

Renewed Province Plan 2021-2024

Preamble

In 2013, the Philippine Jesuits began a process of communal discernment to evaluate and chart the direction for the mission and works of the Province. On May 15, 2016, the Road to Mindanao (Philippine Province Roadmap 2016) was promulgated. That year, Rodrigo Roa Duterte, then Davao City Mayor, became the country's 16th president, and first from Mindanao. With added hope from this convergence of events, the Province went about implementing the Roadmap.

The Province Roadmap identified for us our “mission areas”: poverty and marginalization, armed conflict and resulting displacements, environmental degradation and resulting vulnerability of peoples, and dividedness of peoples arising from historical injustices and religious and cultural differences. It called for close collaboration within the Province (institutes, Jesuits and lay partners) and cooperation with the local Church, government agencies, and others in civil society who share our objectives. Over the years, executive actions (leading to, among others, a series of Mindanao Conversations, a Province Assistant for Planning, a re-organized Commission on Ministries, a Committee on Indigenous People's Ministry) and the supportive responses from institutes and individuals have attained several milestones (cf Appendix).

In January 2019, culminating a process involving the whole Society, Fr. General presented to Pope Francis and obtained his confirmation of the Universal Apostolic Preferences (UAPs) for the Society: showing the way to God through discernment, walking with the excluded, journeying with youth, and caring for our common home. The UAPs provide a horizon for fulfilling the renewed mission called for by GC36 of a three-fold reconciliation – with God, within humanity, and with creation. They affirm and invigorate our own efforts in the Province.

Meanwhile, the national and political landscape turned volatile and unpredictable. The Duterte administration's “war on drugs” became more violent and brazen, targeting mostly the poor and catching innocent families in the crossfire. The 2019 midterm elections were hounded by indiscriminate killings sowing a culture of death and fear not felt since the Marcos dictatorship. Although there were some encouraging developments in the economy, democratic institutions were threatened as historical revisions went unchecked. “Trolling” and “fake news” have gone out of control. Local and foreign policies now revolve mainly around pleasing China at the expense of long-term local and international interests.

The January 2020 Meeting of Superiors and Directors of Work (MSDW) made clear the need to address these alarming national concerns as a Province and to update our Province Roadmap with these concerns and with the UAPs. Then in March, the Covid-19 pandemic hit the country. The August 2020 MSDW dwelt on the widespread and compounded impact of the pandemic and the prevailing authoritarianism. It deepened the desire for an updated corporate response.

Mindanao remains the periphery which the Province is called to attend to in the long term. But what prompted us to take on the Mindanao Roadmap has gone beyond the metes and bounds of Mindanao. In other parts of the country, poverty and hunger have worsened sharply and the search for peace and justice is critically threatened by red-tagging, rising insurgency, and spreading lawlessness and impunity. The adverse effects of the abuse of the environment are

sadly made starker by the string of typhoons that hit Luzon in November, exacerbating the staggering social injustice.

In light of all this, out of a series of meetings with the reconstituted Commission on Ministries and especially with the Executive Committee within it, Fr. Provincial presents the Renewed Province Plan 2021-2024 in five Thrusts:

Thrust 1: Foster integrity and accountability in our communities and institutions

Thrust 2: Feed the hungry (children) and create sustainable livelihoods

Thrust 3: Summon our youth to engaged citizenship

Thrust 4: Build faith-based hope and resiliency

Thrust 5: Cultivate personal and institutional ecological conversion

While we affirm the progress made in the Mindanao Roadmap (cf Appendix) and laud our three Mindanao universities for taking the lead in furthering our gains, the whole Province is enjoined to pursue these Thrusts in this extraordinary period to address the urgent concerns of our people and our Church, drawing from our resources together. We do this fully recognizing that all of our communities and institutions are struggling to creatively respond to the new realities brought about by the ongoing pandemic. The mission is taking on new forms amidst great practical and spiritual challenges, including the care of the poor among our direct stakeholders. There have been and will be new challenges to our mission, and yet we put a spotlight on these Province Thrusts as fundamental to our mission today.

