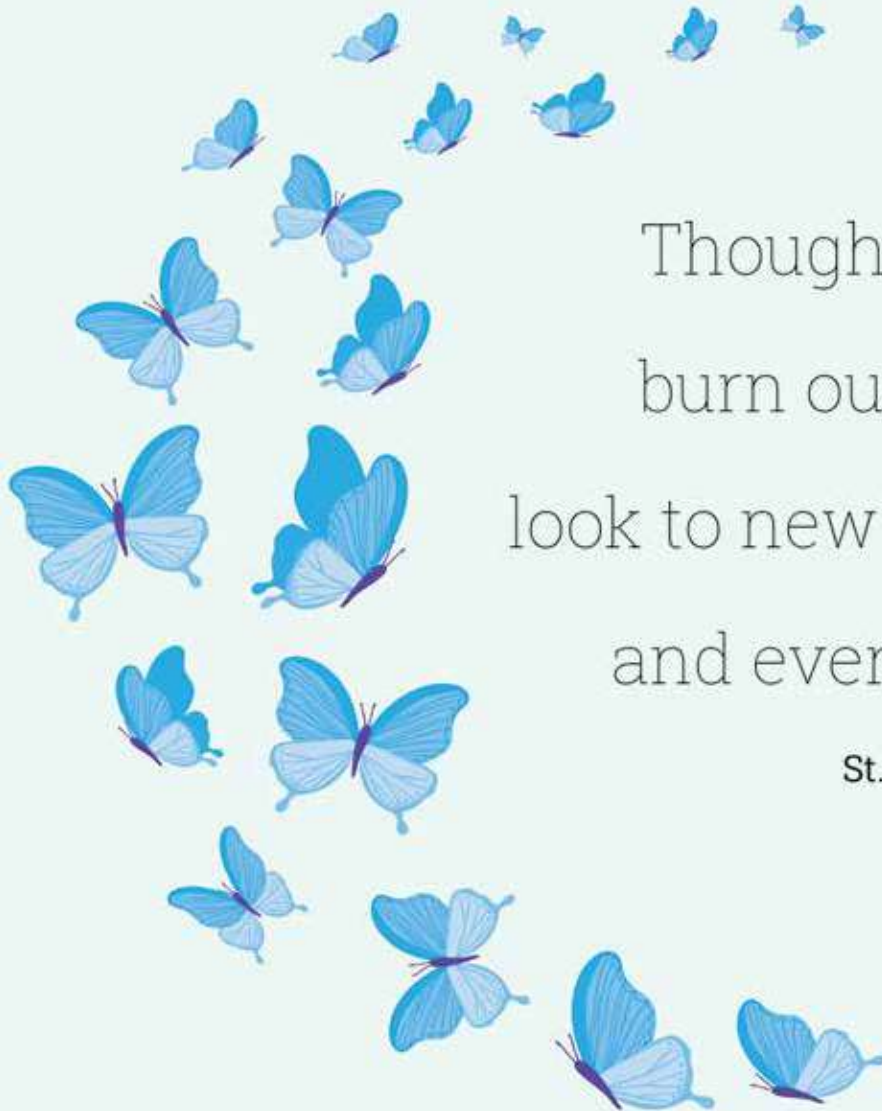


**OLCGS**  
**Central East India/Nepal**  
**Strategic Plan 2022-2026**





Though old stars  
burn out and die,  
look to new horizons  
and even beyond.

**St. Mary Euphrasia**

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# Introduction

## Situating the Strategic plan

“A glorious feeling and sound of a soul waking up\*\* is the great love and laughter budding in our hearts as we have stepped into another milestone in the journey of our Province, Central East India / Nepal (CEIN). Strategic plan is the essential element to increase the visibility and accountability and sustain the credibility of the organization.

During the Second Province Chapter in 2019, the sisters and partners-in- mission, re-visited the Mission of the Province and redefined the key areas:

- Spirituality
- Towards Wholeness
- Mission Effectiveness
- Education Towards Transformation
- Province Self Sustainability

Embraced by Mystery, we are called to be passionate for Justice. This urges us to develop a strategic plan which will help us fully explore our available and potential options, set priorities and identify methods to achieve our goal of giving fullness of life to those we work with.

