programme Facilitation Team

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REPORT OF AMEN KAUSHAL XAVIER

Name	Amen Kaushal Xavier
Designation	Programme Associate
Based in	RCSA, Kolkata
Date of A.E	7/9/07

Introduction

Mr. Deepak Singh gave a brief introduction of Mr. Amen and stated that it is a privilege to have him in SBSS. He also mentioned that everybody was encouraged the way he spoke in the last appreciative enquiry with full confidence and authority even though he was new. Amen being a God fearing man has contributed a lot to his resource Centre and Ranchi resource Centre especially in social action research. He has taken the suggestions of the last appreciative enquiry seriously and worked upon to overcome the weaknesses. He is a very active member of the resource team, his contribution are towards preparing conceptual notes, prompt in reporting and documentation.

Team Members

Sudeep Tigga
Asha Nanda Tandy
Deepak Singh (Leader)
Manjari Nanda
Monijinjir
Amos Deep

Amen as an individual

- Hard working
- Passion for work
- God fearing
- Simple & humble
- Ambitious (positive)

Involvement

- Involved in the food security study under JID
- Preparing conceptual note
- Active member of the action research core group
- Initiative for PARAM for all DBSS under RCSA, Barrackpore
- Case study collection on starvation death in the Diocese of Eastern Himalaya,
- Brick kiln initiative in Diocese of North East India
- Actively involved with the congregations and high degree of involvement with the community is helping him to develop contextual theology.
- Perspective building, movement building, staff capacitating

Capacity/Skills

- Social action research
- Analyzing trends and stages of peoples organization
- Prompt in reporting and documentation
- Prioritization of the work
- Developed training module
- Facilitating as a resource person in other organizations

Prayer by Mr. Asha Nanda Tandy and the first thing the group wanted to know from Amen was:

Where is Amen today?

He shared that the amount of encouragement he got last time in the appreciative enquiry and his commitment boosted and provided energy to undergo research and analysis on various areas like food security study in Jharkhand, PO study, Study of brick Kiln, hunger death etc. I have also taken up the responsibility of PARAM in the resource Centre and actively involved in process of making the data base a living system.

This would have not happened if I have not got support from the group. I've not been confined to my assigned Diocese but my team members have given me full freedom to intervene in other Dioceses also and as per the need and requirement I'm also involved in other RCSA activity.

How would you define your role?

It is not only a research but also social action research where community is involved in every aspect of generating data and information and its implementation and in the process help an individual in developing contextual theology.

There are 4 steps in research namely:

Action research, training, accompaniment and action support

How do you manage your time in spite, of your engagement in so many areas?

Support from the group/team, joint venture, and operationalise the existing system

Remarks from Chief Coordinator

Much better documentation, we appreciate and value your contribution; you have a zeal and energy of going beyond but there is a contradiction in your work and larger goal. You have to work more on your vision building.

As on today are you happy with your work?

I'm happy with my work and would like to see myself as a resource for the resource Centre as well as at CNI and larger level. I want to be a complete expert on action research.

What is your larger vision?

To be an expert in research.

What are you doing to pursue your dream?

Different research studies, pursuing the path and imparting training in research

You have compiled lot of case studies, but as far as your research is concerned where do you locate it?

The research should have people's involvement and things should be evolved from the community whether it is sample or scientific

You have undergone climate change training, where do you think are the possibilities to integrate it in your work?

DBSS are already involved/working on it directly or indirectly like patent of seeds, Krishi Vigyan Kendra of the area, dry land farming, and climate change exposure.

Suggestion

- Have to work on vision- (You have to be honest)
- Steps are right but there is mismatch in your goal
- Have to apply your training and strength to integrate it in your work

Conclusion

Growth can be seen in him as individual and as a resource team member. Has taken extra effort and special initiatives in PARAM, Action research, JID, CME, food security study, PO study etc...

Prepared By

Sudeep Sanchit Tigga

REPORT OF ASHA NANDA TANDY

Name	Asha Nanda Tandy
Designation	Programme Associate
Based in	RCSA, Kolkata
Date of A.E	7/9/07

Team Members

Sudeep Tigga
Suramya Kujur (Leader)
Monijinjir Byapari
Subir Kisku
Deepak Singh
Dr. Awale (as observer)

Asha is a very polite, honest and lovable person. He has lots of patience and power to tolerate. In the previous years people have seen lots of positive changes in him, he has started voicing his opinion more now as compared to the past. He is a good facilitator as his patience and tolerance helps him facilitate difficult groups. But his inherent polite and gentle nature makes him non-confrontationist and passive at times, which hinders his

performance.

Vision

- Wants to develop himself in the field of facilitation and training.
- Helping the community and the resource center with his facilitation and training skills and expertise.

Perspective

- Need to have a strong and authentic database based on which strategic and focused intervention can be done.

Capacity

- Has a good facilitation skill.
- Has team spirit and helps to keep the team together.
- Listens to people patiently before reacting
- Is faithful, loyal, is willing to take up different roles.

Performance

- Facilitation in the DBSS.
- As a resource center the team tries to contribute to SBSS the best they can in which his responsibility is to development of training modules and IEC materials.
- Along with it there is the ongoing support to the DBSS.

Areas of improvement

- Not very comfortable and articulate in a crowd.
- He is not very confident of himself and is afraid of being wrong.
- The larger vision is missing and he should work on developing it.
- Needs to be more assertive and decisive.
- Needs to capitalize on the opportunities given to him.

Future plans

- Need to make the interventions more strategic.
- Build on his facilitation and training skills.
- Try to be more articulate and assertive in a large crowd.
- Build up confidence and conceptual clarity.

Reported By

Suramya Smriti Kujur

Exercise

An exercise was conducted during the session to give Asha an opportunity to delve inside himself and reflect and introspect about his strengths and weaknesses and most importantly his dream and vision.

Asha was asked to close his eyes and look deep inside himself, deeper and deeper, searching for himself. What did he find there? He was then asked to pick something out of what he found.

At the end of the exercise Asha was unable to find anything. He said that he found himself lost and unable to find anything to pick. This made him very sad and low.

He felt that he needed to concentrate more, be more focused and determined.

At the end of the exercise it was concluded that the process of discovering oneself and dreaming involves determination, vision, commitment, imagination, hard work etc.

One has to get over the problems and concerns that are hindering him. One also should not be so happy and complacent with his work that he stops dreaming.

All these things need to be cultivated and inculcated by Asha.

Asha Nanda's tryst with his self

By John Suresh Kumar

"Asha close your eyes for two minutes, as you slowly close your eyes, find out where you are and pick up a few things about yourself"

Asha closes his eyes and takes sometime to be in the process. When he opens his eyes, he is posed with a question whether he could able to find himself and pick up a few things about himself. Asha says,

"I could not find where I am and due to that I was also not able to pick out anything from me."