Our troubled times compel us Jesuits (and our mission partners) to re-examine the fidelity of our way of life, to return to the Lord's call in GC36 for renewal of Jesuit life and mission, and together to beg for God's grace to fulfill it. The pursuit of these Province Thrusts relies heavily on our capacity, as individuals, communities and institutions, to engage in personal and collective examination of conscience and to see how we live out and struggle with our vowed commitments to Jesuit life and shared mission.

Thrust 1: Foster Integrity and Accountability in Our Communities and Institutions

To respond to the urgent needs of society, it is essential that we Jesuits humbly acknowledge and actively address individual and communal shortcomings that undermine the attainment of our shared mission. We desire to be true to our Jesuit identity and mission in the spirit of creative fidelity to our vows and spirituality, to truly walk the talk. Moreover, we hope to foster healthy and vibrant Jesuit communities and institutions that can unite and work together for shared goals and objectives. We share this call for greater integrity and accountability with our mission partners.

Context: "The question that confronts the Society today is why the Exercises do not change us as deeply as we would hope. What elements in our lives, works, or lifestyles hinder our ability to let God's gracious mercy transform us?" (GC36 D 1, n.18). While grateful for many consolations born of our struggles to live in authentic witness to the Gospel, we acknowledge moments when Jesuits manifest turfism, individualism, clericalism and the abuse of power it represents, a disordered sense of competition, or of entitlement as they relate with each other in community and fulfill their apostolic roles. Clashes among Jesuit personalities have disedified and

demoralized others and have eroded our credibility as ministers of reconciliation and hope. At times, we have been complacent and lax in witnessing to our Jesuit identity and mission, and have failed to build communities in the spirit of *cura personalis*. Our mission partners identify with this call for both personal and mutual renewal. What more ought we to do for Christ? We confront this call as we join the Universal Society in commemorating 500 years since the conversion of St. Ignatius in the Ignatian Year 2021-2022.

Relevance to our Mission and Links to UAPs and GCs: “The Universal Apostolic Preferences are a call to conversion. They are an invitation to rethink how we live, how we work and how we relate to the people we serve” (Fr. General Arturo Sosa). They echo the call to profound renewal in GC36. Our renewal of communities and mission must flow from this renewal of our individual vocations, regardless of our stage in life, our clerical status, or our designation in ministry. This renewal is necessary if we still wish to truly follow Christ “revealed in the suffering, vulnerable faces of people, indeed in the suffering of creation” (GC36 D 1, n.20).

The immensity of the mission entrusted to us requires that we engage each other as collaborators. We are called to reimagine our apostolic endeavors as a product of “encounters and sharing” that happen in our communities, which ought to be a locus for apostolic discernment, as stakeholders in a collective mission.

Reimagining our apostolic endeavors is not about simply overhauling plans. It requires an overhaul of dispositions and cultures brought about by our openness and commitment to the Exercises (GC36 D 1, nn. 8-11). In building up these dispositions, we must be bold and charitable in receiving correction and in correcting each other when our imperviousness, defeatism, or a loss of a corporate identity gets in the way of collaboration, co-responsibility, and participative decision making, especially among us Jesuits (GC36 D 2, n. 6, and GC34 D 13, n.13). Everyone in the mission is called to a standard of professionalism and integrity through policies and practices in both communities and institutions.