*\* CEIN 2nd Province Direction Statement*

# Background

## **Sisters of the Good Shepherd as an organization**

The Congregation of Our Lady of Charity of the Good Shepherd, well known as Religious of the Good Shepherd was founded in Angers, France in 1835 by St. Mary Euphrasia Pelletier. She was gifted with a deep love for humanity and socially marginalized young girls and women. By the time of her death on 24 April 1868, she had founded 110 convents across the world, including one in India in 1854. At present, Good Shepherd mission partners (sisters and partners-in-mission) are working in 74 countries for the empowerment of girls and women, especially who are at high risk, thereby bringing healing and reconciliation. The Congregation is affiliated to the United Nations as a not for profit organization in special consultative status with ECOSOC.

The mission in India was established on 14 August 1854 through education, health and homes for the disadvantaged children and young girls. Later, it was expanded to the rural areas to promote the rights and development of Tribal, Dalit and other backward communities including women and children, victims of violence, abuse, discrimination and neglect.

The ministries addressed the following themes: Girl child, Economic justice, Anti-human trafficking, Safe migration, Holistic health, Formal and non-formal education and Integral ecology. Our interventions focused on the human rights-based approach. SGS India was invited by Canadian Jesuits International to start a home for the poor and marginalized women and girls of Nepal. A convent was opened in Pokhara, Nepal and Opportunity Village Nepal (OVN) was registered as a local NGO in 1998.

For 159 years, Sisters of the Good Shepherd in India functioned as one province as Province of India/ Nepal. In order to be more effective in our ministries and for easy administration, the Province of India/Nepal was bifurcated in November 2013 into two new provinces namely; Province of South-West India and Province of Central East India/Nepal.

The province of Central East India/Nepal known as CEIN has the provincialate in Nagpur. The Sisters of the Good Shepherd CEIN province are present in 8 states in India, both in rural and urban areas: Tamil Nadu, Andhra Pradesh, Telangana, Madhya Pradesh, Maharashtra, Jharkhand, Goa and Assam, apart from Nepal.

## Situating the mission in the local and global scenario

India is one of the most unequal countries in the world according to the 2018 World Inequality report with the top 10% controlling 55% of the total wealth. The bottom 50% control only 15.3% of the total wealth. Certain castes and communities are at more disadvantage than others. Scheduled tribes, despite accounting for 8% of India's population, account for 45.9% share in the lowest wealth group.

Nepal ranked 142 of 189 in the Human Development Index (HDI) and was placed in the category of medium human development. Nepal also placed 110 out of 167 countries in the 2019 Gender Inequality Index. The official literacy rate in 2018-19 was 67.9% overall but 59.7 % for women against 78.6% for men showing a gap between the sexes. Access to the Internet is there for 66% of the population and mobile services for 90%.

The Second Province Direction statement is inviting us to see the various aspects of our lives as part of a whole. We realized the enormous responsibility that rests on us to make our mission relevant in the 21st century by bringing changes in the aspects of spirituality, community living, mission, formation and in our governance.

The 31st Congregational Chapter Direction Statement calls us to respond to the new that is emerging. It calls us courageously and wholeheartedly to commit ourselves to

address areas of internal injustice within the Congregation and of external injustice through our respective ministries: make a firm Congregational commitment in alignment with the "Laudato Si' Action Platform" and the Congregational Position Papers to address the catastrophic consequences of the destruction of our planet caused not only by greed but also by apathy; put Congregational processes in place to assess and strengthen our existing works of justice, engage with emerging needs of today and invest resources and personnel to make our justice structure more sustainable.

### Program participants:

- Children at risk
- Trafficked persons
- Women (marginalized)
- Youth and adolescents
- Migrants,
- Tribals,
- Dalits and OBCs
- Domestic helps
- Students (formal & non-formal)

## The journey so far

With the vision to lead towards wholeness, the young province started its journey with the new leadership team on 5th January 2014 in the Provincialate in Nagpur. A common Mission Development Office was set up for both provinces. The website [www.goodshepherdcein.org](http://www.goodshepherdcein.org) was launched in 2015 for better communication and visibility.

### **SPIRITUALITY: QUEST FOR GOD**

During the last few years, we have made attempts to deepen the Divine consciousness and to recognize our interconnectedness with the whole of creation which obliges us to “protect our common home” (Laudato Si’).

### **LIVING IN COMMUNITY:**

‘Living Reconciliation’ has been a great resource to enable us to understand each other better, forgive one another and live more harmoniously.

### **FORMATION: CALLED TO BE SOWERS OF HOPE**

The formation programme for the sisters was revised following the Formation Guidelines 2014 of the Congregation. The Formation Policy was developed for integrated formation.