The process is interrupted with some questions from other colleagues present. Asha after answering those questions comes back and says

"I am aware that there are some areas to be improved and I have limitations and I have to work on those things"

Again he was asked whether he could really tell what is that limiting him and holding him and he is not able to pick up those things which is constricting and stopping from liberating himself or limiting him in spite of some years of development experience and ability to facilitate and build a team and remain as a team man!

Asha goes into deep silence. When he comes back and tries to face the environment around him, his eyes starts becoming red and he becomes visibly emotional. Then somebody asks him what do you actually see when you close your eyes thinking about yourself. Asha says,

"I see darkness"

"Exactly Asha, definitely one cannot pick out anything about himself when he is in darkness, and you are in darkness. Can you introspect on what is that really makes you to feel that you are in darkness? Asha after a long silence opens up and says

"I feel very low about my capacity"

"That's OK!"

"Asha do you know anything about how did I grow up? As a person from a very humble social background, with pastoral rustiness and being a dalit Christian I never deterred from respecting myself. As I grew up I had to and still have to mingle and deal with great leaders and stalwarts who have already made big names in the development field. But I had and still have only one qualification which keeps me going against different tides and that is I am the son of Bhaskar Awale—nothing else, because he loved me whenever I failed. He loved me even when I was broke. He protected me whenever I fell down. Whenever I become aware of this truth I have always found the world altogether different"

Asha may be taking this sharing to his heart becomes highly emotional and breaks down that every body understands the emotions he goes through. The prayer follows. Even after the prayer a response is given to Asha.

"Asha we all care for you and believe that you have all the required skills, integrity and attitude but it is time for you to GO AHEAD

REPORT OF BIBHU DUTTA SAHU

Name	Bibhu Dutta Sahu
Designation	Programme Associate & Team Leader
Based in	RCSA, Pune
Date of A.E	7/9/07

Introduction

Bhibu is one of the senior staff of SBSS who and is presently working in RCSA Pune, he is the team leader of the RCSA Pune and presently holding the responsibility of the Coordinator Programme Facilitating team.

The Process

Bhibu was requested to write about himself

Before calling Bhibu for the appreciative enquiry the group members had a brief discussion about him.

Then an open space was given to Bhibu for interactions

Team Members

Deepak Singh (Leader)

John Suresh Kumar

Sudeep Tigga

Nikhil S. Kumar

Sunil Mahajan

Monijinir Byapari

Dr. Sudhakar (as observer)

His Strengthens

- Bhibu is a disciplined person in terms of office management
- He is intelligent, has good communication skills and is a good articulator
- He is ambitious but at the same time straight forward and he usually takes along his fellow-workers.
- He is creative especially in the field of taking innovative devotions.

His Weakness

- Bhibu is casual and a procrastinator
- He is defensive, sometimes gets more involved in mundane ordeal rather than focusing on his larger vision

The interactions

After this brief discussion Bhibu was ushered to join the group. In order to make him comfortable one of the group member asked him about his feeling level. To which he responded that he does not like lab questions as there are times when he like to express and sometimes he does not.

The group requested him to share about his work, to which he responded that for sometimes (last 6 month) he was quite lost and was not sure as what to do. But presently ha is constructively engaged in promoting, encouraging communication practices within different RCSA as a PFT coordinator

He is also engaged in studying different accompaniment models of the RCSA's. He shared his new interest in this model and his urge to peruse it further.

He expressed that he was not able to give much attention on the issue of gender, which he is quite passionate about, and on the issue of trafficking, especially the coordinating part.

His steps towards the larger vision

The group was interested to know the larger vision of Bhibu, and interestingly he said that it is to become a manger of a football team and bring a reform in sports and promote tribal children's in sports. He dreamt about the vision while he was posted in Durgapur where he saw the pity state of the tribal children and their lack of opportunity towards sports

Bhibu was asked whether there has been an entry point for moving towards his vision. He said that being in SBSS he has still not yet planned towards this vision constructively, but he is determined and have stated thinking about a proposal. He is aware, that to aspire towards the vision he requires money, infrastructure and time but presently he lacks all three of them.

His long tem plan

In future, Bibhu wants to work with a funding agency and then go to England; the resources from there will promote his to fulfill his vision

His immediate plan with the present RCSA and with the present team

Bhibu wants to more patience and control his temper. He wants to understand what the team is saying to him and he want to promote RCSA vision and visibility in terms of Land rights and peoples organizations

His interpersonal relationships

Though Bibhu tries to be participatory and wants to balance situation and most of the time he is caring and provide solace and comfort to the team members, yet his interpersonal relationship with few colleagues need to be worked on.

Interestingly for **Bibhu** it is difficult to get along with person's who overshadows him. He finds it difficult to work with people who impose ideas on him, as he believes in collective process. In such a situation he becomes more reactive and defensive

Bhibu: Where is he in terms of his self

Bibhu is happy with his present responsibility of being a Team Leader and a Coordinator PFT. He expressed his limitations in taking advantages of some

opportunities and his lack of response towards certain issues. But he assured that he enjoys his present responsibility and wished to contribute more towards it

Summarizing the thoughts for future improvement

- Bibhu needs to see linkage between the current assignment and the larger vision
- He needs to prioritize his interest area and evolve a roadmap to translate it into action
- He needs to move forward from the perspective of a manager to that of a team player

Deepak's thanking Bibhu for his being frank and genuine discourse, and the process came to an end with a prayer from Dr. Sudhakar

Prepared by

Monijinir Byapari

Bibhu Dutta's views about his A.E

This is an assumption of the views that will be presented by the group members on various areas of my work.

Introduction:

Group discussion

Bibhu is: a good administrator
Good in communication
Can handle responsibilities
7 years with SBSS
Takes a stand
Team player –carries his team with him
Lacks technical expertise in Land rights
Can handle inter-personal relations
Looks out for staff who are under-performing/hesitant
Building synergy among the RCSA teams – staff meetings, topical discussions, RCSA development
Procrastinator
Observing and analyzing human relations
Straight forward
Defensive
Biased
Give space to others and not dominating
Always wants to get involved in matters-curiosity
Does not share his wider vision with the organization
Can facilitate a process to get participants to contribute/ comfort zone

Welcome and appreciation of the strengths by Deepak

Space given to Bibhu to speak about himself/work/matters of interest to him

Bibhu: Accompaniment;

- Emphasizing on working from the perspective of people upwards, ownership developed among communities, weaning away the dependence from DBSS, empowering the PO
- Showing by doing (NREGA, janadesh, PARAM)
- Focus on 1-2 issues, shift in the staff meeting formats, participative, data oriented discussions
- Issue based working groups-recognizing individual within process

RCSA: A Long Delay;

- Roadmap
- Two pronged approach- Janadesh & land rights
- Processes and dynamics within organization
- Developing ownership of the DBSS in the RCSA
- Gender Policy-not completed

C-PFT;

- Has tried to develop coordination and communication between staff and RCSA's
- Looking into the practice of accompaniment as a process, realities, need and changes
- Janadesh
- Systems Appraisal
- Over-emphasis on pen and paper
- Need to focus more on the Human Trafficking, Gender etc.
- Time management