Desired Outcome: For Jesuit communities, we desire harmony and unity of one’s apostolic engagement with one’s Jesuit identity, aided by an awareness of what hinders or threatens it. We desire a sensitivity to how one’s life affects people in community and mission. We desire fidelity to structures and practices that facilitate growth in Jesuit life and mission. For our institutions, we desire to strengthen structures of mutual accountability by which mission partners can grow in personal renewal and can hold Jesuits accountable through timely and constructive feedback.

| Goals | Strategies |
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| <p>Greater humility, integrity, and synodality from an increased understanding of the dynamics and presence of clericalism within and among Jesuits and of the witness value of religious vows particularly poverty</p> | <p>Jesuit communities engage in sustained reflection on topics related to integrity, accountability, synodality, and clericalism, using materials from <i>Fostering Integrity in Ministry</i>, resources developed by Catholic Safeguarding Institute, Emmaus Center, and Center for Ignatian Spirituality, programs organized for the Ignatian Year, and the processes that will emerge from the forthcoming document on poverty by Fr. General</p> <p><i>Milestone: In first 6 months, communities identify programs</i></p> |

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| | <i>and materials to use with specific schedule for implementation</i> |
| Renewed commitment to structures and practices that foster personal and communal growth in Jesuit life and mission | <p>Jesuit communities set up and implement structures for facilitating the practices of Examen, spiritual conversations, common prayer, and fraternal correction (giving/receiving feedback constructively), according to the nature of the community (formation, apostolic)</p> <p><i>Milestone 1: In first 6 months, communities have structures established with specific schedule for implementation</i></p> <p><i>Milestone 2: By Year 1, regular practice of Examen, spiritual conversations, common prayer, feedback-giving is evident</i></p> |
| Greater access by mission partners to structures that facilitate renewal towards integrity and accountability | <p>Jesuit institutions set up and implement structures of mutual accountability by which mission partners can grow in personal renewal (e.g. Spiritual Exercises in any form and Fostering Integrity in Ministry workshops) and can hold Jesuits accountable through timely and constructive feedback (e.g. workshops and practices for Safeguarding)</p> <p><i>Milestone 1: In first 6 months, institutions have identified what type of programs or structures need to be set up.</i></p> <p><i>Milestone 2: By Year 1, either the review of these programs or the initial implementation phase is under way.</i></p> |

Thrust 2: Feed the Hungry (Children) and Create Sustainable Livelihoods

The thrust is twofold. First, it seeks to directly provide or to support those who provide food for the poor, particularly children in their early childhood years to prevent stunting their physical and mental growth. Second, it seeks to alleviate hunger and to address other basic needs of Filipino families by creating or supporting initiatives that lead to sustainable livelihoods.

Context: The pandemic has impacted most the vulnerable poor. The Social Weather Station (SWS) survey on September 17-20, 2020, reported a record-high of 30.7% of families (or 7.6 million households) experiencing involuntary hunger – hunger due to lack of food – at least once in the past three months.¹ The SWS survey on October 5, 2020, reported an adult joblessness rate of 39 percent in September which was hardly any relief from the 45 percent in July. All-time record numbers of our people are going hungry because of joblessness.

Relevance: The pandemic has exacerbated the existing social, economic, and political inequalities of Philippine society. Very large majorities have no work or cannot leave their homes to work or to buy essentials or to worship without great fear of being infected by Covid-19. While the government must be the primary engine for addressing hunger and joblessness

¹ The 30.7% Hunger rate in September 2020 is the sum of 22% (est. 5.5 million families) who experienced Moderate Hunger and 8.7% (est. 2.2 million families) who experienced Severe Hunger. Hunger is Moderate when experienced “only once” or “a few times” in the last three months. Hunger is Severe when experienced “often” or “always” in the last three months.

given its huge resources from tax revenues, the private sector including the Church cannot in conscience stand back and fail to make a difference. A short-term, direct and immediate assistance to feed the hungry children during this pandemic is essential and life-changing for their future. Creating sustainable livelihoods is a first step for poor families to provide for their basic needs during the pandemic and sets them towards the direction of securing a more regular source of income.

Links to UAPs and the Province Roadmap: The mission of the Philippine Province is rooted in the mission of the Society which GC35 and GC36 articulate as a “mission of reconciliation... [one that] is always a work of justice, a justice discerned and enacted in local communities and contexts” (GC36 D 1, n.21). The two-fold thrust of feeding the poor and creating livelihoods during the pandemic can contribute to the existing efforts to alleviate poverty and reduce marginalization in the peripheries particularly in Mindanao.² It resonates with the horizon of the UAPs particularly with “walking with the poor, the outcasts of the world, those whose dignity have been violated.” This means being companions on the way with Jesus who was close with the poor.