### **MINISTRIES OF THE PROVINCE:**

Healing and wholeness of persons through Education (both formal and non-formal), Social Action Ministry, Inter-faith peace building, Safe Homes for children at high risk and

Protection Homes for survivors of human trafficking, Holistic Health, Protection Homes for survivors of human trafficking, Holistic Health, Socio-pastoral care, Residential care, Sponsorship program and Domestic help support.

Policies and Service Rules have been revised and made available in local languages apart from capacity building and regular audits of the centers for better functioning and growth.

### **PARTNERSHIP AND CO-RESPONSIBILITY:**

Formation guidelines and a Credo for effective engagement of partners-in-mission were developed. This has enhanced the commitment and enlivened co-responsibility for mission.

### **MISSION UNIFIED:**

The Mission Development Unit in coordination with the Good Shepherd International Foundation (GSIF), Rome, aims at integrated approach to increase mission effectiveness. This has enabled all the social action ministries of the province to be unified under one common umbrella of MDO- CEI.

### **MISSION IN NEPAL:**

A strategic plan was created in 2016, based on five thematic areas: human trafficking, social and economic justice, women and health, research & advocacy and ecology. Responding to the realities, an INGO was registered as GSIF Nepal in 2018.

## Needs Assessment

In order to respond proactively to the emerging reality, there was a felt need to dive deep into a sensing journey of possibility and wonder. Here are some insights and roadmaps.

### Global Citizenship

- Creatively respond to the climate crisis.
- Activate a transformative spirituality.
- Facilitate ecological ignorance to environmental responsibility.
- Study and practice catholic social teachings.

### Community Life

- Create formative communities where life is nurtured.
- Take personal responsibility for one's own growth and formation.
- Consider one's role as community builder & reconciler.
- Promote culture of internal justice.

### Formation

- Formation be experiential, participatory and contemplative.
- Formees be equipped with better communication skills in English language.
- Formators be equipped with better skills for objective discernment, decision-making and mentorship.

### Education for Transformation

- Provide holistic & integral development to children in care.
- Implementation of Child Protection and Safeguarding policies.

- Provide healthy and safe environment with proper infrastructure.

### Partnership

- Formation for partners-in-mission towards full engagement.
- opportunities to learn English for better participation of partners in province, regional & global levels.

### Mission Effectiveness

- Improve networking and collaboration with SWI.
- Form an integrated province-level commission in order to coordinate different programmes.
- Focus on and promote holistic health activities.
- Initiate cross-border anti-human trafficking programs.

### Mission in Nepal

- Reduce human trafficking and enable safe migration.
- Initiate protection mechanism for children.
- Carry out research and advocacy.

### Justice and Peace

- Integrate Justice & Peace and Spirituality in Social Action ministry.
- Network with National Advocacy groups/NGOs on Justice, Peace and Human Rights.
- Contribute in shadow/Alternative, TIP report.

### Finance

- Form an extended team including sisters and experts.
- Find creative ways to sustain province and its mission.
- Develop and implement community-sustainability plan.



## SWOT Analysis

### STRENGTHS

- Good infrastructure
- Professionally equipped mission partners
- Systematic planning, monitoring and evaluation
- Established systems & policies
- Good credibility in all sectors

### WEAKNESSES

- Lack of professional approach
- Unqualified staff in some sectors with poor remuneration
- No strategy for mobilizing local resources; Dependency on external funding
- No social security for staff
- Frequent transfers of key persons
- Poor implementation of policies
- Lack of integration and care plan for each child in Residential care and education

### OPPORTUNITIES

- Prospects to enhance professionalism
- Better engagement of mission partners
- To extend ministry to peripheries
- Strengthen partnership with donor agencies and collaborate with GOs and NGOs
- To be members of coalition and network both local and international level
- Sharing of resources and collaboration at Asia-Pacific level
- Showcasing grassroots realities at UN
- Support and guidance from GSIF

### THREATS

- Religious differences and intolerance
- Lack of understanding about rights-based approach by power holders
- Constantly changing of government policies / FCRA

*Strength to rise above our weakness springs from an earnest desire to do good to our neighbors. Arrange for the best and get things started.*

# Organizational Overview



## Vision

A just and integrated society where every person enjoys justice, peace and equality, especially women and children.



## Mission

Energized by the Spirit of the Good Shepherd, the Mission Partners of Central East India/ Nepal risk together to respond to the cry of the wounded world, and to build a reconciled, just and green society.