Personal;

- Mervin and I have a lot of arguments
- Obstinate at times
- Visible anger
- Inability to explain wider vision to colleagues
- Vision: Sport & Academics for tribal & dalit children
-

Expected Viewpoints of Group members

Nilesh:

- has provided me space
- has encouraged me to think larger than the task
- is task oriented at times
- is appreciative of the work done
- needs to concentrate on work and not get distracted

Nikhil

- need to visit the field more and show results
- is friendly
- does not communicate with wider circle personally

Moni

- relations with Coordinator/ DBSS too trusting
- gets emotionally involved with the process and gets hurt
- as C-PFT , he has tried to bridge the gap
- We are unaware of the wider vision of Bibhu in SBSS? or beyond

Deepak

- Can ideate but does not translate into actions-field
- Good articulator
- Needs to have his own identity
- Sometimes, he is his masters voice

REPORT OF ELIZABETH MARTIN

Name	Elizabeth Martin
Designation	Manager - PARAM
Based in	Head Quarter, New Delhi
Date of A.E	7/9/07

Welcome:

Sunil Mahajan Welcomed here on behalf of Team Members.

Opening Prayer:

Offered by Mr. Santosh George

Team Members

Bhibu Dutta Sahu
Santhosh George
Amos Deep
Sunil Mahajan (Leader)
Dr. Awale (as observer)
Dr. Sudhakar (as observer)

Background Introduction:

All the members talked about her last one-year contribution for organization. She is hard working and takes challenges. She has frequent mood swings that can affect personal relations within the office. She is straightforward and can be friendly.

Earlier she was a Personal Assistant to Chief Coordinator and then she was promoted to Programme Associate and additional responsibility was given. She is also Manager of PARAM. She took efforts for better and smoothly functioning. Time to time she will try for some changes in PARAM for maintaining transparency and built up relationship between DBSS and SBSS. There is difference of opinion between the communications team.

Before she taken these responsibilities she was very unvocal, her relationship was very selected persons only. But slowly she developed and now she is very vocal and her relationship also developed.

Welcome was extended by Sunil and Bibhudutta Sahu appreciated her work and introductory remarks. She was recognized for her extensive efforts on PARAM, her long association with SBSS, having worked up the organizational ladder.

Elizabeth was provided an opportunity to speak about herself and her work in the past year:

In her response she doesn't know what is PARAM at the beginning she was initially confused as there was no background, theory her role. In her mind how I can handle these responsibilities without any support. She went about establishing relationship with the CDA of the DBSS and encouraging them to speak about the problems faced as well as the benefits of PARAM. She felt lonely at one stage, as she was not receiving the support from the RCSA. She has made effort to visit the DBSS at Agra. There have been regular communications with the DBSS. She has plans to visit all the

RCSAs and work closely with the DBSS in order to understand the psycho-dynamics of the organizations and work at an individual and organizational level. Her anger is visible on her face and she derives positive energy from it. She believes that she must change herself first and then convince others to change.

Suggestions:

- Control her temperament in people contact.
- Find an effective method to communicate with her team
- Strengthen the relationship
- Should pursue the psycho-dynamics of organizations.

Closing prayer by Bibhudutta Sahu

Reported By

Sunil Mahajan

REPORT OF NIKHIL S. KUMAR

Name	Nikhil S. Kumar
Designation	Programme Associate
Location	RCSA, Agra
Date of A.E	7/9/07

Process:

While Nikhil was out, the team members discussed about him and his progress in last one year, Nikhil was found quiet, co-operative, and humble. 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. He has been working in SBSS for the last 7 years as Programme Associate. SBSS has given him opportunity through exposure, training programmes for e.g. Organizational Development program by SEARCH, which he believes has been a real help for his personal growth. It helps his skill of organizing committee in his concerned diocese. He is good in writing, analyzing and listening.

Team Members

John S. Kumar
Elizabeth Martin (Leader)
Dr. Sudhakar (observer)

As asked why would he does not share his experience and learning with his colleagues and contribute it openly with everyone, he responded that from his previous personal experience obstructs him from coming forward and he hesitates to share things openly.

As he says “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”.

When asked about his action plan for the next six months and how to take forward his learning and rich experience first he replied that he has no plans to expand his skills as he feels fearful because when he shares it with others he does not get a positive response from his colleagues. He feels as they make a joke of him at his back. But apart from that he is facilitating Agra & Amritsar DBSS. He has identified NGO in Agra and his work also involves NREGA’05, Building People’s movement, and PRI. He made efforts to strengthen the process of Janadesh’07 and NREGA’05.

With great effort he shared his next action plan for the next six months. In suggestions from the team members, he would write a concept note on PRI and he has initiated PRI in Bhopal he would like to initiate in Agra and Amritsar also. He has given a time of 20 days to complete the concept note on PRI and send it HQ.

He has got technical abilities, profound and in-depth knowledge of his work but he need to become more assertive as his colleagues and other staff sometime happen to take disadvantage of his simplicity.

Prepared by

Elizabeth Martin

REPORT OF SUDEEP TIGGA

Name	Sudeep Tigga
Designation	Programme Associate & Acting Team Leader
Based in	RCSA, Ranchi
Date of A.E	7/9/07

Introduction

Appreciative Inquiry is the process to appreciate once contribution, involvement towards the organization Vision & Mission. At the same time it gives space to the individual to see and realize his strength to contribute more effectively and find out the area of weakness to transform it to strength. The process helps Mr. Sudeep Tigga to see himself and his contribution towards his personal and organizational growth.

Team Members

Asha Nanda
Deepak Singh
M.M. Nanda
Subir Kisku
Suramya Kujur (Leader)
Ashish Kumar (observer)
Dr. S. Awale (observer)

The Process

The process was start with word of introduction and appreciation by the group members, for his faithfulness and commitment. It's a two way process. After the process a word of prayer was offer for Sudeep involvement.

Some observation and comments about Sudeep;

- Friendly in nature
- Acceptation by others
- Good interpersonal relationship
- He try to finished his work in time
- If there was support from the group member, he perform better
- Do not want to take risk
- He should take the initiative to lead the group as a team leader

The discussion was started on the above observation and comments.

How do you see the personal and professional relation?

Although I have a personal relation with some one (as a friend or collogue), but when it comes to the work or professional relation, I believe and practice that “work is work and friendship is friendship”

Where do you find yourself today in SBSS?

Earlier SBSS approach is not that much focused, but with the new perspective the role of SBSS has changed. Its gives me scope to develop clear conceptual understanding and better understanding on the policy with special reference to tribal policy of Jharkhand

Vision for self

- Expert in State and National policy with regard to tribal
- Translate the policy in the local language and this would be available to the common people
- Working on policy advocacy, special reference to CNT, SPT, Resettlement etc.

What is the Strength you have to realize your vision?