Desired Outcome: We desire to facilitate direct and immediate provision of food for the hungry particularly children in this time of the pandemic. We desire to create sustainable livelihoods so that families can feed their families and address their most urgent needs at a time of record-high unemployment. This will be most fruitful through collaboration among existing networks of our Jesuit institutions and other groups already deeply engaged in this work with proven expertise.

| Goals | Strategies |
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| Attainment of standard nutrition requirements for children in early childhood (below 5 years old) in identified vulnerable communities of our influence for the next three years | <p>Jesuit communities and institutions partner with local governments and institutions and networks already engaged in these thrusts such as Gawad Kalinga, Tanging Yaman, ACED to replicate and upscale their initiatives in feeding the poor</p> <p><i>Milestone 1: In first 6 months, vulnerable or underserved communities identified; partnerships established with programs</i></p> <p><i>Milestone 2: Planned programs are implemented in Year 1</i></p> |

² Some examples of implementing the Province Roadmap are Fr. Ben Nebres’ work with Synergeia and Gawad Kalinga; ADZU’s Busog Lusog Talino Program; Tanging Yaman Foundation and St. John Vianney Theological Seminary for Marawi Relief Efforts; Simbahang Lingkod ng Bayan programs; JesCom videos on Mindanao. A good relevant example is Xavier University’s effort of sustaining the school-based feeding and vegetable gardening programs toward improving child nutrition. Notable too are “Initiatives for the Creation of Wealth and its Equitable Distribution to Mindanawons” through prospective cooperation among business initiatives for Mindanao and the Joint Ateneo Institute for Mindanao Economics (JAIME).

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| <p>Creation of alternative sustainable livelihoods for those in target areas most impacted by the loss of jobs due to the pandemic, to raise their income above the government poverty threshold of P10,727 monthly figure for a family of five (which was roundly criticized as unrealistic)</p> | <p>Jesuit communities and institutions develop alternative and sustainable livelihoods through collaboration of business, entrepreneurial, and IT units of universities and institutions with local government units such as trade and industry, agriculture, and TESDA that provides new skills training and direct links to markets</p> <p><i>Milestone 1: Target areas identified and program designed collaboratively within first 6 months</i></p> <p><i>Milestone 2: Livelihood programs are implemented in Year 1</i></p> |
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Thrust 3: Summon Our Youth to Engaged Citizenship

Forming an engaged citizenship especially among the youth is crucial for their future and of our nation. While registering for and voting during elections are integral to the exercise of one’s citizenship, even more essential is forming communities of praxis and discernment where citizens can critically reflect, discuss, plan, and act for nation-building. We hope to accompany and mobilize such communities by strengthening the foundation of their ideals in faith, in the work of justice and reconciliation, and in encounters with the poor and vulnerable of society.

Context: Our weak and “elitist” democracy has aggravated poverty, poor governance, and the social ills of our country. The poor and marginalized have become more disgruntled and disenfranchised, forming a groundswell that facilitated the rise of populist leaders who have failed to address the problems at their roots and have hastened the decay of our democratic institutions. The government’s inadequate response to the crisis brought about by the pandemic and the spate of natural calamities underscores the need for vigilance among citizens in pushing for sustainable reforms. In social media and protest movements, the youth repeatedly express a yearning for proactive, constructive, and effective responses. The present gaps and divides in our education system have likewise impaired our youth’s capacity to meaningfully engage in and contribute to nation-building and the promotion of human dignity and social-ecological justice.