## Core Values

- Compassion and merciful love
- Reconciliation
- Audacity
- Respect
- Zeal

# Strategic Directions



## Spirituality

Strengthen the spirituality of mission partners (sisters and partners in mission)



## Wholeness

Integrated formation for mission partners.



## Mission Effectiveness

A relevant mission that responds to the emerging needs with an eco-conscious, rights- based approach.



## Transformation

Prepare Gen-Z for vertical literacy and responsible universal citizenship.



## Financial Sustainability

Diversify resources for mission effectiveness and sustainability.



## Visibility

Mission visibility through effective communication.

## Spirituality

### Strengthen the spirituality of mission partners (sisters and partners in mission)



*“God’s Spirit calls us to discern our response to the new needs that are constantly emerging. Whilst the essential content of our mission is unchanging, the outward form should be dynamic and evolving.”*

- OLCGS Constitution No. 7

*Good Shepherd Spirituality flows from the divine energy within us longing for connection with all creation. It calls us forth on a transforming journey of becoming fully human, of being a compassionate and reconciling presence in our relationships, especially with those at the margins.*

(adapted from AP Formators Session, Philippines. 2011)

### Rationale

The 31st Congregational Direction Statement invites us for radical transformation through various Calls to Action. As a response, we need to strengthen our spirituality by seeking a contemplative attitude that is capable of listening to God’s voice in our lives and of discovering the human face of God in each person, particularly in those who are most vulnerable.

### Process

Inculcate the spirit of SJE, SME and the feminine spirituality.

Interact through openhearted conversations and justice-oriented relationships.

Reflect eco-spiritual capacity through religious instructions, contemplative sessions and inter-faith dialogue.

### Result indicators

- Number of mission partners able to become models in spiritual life and able to inspire others by their living example.
- Number of mission partners able to interact with communities with respect and able to transpire justice.
- Number of GS communities in CEIN follow the discernment process for decision-making, especially in spiritual aspects.
- Number of mission partners able to maintain integrity in personal, spiritual and mission life.

## Wholeness

### Integrated formation for mission partners.



*The vitality of the mission is largely determined by the quality of Formation.*

**(OLCGS Constitution 55).**

*Formation deepens our call to mission and strengthens our identity as Good Shepherd. We ensure that Good Shepherd charism, values and heritage remain at the heart of the mission.*

**(Zeal calls us to respond, 2019)**

### Rationale

We are in the age of a new and exciting consciousness where technology has a vision for humanity. Hence, formation, in this context calls for radical shift of consciousness.

Formation for religious life as well as for mission, requires specific programs to live and grow in an integrated way for mission effectiveness.

### Process

Inspire each member to live an authentic life and be a role model.

Integrate the four approaches of formation - experiential, contemplative, participatory and interconnectedness for holistic formation.

Promote increased number of vocations and partners-in-mission.

Equip mission partners with professional skills.

### Result indicators:

- Number of trained facilitators.
- Number of formees and mission partners attended experiential learning programs.
- Number of mission partners actively participate in the mission.
- Number of programs implemented with full engagement of partners-in-mission.

## Mission Effectiveness

**A relevant mission that responds to the emerging needs with an eco-conscious, rights- based approach**



*The corporate mission statement of the Congregation of Our Lady of Charity of the Good Shepherd, vis- à-vis “Empowering lives, restoring rights and upholding dignity” calls for a commitment towards the emerging needs in a changing socio, economic, political and ecological context of the country.*

*Laudato Si’ states that “As never before in history, common destiny beckons us to seek a new beginning... Let ours be a time remembered for the awakening of a new reverence for life, the firm resolve to achieve sustainability, the quickening of the struggle for justice and peace, and the joyful celebration of life.”*

*Cited in “Laudato Si’”, Paragraph 207  
- Earth Charter, The Hague 29 June 2000*

### Rationale

The 2nd province chapter of CEIN calls us to be embraced by Mystery and respond passionately for justice. This invites us to promote inclusion and integral rights-based approach in our life and mission.

### Process

**Identify:** Study the culture of justice, marginalized communities, their emerging needs and possible interventions.

**Respect:** Participatory and inclusive approach with all stakeholders upholding the human rights and dignity.

**Protect:** Strengthen protection mechanisms of the organization and community.

**Advocate:** Network for advocacy on fulfilment of human rights.

### Result Indicators:

- Number of units studied the communities in margins and initiated programmes.
- Number of mission partners aware of and implement the human rights-based approach.
- Developed up-to-date policies and procedural guidelines for mission effectiveness with eco- consciousness.