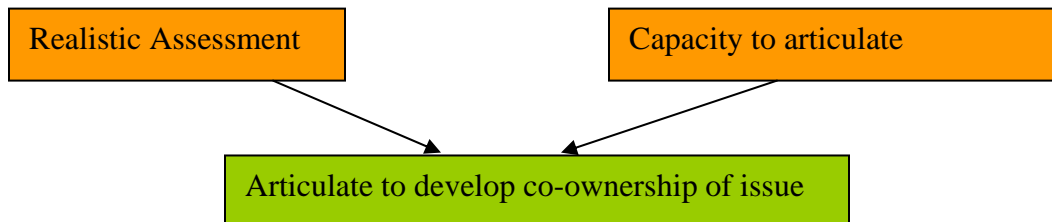
- Knowledge about the context
- Information
- Good inter-personal relationship

Weakness

- Not taking initiative
- If some one ask then only he involve himself in the larger forum

The areas need to be work on

- Active participation in the larger group
- More conceptual clarity on the issue we are dealing with
- How to visible as a leader
- To have a good leader we need to have



Conclusion

Sudeep personally thank the team to make the discussion more meaningful and learning for his personal as well as organizational growth. The appreciative inquire was close with a word of prayer offered by Mrs. Monoj Manjari Nanda.

Reported By

Asha Nanda Tandy

REPORT OF VIKRAM JADHAV

Name	Vikram Jadhav
Designation	Programme Associate
Based in	Head Quarter, New - Delhi
Date of A.E	8/9/07

Background Introduction:

Vikram has been able to complete and achieve the things that he has been assigned like e-publications, compilation of advertisements and news articles for NICR, editorial support extended towards Narratives' compilation, preparing various write-ups.... He is very gentle, helpful and considerate. . He has been provided a larger platform (food security) yet has been unable to capitalize on it. In the absence of John and in the long term, it would be interesting to note the ideas/plans that he has. If he is not taking the responsibilities, than there are greater chances that other individuals will dominate him. He does not speak in the larger forums. He is very reserved, very docile as though some things are holding him back.

Team Members

Amen Xavier
John Suresh Kumar
Monijinjr Byapari
Bibhu Dutta Sahu (Leader)

Welcome: by Bhibu

Interaction with Vikram

Everybody view you as a perfect gentleman, you make people comfortable. When you are given a task, you take the responsibility.

These are the strengths, as the group perceives you, do you have any other to add or speak about yourself?

Thank you for seeing me in that way. Yes, I am aware of those areas but speaking of weaknesses - I do get angry sometimes and I am short-tempered too. I get upset when things are imposed; forcing me to change the priority of the organizational work I have made.

Last year, after appreciative enquiry, I began well, but now I feel confused (didn't succeed in getting the expected outcome from the Study Food Security and Social Security in Jharkhand)... During the last AE, I was asked to be proactive, should take initiative and I am working on it. *As you said that certain things are imposed and it lingers but what is Vikram's passion and what are you doing to match it?*

I wanted more field level experience and I got a chance at Ranchi but could not fulfill chiefs' objectives, which really hurt me. Then I could not comprehend the work around me and I got lost and I failed. Sometimes, I am told that this is not the way that I should work.

Did you confront the chief?

Yes, couple of times I did talk to him about this matter. I took it personal when he expressed his disappointment over Jharkhand study so I asked what he had expected? In fact during Ranchi stay, he had suggested to do things as I felt giving me the freedom, I too maintained constant But again it was a learning for me.

Do you feel that there is no stewardship from Chief to groom you?

No not at all! In fact he very enthusiastically gives chances to opportunities for his every staff including me to develop themselves at personal and professional fronts. This kind of grooming is rarely seen.

Are you satisfied with your work?

To a certain extent but I don't know how much I have fulfilled.

Just now you mentioned field experience but have you negotiated with the Chief?

I have some plans on my mind and I am working on it. Once I get everything on paper I will meet and explain him. But again there are my responsibilities at headoffice too where I have been placed.

How do you see communication without John? What is your dream?

John is like a brain, we – the team is like the limbs. Without John, we must develop ourselves.

Are you ready for the responsibility of John?

Yes

John: Do you think that I am obstacle in encouraging you? Do you expect things from me? Do you feel you are working under 2 bosses?

No. I never thought that you are an obstacle in encouraging. Never felt that I am working under two bosses.

How is it working in the head office?

Its good, But have to take a lot of effort to keep the decorum too.

If Vikram started to take a stand and asserting self, do you think office dynamics will change?

It is not that I do not take a stand or do not assert myself... But many a times, in case of one-to-one/ personal – matters not concerning to work; I prefer to overlook that I feel are not significant. It is not necessary to react for everything.

You are into confusion. Is this space too narrow? Why are you confused?

Confusion was regarding those responsibilities. Whenever I feel the space is narrow, I will jostle for more space

If you will be given the whole space, what will you do?

I would like to have diocesan experience and build the communication on that.

Now PARAM has developed. Is it helping communications? If so, how?

Not only PARAM but an access to main mail server has been quite a helpful in accessing required and related information and sharing it with others.

Did you enter SBSS with some kind of hopes, expectations, plans?

Yeah I did as SBSS is quite an organization and after induction I realized that I hoped, expected and had planned for similar kind of experience.

Would you like to see beyond communications?

Yes, beyond routine communication activities at headquarters, I feel diocesan experience would be helpful too.

It is important for Vikram to put down his thoughts, vision, action plan and talk to chief and discuss it. Learn to be assertive and take a stand. Be visible and take initiatives

Summary

He is a person who will do a job that is assigned to him. He needs directions and needs to take independent initiatives that will provide him an identity. He should have a larger vision, dream because it is important for your vision, and plan. He must organize himself in that line. He must work on his confusion and needs focus. Be assertive, toy with ideas, try to push yourself to the limit, take a stand, visualize what you intend to do and share with others. There is need for diplomacy but talk straight.

Reported by

Bibhudutta Sahu

Report of Programme Resource Team

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REPORT OF B.R. SAGAR

Name	Bidyut Ranjan Sagar
Designation	Group Facilitator - Finance
Based in	RCSA Agra
Date of A.E	09/09/07

Grading of Firo-B

	Team	Self	PT	PS
Himself	5	6		
Moni	4	8		
Deepak	5	7		
Rajeev	6	5		
John	7	7		
Manjari	6	8		

Where do you feel you are in the SBSS group?

Response: I feel I am involved in the group at the RCSA level and the Finance group. My grading of self in the RCSA context is accurate but my contribution within the finance group would increase. I feel that I could not convince my colleagues and impress my team. I need to

continue and there is something more I need to do

There is a need to feel wanted by the group.

What do we need to do?

Response: The cooperation is less. The perception is that a finance associate cannot contribute to Program

Therefore you will stay silent!

Response: There is a feeling that I will not be given importance.

Team Members

Deepak Singh
John Suresh Kumar
Monijinjir Byapari
M. M. Nanda
Rajeev Prasad
Santhosh George
Dr. Shailendra Awale
Suramya (observer)
Bibhu Dutta (observer)
Dr. Sudhakar (observer)

Don't clamor for too much applause. You can't be a FA/GF always. You should not give up because your ideas are not accepted. There is a thin line between esteem and arrogance.