Relevance: Our much-weakened democracy has led to a polarized society. Several groups demanding reforms have been red-tagged and antagonized by the present government. Some of these groups have looked to the Church, especially its leaders, for support, sanctuary, and guidance. Not finding this support, they wind up being co-opted by radical ideological groups. Part of our mission as Church is to recover a sense of faith that moves us to work for justice and reconciliation in a way that neither accommodates ideologies uncritically nor restricts our socio-political involvement to disaster relief work and voter-education. More than relying on ad hoc solutions, we need to nurture centers of dialogue, discernment, and strategic action.

Links to UAPs and the Province Roadmap: Two of our UAPs dovetail with this Thrust by calling us to “accompany the youth in the creation of a hope-filled future,” and, as we move towards this future, to “walk with the excluded.” With GC 36 Decree 1, they provide us a framework for mission where the youth are our active partners who are both disturbed by trends in our country and aching to effect change. In the same spirit, the Province Roadmap envisioned

“an active ministry [for] the youth...to form them in the culture of dialogue, inter-religious and inter-cultural understanding, and advocacy for justice and the common good.”

Desired Outcome: We desire to revitalize and to shepherd youth groups that help their members become engaged citizens through programs that integrate faith and socio-political engagement and promote a culture of peace and dialogue. We desire to help them discern and act collectively on such issues as human rights violations, poor governance, and poverty. We desire to improve our socio-political formation and leadership development programs to truly empower and animate the youth to action.

| Goals | Strategies |
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| <p>By 30 Sep 2021, at least 80% of eligible youth voters (for 2022 elections) within our Jesuit institutions are registered with Comelec to vote</p> | <p>The extension offices of Jesuit universities organize the youth within their networks and beyond to complete their voters’ registration; and the units recruit volunteers to safeguard national elections in coordination with NGOs/CSOs engaged in election work (Lente, NAMFREL, PPCRV)</p> <p><i>Milestone: Registration target attained on schedule</i></p> |
| <p>Socio-political formation and leadership development programs are improved that help youth groups understand and address social issues, guided by Catholic Social Teaching (CST), enhanced with corresponding metrics for efficacy, and attain at least Very Good rating in implementation while expanding their reach beyond the usual stakeholders of our networks</p> | <ul style="list-style-type: none"> ● Jesuit units run socio-political formation and leadership development programs for youth groups and SJSA coordinates the review, enhancement, and running of these programs for Jesuit seminary formation units (in collaboration with the Formation Cluster) and for Jesuit institutions and ministries working with the youth (in partnership with JHEC and JBEC), using insights from CST and Ignatian Spirituality. An integral part of this process is producing guidelines for socio-political discernment and engagement that Jesuit communities, institutions and lay mission partners can use in responding to urgent issues and concerns. ● SJSA collaborates with networks of schools and parishes (CEAP, Diocesan Social Action Centers, DepEd and CHED) in enhancing and running similar programs (e.g. JEEPGY) for partner communities with whom networks have built up social capital. <p><i>Milestone 1: Programs audited/reviewed/enhanced in Year 1</i> <i>Milestone 2: Program implementation is assessed by Year 2</i></p> |

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| <p>Communities of socio-political praxis and discernment form a network for concerted action, with support and mentoring by Jesuit institutions, Jesuit communities, and partners.</p> | <ul style="list-style-type: none"> ● SJSA coordinates efforts by its member units to convene and mentor socio-political youth organizations of our schools and institutions in fostering dialogue with those engaged in activism in previous decades ● SJSA consolidates and shares research from our university centers to guide discernment of social action of these communities. ● SJSA collaborates with other religious groups for organizing concerted socio-political discernment and action by select communities. <p><i>Milestone 1: Youth organizations to be re-energized or established are identified</i></p> <p><i>Milestone 2: Membership targets are attained within Year 1</i></p> |
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Thrust 4: Build Faith-Based Hope and Resiliency

We seek to forge hope for a better future that expresses itself in resilient and creative responses to the daunting challenges people face, learning from personal and communal failure instead of being oppressed by it and drawing from the insights of Ignatian spirituality, primarily because we believe in God who accompanies us and empowers us.