Can anybody take over the reins for the Finance GF?

Response: I believe in Subir and Amos to be capable. Sunil is good in facilitation.

You seem to have a very predictive mind and sharp analysis. Is there any particular reason that you are not willing to take up additional responsibilities such as TL?

Response: TL has to have a vision, chair the team, and build up programmatic direction.

Reported by

Bibhu

REPORT OF DEEPAK SINGH

Name	Deepak Singh
Designation	Group Facilitator - Livelihood
Based in	RCSA Agra
Date of A.E	09/09/07

Firo-B Grading

	Team	Self	PT	PS
Himself	6	6		
Moni	4	7	6	6
Manjari	5	7	5	5
Rajeev	7	7	4	5
John	5	6	4	5
Bidyut	4	7	5	7

Deepak is man of many responsibilities and therefore what was the basis of the ratings? Was it based on LCP, Livelihood, DBSS?

Response: I rated myself in view of the larger vision.

There is wide acknowledgement of Deepak's ability to make stones speak, accurately and adequately imparting knowledge e.g. on connectors and dividers.

Your perception is that others don't have higher aspirations from you?

Response: I believe that I should not expect too much but perform

His individual level performance is very high. He feels that he has not been able to reach out to Rajeev. Had he been able to do so, he feels that Rajeev would have given him 8.

Are you feeling low?

Response: there are so many assignments that I feel I cannot do justice to them especially on the livelihood issues. Initially I was struggling to integrate LCP in Livelihood but now making all possible efforts to integrate livelihood, LCP and Janadesh together.

It is hard to convince me that 4 responsibilities are too much. Is there any operational mechanism or systems, processes that we can adopt/change?

Response: yes, especially you as Chief to come down and discuss with us and move forward.

Deepak has been mentioned in a couple of the Dream teams. 7 SBSS staffs have chosen Deepak in their dream team. The growth of Deepak is appreciated and people look to his advice and guidance. Yet there must be an effort on establishing equal partnerships. LCP is directly dealing with the DBSS and the SBSS is an equal and important partner. His dream team reveals that he is hesitant to have equal partnerships. The present challenge is to be in the 9-9 quadrants and bridge the gap by building a lot of facilitation resource persons.

Team Members

Bidyut Sagar
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 M. M. Nanda
 Rajeev Prasad
 Santhosh George
 Dr. Shailendra Awale
 Suramya (observer)
 Bibhu Dutta (observer)
 Dr. Sudhakar (observer)

The reasoning behind the selection of the Dream team was that Sunil is a very hard working staff and brings lots of passion from the community apart from financial dealing, Asha can be good facilitator and therefore a support for me, Vikram would be useful for the documentation.

His Dream team also reveals that the members in his team are world-renowned contributors to the development world through their rooted activism. Yet the confines of the workshop should inspire Deepak to move beyond a thinker to the realm of doer and contribute to the model of activism. Deepak has proven himself as a facilitator.

A couple of times, you have mentioned that you do not have huge expectations from your colleagues. Is it because you feel we cannot contribute to your growth?

Response: I do not like this kind of perception. There is no such perception from my side.

It would seem that you have knowingly reduced the grading.

As there are 3 PRT members in your RCSA, it is up to the team to exploit the skills and understand each other. This would require tremendous sensitivity and affection.

Closing remarks by Deepak;

This has been a fruitful exercise. It is also important to note that this appreciative exercise and the subsequent changes are due to the support of my family.

I will work towards establishing more friendships

Greater intervention and group work

Apology if I have hurt someone during the past year

Would request people to approach me directly and confront me if they have any problems

Reported by

Bibhu

REPORT OF JOHN S. KUMAR

Name	John Suresh Kumar
Designation	Group Facilitator - Communication & Documentation
Based in	Head Quarter, New-Delhi
Date of A.E	09/09/07

Firo - B Grading

	Team	Self	PT	PS
Himself	7	6		
Moni	5	6	7	6
Deepak	4	5	3	4
Rajeev	2	2	7	6
Manjiri	5	6	5	5
Bidyut	4	6	7	6

We must build up from where we have fallen short and learn from our mistakes. Being a student of sociology, what are the different forms of surveys?

Response: case studies, group work, social action groups

The grading takes into consideration Communication,

Team Members

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 Dr. Sudhakar (observer)

but there are larger frameworks.

Can you work alone or work in a team? What circumstances can ensure better results?

Response: deadlines and if I do it alone, I can finish it on time. I am Effective with deadlines. When I am passionate about a process, then the organizational needs suffer.

The organizational agenda comes after the individual. Your performance is over 5. The group may have acknowledged your work if they knew it. You have not given an opportunity to know, understand their perspectives, and explore the insights of another person. People look towards you for personal contribution.

You carry an image of an articulator, strong persona, communication skills of a high standard, thus leaving others behind.

You have been flouting yourself as upgraded to the next in position to the Chief. The gap is growing between the Communication team members. You are good for the organization and your ideas are taking the DC forward. Yet you have distanced yourself and are not approachable for basic dialogue.

Response: I have tried to make myself available to you. I am proud to be a member of your dream team. But I have taken a decision not to involve myself in Elizabeth's work. We will handle our responsibilities separately.

Where is John today? To relate to as a human being?

There is a danger that adopted roles will further be cemented. This will result in opportunities being lost to be a part of the larger group. Colleagues look up to you as an elder brother. If we create islands with our rigid positions, we will not be able to move ahead. It is important to note that the group works as a resource and not individuals.

Reported by - **Bibhu**

REPORT OF REV. M. M. NANDA

Name	Rev. Manoj Manjari Nanda
Designation	Associate Coordinator, CME
Based in	RCSA, Agra
Date of A.E	09/09/07

Firo – B Grading

	Team	Self	PT	PS
Herself	7	7		
Moni	5	7	7	7
Deepak	5	5	6	6
Rajeev	5	6		
John	6	5		
Santosh	2	2		
Bidyut	5	6	7	7

There was an overall recognition of the change in the work of Manjari Nanda as one of the senior colleagues and her adaptability towards the change within SBSS and the demands of the work. The interaction followed with the question: **How am I performing? How am I operating at the largest level?** There is definitely a power struggle and that there is a desire to

subdue the followers. As she has placed herself at 8:8, yet there is a general view that the others do not know her expectations. She is very protective as her need for inclusion is very high and the need to control is the same too. She has adopted a humane level of interaction with her colleagues. Her performance level has improved in the past year. She must work towards developing herself as a team player. Working with peers by controlling the group is a personal change she has to overcome.

Team Members

Bidyut Sagar
 Deepak Singh
 John Suresh Kumar
 Monijinjr Byapari
 Rajeev Prasad
 Santhosh George
 Dr. Shailendra Awale
 Suramya (observer)
 Bibhu Dutta (observer)
 Dr. Sudhakar (observer)

There was a point in time when she would take the initiative but there is sense of withdrawing. Given her experience and the expectation, she should work towards contributing to the RCSA and the diocese. She must be forthcoming in taking the lead. There is a definite growth in the CME visibility within the CNI and this can be attributed to her commitment. CME is also taking the direction that she has envisaged.

Response:

While under the model I did not consider the RCSA team only but the all the colleagues. I was given and out of which only Asha is left if I will have a team then I will be able to do more things. I was the kind of individual that was pushing and supporting others but I have withdrawn from that role because of my own reason. The consultation at Barrackpore has taken off by all the team member of that resource center and all the DBSS is involve in the CME activities. . Yet at the RCSA Agra level, we have matters pending like the concept note on contextual theology, Module for Encountering Ecumenism. To develop contextual theology the data on the experience of people is not available at the RCSA level. So the mission praxis has become challenge and an agenda for my future work.

Suggestions:

Pursue for Post. D. Min
 CME has to break new ground
 Greater Realization of Self.

Reported by - **Bibhu**

REPORT OF MONIJINJIR BYAPARI

Name	Monijinjr Byapari
Designation	Group Facilitator - PME
Based in	RCSA Kolkata
Date of A.E	09/09/07

Firo - B Grading

	Team	Self	PT	PS
Herself	7	8		
Manjari	7	8	8	7
Deepak	6	6	6	6
Rajeev	5	4	7	7
John	8	7	5	5
Bidyut	6	7	7	7

There has been a marked improvement in the relations and work of Monijinjr. Alluding to the primary colors, it was observed that the other colors emerge from the primary colors. Yet the most difficult part is that of changing the soul. Monijinjr has a tendency to look up to people and replicate their styles. In turn,

suppressing the uniqueness of being Monijinjr. She is an introvert and is very selective while aligning herself with people. She is fortunate enough to have good human beings working with her at the RCSA level.

An attribute to her is that she is task oriented and has made extensive efforts to share with others. Yet there is a subtle notion that there is a lack of affection. At the same time there is a growth in her feelings towards accepting others. There is a concerted effort to integrate the 'I' into the 'WE'. There is recognition of the hardworking nature and her ability to absorb the views of others. At the same time, there is a need to adopt an individuality that would be her signature style rather than an amalgamation of others views. Any new learnings, concepts must be drawn in context of SBSS and shared with others. She is the only Group Facilitator with 3 PFT members. Her RCSA members have acknowledged her internal growth by tending to the team. She is a fast learner and makes an effort to put into practice.

Evidence of the internalization of the vision, mission of SBSS and ability to express and articulate is commendable. Has positioned herself at 2 levels: staff/colleagues are looking up to her; she looks up to others (idolizing others).

Response:

She has expressed her desire to be involved in evaluations.

Team Members

Bidyut Sagar
 Deepak Singh
 John Suresh Kumar
 M.M. Nanda
 Rajeev Prasad
 Santhosh George
 Dr. Shailendra Awale
 Suramya (observer)
 Bibhu Dutta (observer)
 Dr. Sudhakar (observer)

Reported by

Bibhu

REPORT OF RAJEEV PRASAD

Name	Rajeev Prasad
Designation	Group Facilitator - Disaster Mitigation
Based in	RCSA Kolkata
Date of A.E	09/09/07

Firo - B Grading

	Team	Self	PT	PS
Himself	5	5		
Moni	4	3	6	4
Deepak	4	5		
Manjiri	6	6	5	3
John	5	4	2	2
Bidyut	5	6	6	5

What are your plans for Dang?

Response: I have high plans for Dang but things are not materializing. I want to evolve Dang as a DBSS model. We are short staffed, low diocesan support and regular interference.

We had a good discussion in Nasik. We understand your pain and the new batch is coming up fast, they are articulate. **You are apart from the larger group as you have requested to be where the fire is? There are things that hurt you and you are at an important stage of your career. Why don't you pursue Disaster management studies? Even with Dang, the issues will not be resolved? If there is discomfort- where am I? Am I in the right place or Not? Policy understanding can be taken care of by others. You are away from your family. Where are you moving and what can SBSS do?**

Response: Dang was initially an RCSA initiative. I was not aware of the DM programs and am not involved at top level. Gives me a low feeling. I would have liked to prepare participants and resources at the DBSS level in readiness for disasters. Cut off in Dang and not invited for staff meetings.

Team Members

Bidyut Sagar
 Deepak Singh
 John Suresh Kumar
 M.M. Nanda
 Monijinjr Byapari
 Santhosh George
 Dr. Shailendra Awale
 Suramya (observer)
 Bibhu Dutta (observer)
 Dr. Sudhakar (observer)

Your continuity is going to become a liability if you do not decide on a direction. In later equations, you may realize that the group does not want you. What is your plan?

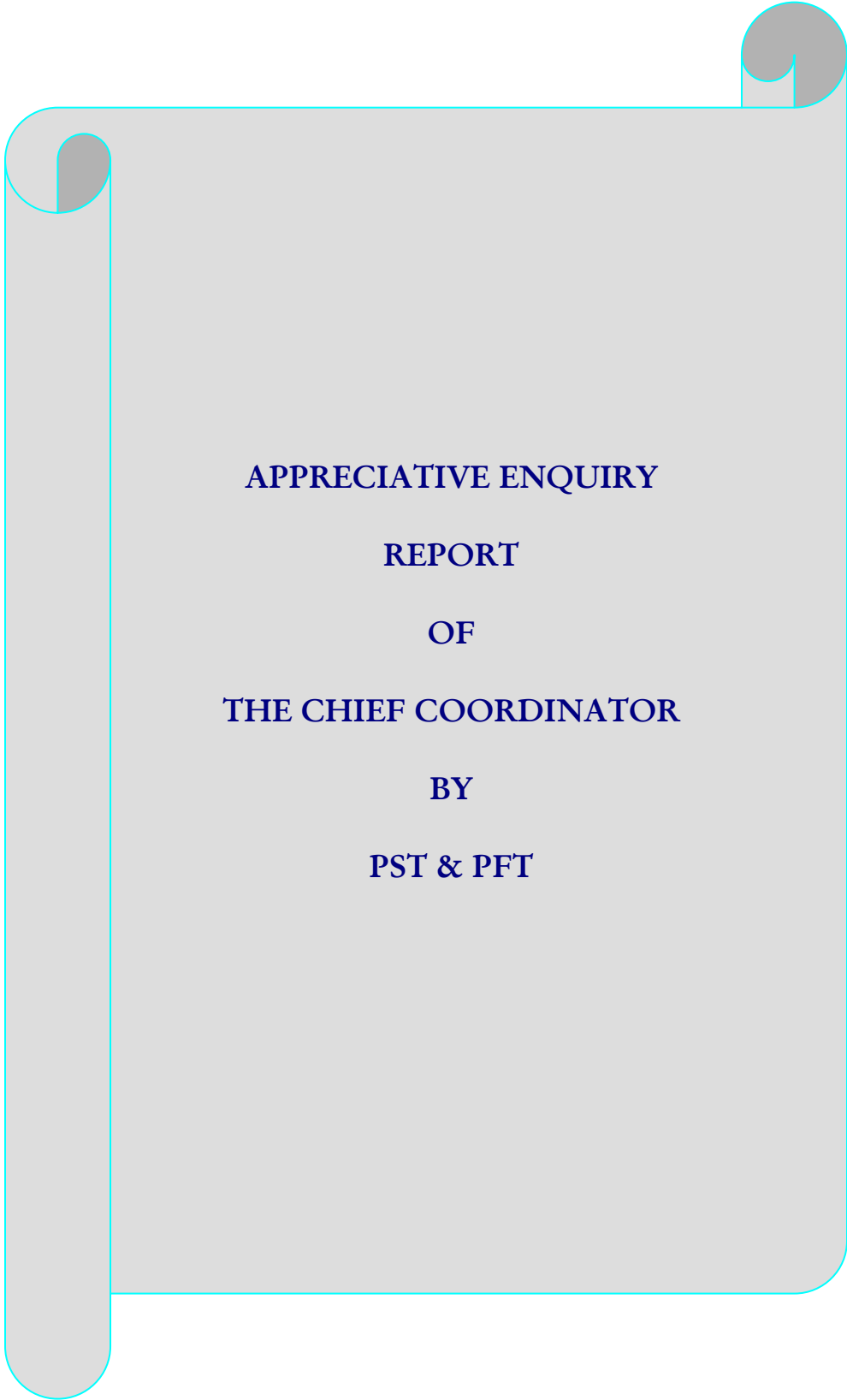
Response: Take more responsibilities with Dang