Context: Our VUCA (volatile, uncertain, complex, ambiguous) world lays bare people’s spiritual hunger for hope, heightened by social media stress, the pandemic (including such effects as the shift to online education), and the worsening threats to Philippine democracy.

Relevance: The Province can respond by drawing from various resources: among them the accompaniment of people through retreats, spiritual direction, and counseling; through traditional and adapted programs; among our schools and universities (guidance counselors, psychologists) and institutions (Emmaus, CIS, CEFAM, UGAT, retreat houses). Furthermore, the Province can tap networks and allies of these institutions: religious congregations with retreat houses, psycho-spiritual centers, LGUs and national agencies that partner with ASoG/UGAT and CEFAM, and like-minded psychiatrists and practitioners.

Links to UAPs and the Province Roadmap: Building faith-based hope and resiliency is an essential condition of possibility for attaining peace and development in Mindanao, specifically in its margins. It aligns with such Province Roadmap initiatives as the Mindanao Peace Games and the *Madaris* Volunteer Program. Similarly, it supports and emerges out of the UAPs in varying degrees, particularly journeying with the youth to build a hope-filled future.

Desired Outcome: We desire the growth of faith-based hope and resiliency especially among the most vulnerable groups in our current spheres of influence through promoting programs for training and mentoring resource persons adept in psycho-social-spiritual integration, programs for addressing mental and spiritual health, and through sharing resources, thus attaining greater synergy among our institutions and partners.

| Goals | Strategies |
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| Expansion of the pool of resource persons in order to increase the reach of programs for addressing mental and spiritual health | <p>Jesuit units (Emmaus, CIS, CEFAM, UGAT, retreat houses, school/university guidance services) collaboratively develop and promote programs to capacitate and mentor resource persons adept in psycho-social-spiritual integration or in providing “psychological first-aid”; they provide adequate conceptual grounding for psycho-spiritual integration</p> <p><i>Milestone: At least one new collaborative trainors’ program is designed and implemented within Year 1</i></p> |
| Increased number in our institutions (e.g. students, employees, staff) and outside who participate in programs that promote mental and spiritual health | <p>Jesuit units mainstream the relevant programs for their constituencies and tap social media and networks for offering them to the public</p> <p><i>Milestone 1: Communication program in place by Year 2</i> <i>Milestone 2: Target number of participants attained; increase in numbers evident over three-year period</i></p> |
| Expanded reach of our programs to the poorer and vulnerable sectors in our local communities | <p>Jesuit units collaborate and share programs with networks and local church to identify vulnerable sectors (e.g. public-school youth) and to offer relevant programs</p> <p><i>Milestone 1: Target sector or communities identified; program piloted in Year 2</i> <i>Milestone 2: Programs implemented regularly after Year 2</i></p> |

Thrust 5: Cultivate Personal and Institutional Ecological Conversion

Knowing very well that our environmental crisis is also a social crisis, we affirm the urgency of aligning and appropriating our lifestyle and mission to witness and to promote ecological justice.

Context: The devastation caused by calamities has been catastrophic, especially to the poor who are disproportionately affected. Over and above the lack of accountability by the government in disaster preparedness, their effects are exacerbated by such concerns as climate change, the wanton depletion of our natural resources, and a pervasive throw-away and consumerist culture.

Relevance: The immensity of the problem requires a collaborative response from government, civil society, and church. It also requires a concerted global effort since decisions of countries in the global north adversely and irreversibly affect those in the global south. But more than being simply a matter of national, regional and global policy-making, it requires a lifestyle change that calls for no less than a profound personal ecological conversion (Francis, *Laudato Si’* 216-221).

Links to UAPs and the Province Roadmap: Addressing environmental issues is a matter of faith and justice. GC 35 articulated it as a mission of reconciliation with creation. Pope Francis

summoned the whole human family to it in Laudato Si’ and confirmed it for the Society in the UAP of caring for our common home. It also features prominently in the Province Roadmap and has spurred reflections towards developing a Laudato Si’ spirituality and a convergence of support and interest among Jesuit ministry clusters at both Province and Conference levels for the environmental programs of Environmental Science for Social Change (ESSC).

Desired Outcome: Recognizing that some Jesuit communities and institutions have ecological policies in place while others have few, we desire that Jesuit institutions and communities adapt and observe common protocols promoting ecological justice and exchange best practices. We also desire that they advocate for protocols.

| Goals | Strategies |
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| <p>Significant lifestyle change, including implementation of Province-wide practices, among Jesuits and mission partners as reflected in communities and institutions that meet eco-friendly and sustainable standards</p> | <p>Jesuit communities and institutions conduct an audit of ecological lifestyle, then develop collaboratively and implement Province-wide ecological protocols</p> <p><i>Milestone 1: Audit completed and Province-wide protocols developed by Year 1</i></p> <p><i>Milestone 2: Adherence to protocols is evident among Jesuit communities and institutions by Year 2</i></p> |
| <p>Policy formulation and implementation at the local, national, regional, and global levels (at least one policy formulation per level) that align with Climate Justice and Reconciliation with Creation</p> | <p>Jesuit units partner with faith-based and civil society organizations to identify key policy formulations on environmental concerns at local, national, regional, and global levels for which our networks can lobby and mobilize resources</p> <p><i>Milestone 1: Province-wide agenda for key policy changes at various levels are identified by Year 1</i></p> <p><i>Milestone 2: Materials for policy advocacy (eg. papers) are produced and promoted by Year 2</i></p> |
| <p>All our communities and institutes adapt the Jesuit Disaster Preparedness Response Coordination (JDPRC) protocols for efficient mobilization of resources for disaster preparedness, relief, and rehabilitation</p> | <p>Jesuit communities and institutions conduct an audit of disaster response protocols, then adapt collaboratively and implement a common JDPRC protocol</p> <p><i>Milestone1: JDPRC collaboratively reviewed, updated by Year 1</i></p> <p><i>Milestone2: JDPRC Communication and Training conducted, Team mobilization protocols in place by Year 2</i></p> |

Conclusion and Next Steps

The Renewed Province Plan is the fruit of a discernment process prompted by present circumstances and by widely held sentiments at the 2020 MSDWs seeking Province-coordinated action to respond to these pressing circumstances. To implement this Plan, the following steps need to be taken:

1. **Presentation** of the Renewed Province Plan is done by the Commission on Ministries (CM) at the MSDW in February 2021.
2. Province-wide **consultation** is conducted by Jesuit communities and institutions (and by Ministry Clusters where possible) through discussions and spiritual conversations.
3. By March 15, feedback on the Province Plan is submitted by communities and institutions to the CM Execom, who incorporate the feedback into the draft where appropriate.
4. By Easter Sunday (April 4), Fr. Provincial **promulgates** the Renewed Province Plan.
5. Jesuit communities and institutions **implement** the Province Plan by aligning their Apostolic Plans with the Province Plan and by drawing up Action Plans (with objectives, timelines, persons-in-charge, budgets) that lead to particular Goals of the Province Plan.
6. Ministry Clusters facilitate and synergize collaboration among the institutions and explore collaboration with other Clusters.
7. CM and Province Assistant for Planning collate and monitor progress of Action Plans, employing the communication plan designed by JesCom.

Appendices

FORMULATION PROCESS

Taking off from the Aug 2020 MSDW proposals for action, as well as data gathered from MSDW participants prior to and after the MSDW, Fr. Provincial and the ExeCom of the Commission on Ministries engaged in a process of discerning – individually at first, and then in common – what ‘priority strategic thrusts’ the province should undertake that would shape the formulation of the Renewed Province Plan.