Your expertise is limited to fire fighting and you are very good in it. Based on your experience, there should be a lot more contribution. You are a great team player but you are not pushing yourself to the limit. There, needs to be a serious attempt to introspect and show impacts thorough planning, sharing, plans to paper, and pursuing matters with zeal till the end, be selfish and achieve something for yourself.

You have a lot of friends but you have failed to capitalize on the DM. The frequent flood and earthquakes and your immediate response. There is an emerging recognition in Dang. You should capitalize on this progress.

Reported by

Bibhu



APPRECIATIVE ENQUIRY
REPORT
OF
THE CHIEF COORDINATOR
BY
PST & PFT

REPORT OF DR. SHAIENDRA AWALE

Name	Dr. Shailendra Awale
Designation	Chief Coordinator & Secretary
Based in	Head Quarter, New Delhi
Date of A.E	09/09/07

Introduction

The Programme Facilitation team (PFT) and Programme Support Team (PST) had an opportunity to appreciate Dr. Shailendra Awale, the Chief Coordinator of CNI SBSS on 9.9.2007. The Team initially met and discussed about his work in the last one year and appreciated him for his work. The team decided first to appreciate the work of Dr. Awale as a person and as a chief coordinator followed by his areas of improvement

The Qualities that Dr. Awale has are as follows;

1. He is a good leader
2. His intervention has lead to many changes in SBSS
3. He has lot of expectation for each and every person in SBSS
4. He is very approachable
5. He has also played a role of Mentor
6. He is Truthful and leads from the front
7. He has always backed the SBSS staff in any given situation
8. He is highly respected among the SBSS staff
9. He has always supported the SBSS staff families whenever a crisis situation is there
10. He has good Biblical understanding and relates it with the given context

Team Members

Amen Xavier
Amos Deep
Asha Nanda
Banamali Mohanty
Bibhu Dutta
Elizabeth Martin
Nikhil S. Kumar
Nilesh Gaikwad
Sinju Mathew
Subir Kisku
Sudeep Tigga
Sunil Mahajan
Suramya Kujur
Vikram Jadhav
Dr. Sudhakar (observer)

Dr. Awale said that he likes this Group as it consists of people who speak from their heart. He also emphasized that he has dual responsibility of the Chief Coordinator and Dr. Awale as a person and needs to keep a balance to both of his commitments; he also said that he has never been biased to anyone and is very demanding in the work. His vision in life is to become a collaborator for the grass root level organizations.

Areas of Improvement

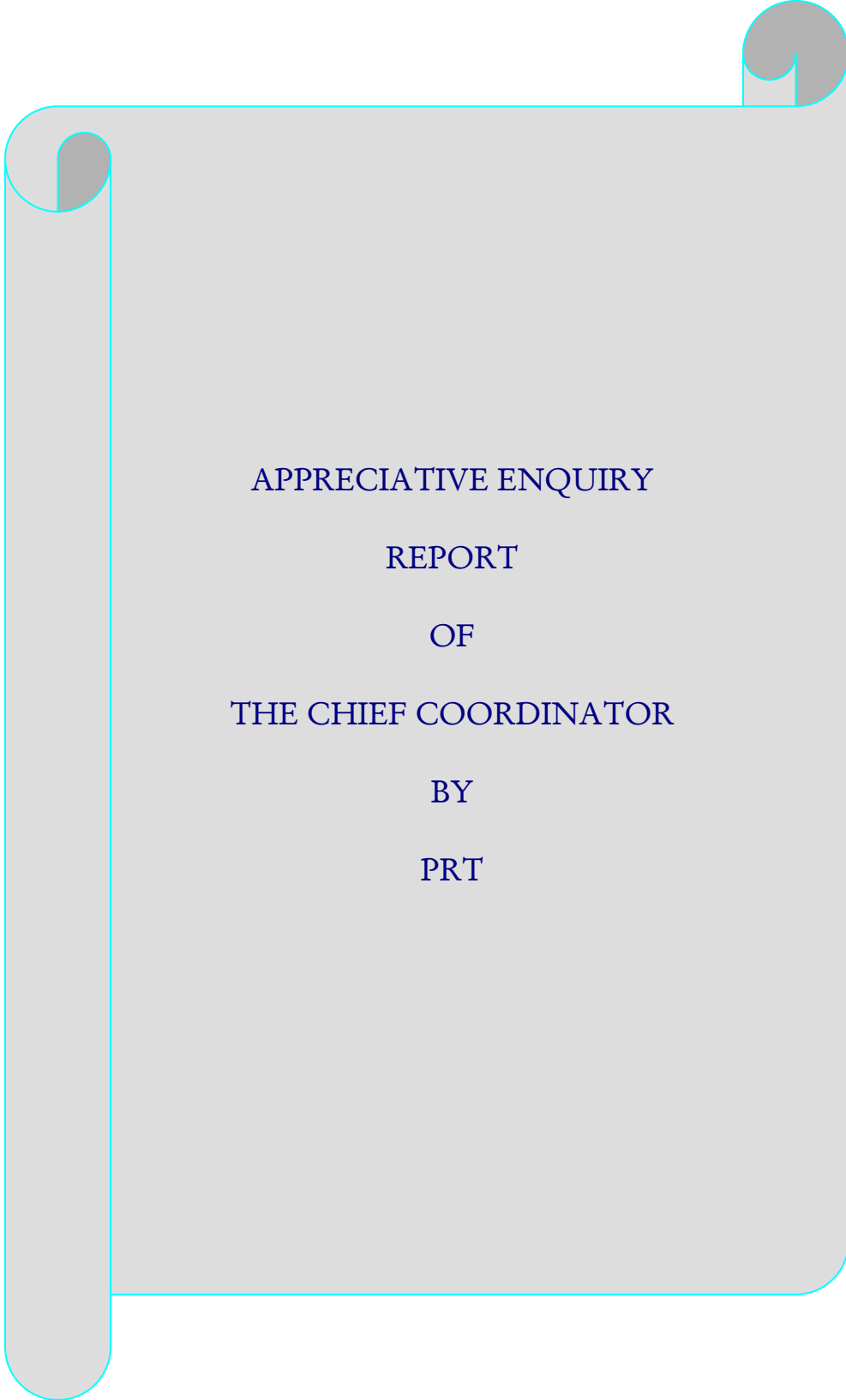
1. He should see the situation differently which at times he fails to see the other perspective
2. At times he doesn't believe his subordinates and has tendency of doubting