From September 2020, that process was guided by the following questions:

| QUESTIONS | PROCESS |
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| Where are we now? What need must we address? | Assess the environment (national and local situation), how it is changing/has changed |
| Where do we want to go? | Given who we are, discern the call for the Province |
| What should we focus on? How do we get to where we want to go? How do we know what we have achieved? | Determine the most appropriate direction and actions: Thrusts, Outcomes, Goals, Strategies, Milestones |

Priority Thrusts were narrowed down by considering four elements:

1. Mission of the Society of Jesus, including the UAPs
2. Urgent Need of the Country
3. Capabilities and Strengths of the Province
4. Resources available to the Province

Then the Thrusts were examined in light of the Province Roadmap and links were identified.

To ascertain further that the Thrusts were viable, the group subjected them to a “Reality Check” by brainstorming, reflecting, discussing, and debating on the following for each Thrust:

1. Who will be the Champions?
2. What resources do we have?
3. Who are our possible partners? allies?
4. What challenges/risks will we face?
5. What will be the impact on our existing programs and institutions?

After the reality check affirmed the viability of the selected Thrusts, the next step was to identify for each Thrust: the desired Outcome (what highest-level change we want to see from engaging the Thrust), Goals (that express the Outcome in more observable terms), corresponding Strategies (courses of action to achieve the goals and desired outcome), and Milestones (targets that mark our progress). For a common understanding of terms and definitions employed in this process, see below.

By early November, an initial draft of the Renewed Province Plan was presented to the wider Commission on Ministries. The discussion affirmed the direction of the formulation and yielded suggestions which helped the ExeCom refine and improve the Plan. A working draft was presented to the MSDW on 10 February 2021. Then communities and institutions engaged in spiritual conversations on the draft and reported these to the ExeCom, which incorporated the comments into the final draft that was submitted to Fr. Provincial for approval and promulgation.

TERMS AND DEFINITIONS

Because strategic planners may use terms differently owing to the model of strategic planning they follow, here are definitions that guided the formulation of this Renewed Province Plan.

| Terms | Definition |
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| Strategic Thrust/ Priority/ Key Result Area | Where the organization determines <i>to focus its time, energy, and resources</i> as a result of analyzing its environment, mission, and strengths or areas of competence. Must be broad, perceptive, future-oriented, open-minded, proactive and difference-making |

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| Outcome | The highest-level change that implementing the strategic plan must achieve. <i>What do we want to see by engaging in the Strategic Thrust?</i> Outcomes are sometimes referred to as goals. |
| Goal | Goals specify desired outcomes, and relate to a particular strategy. Best to set SMART Goals. <u>S</u>pecific: Describes end results in terms of work actions or behaviors <u>M</u>easurable: Indicates how performance will be measured <u>A</u>chievable: Is challenging but reasonably attainable <u>R</u>elevant: Aligned with one's sphere of influence and Corporate Goals <u>T</u>imebound: Target dates are provided Typical Words used in Goals: <i>Increased, Reduced, Developed</i> |
| Strategy | A process or course of action for achieving a particular goal. <i>How will the strategic thrust be put into action?</i> |
| Action Plan | Step-by-step processes designed and implemented in order to achieve the goals. Action plans normally include: <ul style="list-style-type: none"> ● Timelines set to start and end the process or activity ● Persons or groups responsible for carrying out the action ● Budget allocated for each task ● Objectives for each step in the process |
| Objective/ Target | Objectives, like outcomes and goals, are desired results that are phrased in specific measurable or observable terms: SMART |
| Milestone | Action points or events occurring in an orderly fashion at different phases of a fixed timeline. Milestones mark significant phases or accomplishments toward reaching the goals. They allow us to say whether a job is done and whether the project is going in the desired direction. |
| Success Indicator | Overall Criteria used to measure and evaluate progress and results <i>How do we know we are doing well or achieving the goal of this strategy?</i> They set a standard of performance to help us focus on what is critical: <ul style="list-style-type: none"> ● What really matters ● What can be observed or measured to assess performance ● What ratios, numbers, or scales would measure performance |