3. As a Chief Coordinator he needs to delegate small responsibilities which he is not able to do so
4. He needs to improve on the Team Building and developing the Inter resource coordination among the Four RCSAs
5. As a chief Coordinator he must take on the responsibility of bridging the gap between two people if they are not getting along. Although it is his against his personal belief that one should not meddle in the affairs of two individuals and leave them to sort out matters themselves
6. He should not assume what people are saying
7. He should not paraphrase the sentences as it takes away the actual meaning of what the person has spoken
8. He Should be a patient listener

The meeting ended with a word of prayer by Nilesh

Reported by

Nilesh Gaikwad



APPRECIATIVE ENQUIRY
REPORT
OF
THE CHIEF COORDINATOR
BY
PRT

REPORT OF DR. SHAILENDRA AWALE

Name	Dr. Shailendra Awale
Designation	Chief Coordinator & Secretary
Based in	Head Quarter, New Delhi
Date of A.E	09/09/07

Process

The team discussed the various qualities of Dr. Shailendra Awale. He possesses lot of positive qualities. He is the guide, leader and mentor of the organization. He brought tremendous changes in the life of the organization. He contributed immensely to the skill development of each staff in his organization. The team members appreciated his higher level of confidence to lead the organization.

What is your level of confidence? It was the first question from the team during the time of interface with him. He replied that he enjoys lot of confidence to lead the organization. Vision building of the organization and the individual vision building is his passion. The Team expected him to take the role of a key person of funding agency towards the implementing partners of the organization. He is waiting for that time to come.

Team Members

Bidyut Sagar
Deepak Singh
John Suresh Kumar
M.M. Nanda
Monijinjir Byapari
Rajeev Prasad
Santhosh George
Dr. Sudhakar (observer)

Even though he has confidence on the individual capacity of the team, he expressed certain concern on the facilitation of the team. He wanted the growth very much visible in the organization through the collective effort of the team with proper team spirit. He does not depend on the set agenda but rely on the staff for the coordinated and collective effort to achieve the goals of the organization.

The team expressed their concern in the area of delegation of responsibility, the team is with him always and it is up to him to use them at a satisfactory level. He expressed his pain on certain events that went at a lower level to his expectations especially the failure of Jharkhand Initiative Desk and the under performance of Pune Resource Center.

The team asked to him how much you are open ended within the team and how much you are able to control. In reply he asked the team “have you checked ever I have ability to control”, and he continued that in the beginning he was new to the gang and it was very dynamic and he is in the nature of too much facilitative.

He expects from everybody to respect the position of Chief Coordinator as he deserves and also he wants the team be little charitable to him. He wants the team to travel with him more to achieve the goals with larger impact.

The team appreciated and thanked to him for all his effort to take the organization forward and the interface ended with the prayer offered by Santosh.

Prepared by - **Santhosh George**

APPRECIATIVE ENQUIRY (Group Division)
(Annexure - 1)

Name of the Candidate	Name of Group Members	Leader	Reporting By
Amen	Sudeep, Amos, Deepak, Asha, Suramya, Vikram, Moni, Santhosh & Manjari	Deepak	Sudeep
Amos	Bidyut, Asha, Santosh, Nilesh, Amen & Moni	Bidyut	Bidyut
Asha Nanda	Subir, Suramya, Deepak, John, Moni & Sudeep	Suramya	Suramya
Bhibu	Nikhil, John, Moni, Sunil, Nilesh & Deepak	Deepak	Moni
Elizabeth	Sunil, Bhibu, Amos & Santhosh	Sunil	Sunil
Nikhil	John & Elizabeth	Elizabeth	John & Elizabeth
Nilesh	Sunil, Bhibu, Manjari & Amos	Amos	Amos
Subir	Sudeep, Bidyut, Suramya & Santhosh	Santhosh	Santhosh
Sudeep	Asha, Subir, Suramya, Deepak & Manjari	Asha	Asha
Sunil	Bidyut, Vikram, Nilesh, Bhibu & Subir	Subir	Subir
Vikram	John, Bhibu & Moni,	Bhibu	Bhibu
B.R.Sagar	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
Deepak Singh	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
John	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
M.M. Nanda	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
Monijinjir Byapari	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
Rajeev Prasad	PRT & Bhibu, Suramya & Dr. Sudhakar as Observers		Bhibu
Dr. Shailendra Awale	PRT, PFT & PST (Dr. Sudhakar as observer)		Nilesh & Santhosh

ABBREVIATIONS

A.E	Appreciative Enquiry
CBO	Community Based Organization
CDA	Communication & Development Assistant
CME	Church Mission Engagement
CNI	Church of North India
CNT	Chhota Nagpur Tendancy Act
D.Min	Doctoral Ministry
DBSS	Diocesan Board of Social Services
DM	Dang Minister
FA	Finance Associate
FCFC	Forum of Collective Form of Cooperation
FIRO - B	Fundamental Interpersonal Relations Orientation-Behavior
FMSF	Financial Management Service Foundation
GF	Group Facilitator
JID	Jharkhand Initiative Desk
IEC	Information Education & Communication
LAN	Lobbying Advocacy and Networking
LCP	Local Capacity for Peace
NGO	Non-Governmental Organization
NREGA	National Rural Employment Guarantee Act
PA	Programme Associate
PARAM	Programme Activity Review Accompaniment Monitoring
PFT	Programme Facilitation Team
PME	Planning Monitoring & Evaluation
PO	People's Organization
PRI	Panchayat Raj Institution
PRT	Programme Resource Team
PST	Programme Support Team
RC	Resource Center
RCSA	Resource Center for Social Action
RTI	Right to Information
SBSS	Synodical Board of Social Services
SEDP	Socio Economic Development Project
SPAR	Society for Participatory Action & Research
SPT	Santhan Pargana Tendancy Act
TL	Team Leader