## Transformation

### Prepare Gen-Z for vertical literacy and responsible universal citizenship



*Vertical literacy is the capacity to lead transformational change to shift from ego system awareness to ecosystem awareness.*

### Rationale

Education should be experiential and holistic, preparing young minds to be socially and environmentally conscious to respond to the pressing current realities and prepare to become the warriors of intergenerational change.

### Process

**Initiate:** Shift from traditional learning style to eco-centric, experiential learning. Create opportunities and safe spaces for exploring curiosity and creativity.

**Innovate:** Bridge the digital gender divide by use of digital technology and tools. Cultivate generative social fields.

**Integrate:** Engage the body, mind and soul by involvement of the whole person to analyze, assimilate and act justly. Build a culture of eco-warriors who care for selves, society and the common home.

### Result indicators:

- Number of educational services under CEIN provide holistic education.
- % of students become socially responsible, justice-oriented and environmentally conscious.
- % of students follow eco-friendly lifestyles.
- % of students became skillful in using digital technology and tools.

## Financial Sustainability

### Diversified resources for mission effectiveness and sustainability



*“Ensure equitable sharing of resources as an important component of a universal culture of justice and good stewardship of resources for sustainability of mission”*

(31st Congregation Chapter Direction Statement)

### Rationale

In order to make the mission more effective and sustainable, intensified efforts are to be made to diversify and share the resources equitably.

### Process

Mobilize resources from various sources; government, corporate, well-wishers, donors and generate resources with own efforts within the province.

Manage the human resources by assigning the right competent person for the right responsibility, enhancing the capacity of mission partners through trainings & capacity building.

Monitor and assessment of utilization of resources is a good practice for sustainability and good stewardship.

### Result Indicators:

- Number of individuals, corporates, government agencies from whom able to tap resources.
- Number of mission partners able to manage the programmes with certain degree of professionalism.
- The income generated from the province-sustainability programmes.
- Number of programmes supported by the province of CEIN through its income.

## Visibility

### Mission visibility through effective communication



*"You have a sacred, precious jewel confided to you. It is our holy institute you carry in your arms, in your person. Show it to the world, to everyone, in all its beauty."*

(SME)

*The changing global scenario challenges us to be responsible digital citizens and promote mission visibility and sustain the credibility of the organization using good communication strategies.*

### Rationale

Mission visibility through effective communication will enable us to reach out beyond borders and create a culture of transparency and accountability. This will enhance resource mobilization for mission effectiveness

### Process

**Creativity:** IEC materials are prepared innovatively.

**Relevance:** Relevant and authentic information to the context and the intended audience.

**Good Cyber practices:** Published information adhere to GS safe cyber practices.

### Result indicators:

- Well prepared IEC materials in all regional languages.
- All social media sites are regularly updated by a team of trained professionals.
- Communication strategies and code of conduct for information dissemination are formulated and implemented.



## Strategic Plan Operationalization

*"It will take a great deal more discernment - understanding of what is at stake spiritually, theologically, politically and socially to move from the ideal to its translation into lifestyle and ministry"*

(rgs.gssweb.org news)

*"Working for Justice and Peace is not optional; it is an integral part of who we are as sisters and partners-in-mission; Mission development is not simply raising funds for charity; we are challenged to look beyond while starting a good work. Will it be sustainable? What will ensure accountability?"*

(31st Congregational Chapter)

## The role of teams

The Sisters of the Good Shepherd, CEIN has formed six teams for six strategic themes and a team for Province Financial Sustainability for operationalization of the strategic plan. The teams in collaboration with its members shall work on respective plans in line with the province strategic plan. This includes concrete activities and targets to be achieved under each theme according to the strategic objectives.

The conveners of the six teams meet regularly to discuss and ensure the integration of the thematic areas such as spirituality, wholeness, mission effectiveness, transformation, sustainability, and visibility into the Life & Mission of the province. The teams will work in collaboration with each other in realizing the strategic directions as an integrated mission of the province.

## Monitoring and Review of the Strategic Plan

The province strategic plan requires to be monitored regularly to ensure its effectiveness and efficiency. This monitoring will be done by the PLT in collaboration with the conveners of the six teams. Monitoring tools shall be developed and used for collecting necessary information and data. The conveners will analyze the information & data and present the monitoring report to the PLT for their feedback and necessary changes.

The Strategic Plan will be reviewed by a team of PLT and selected mission partners once in two years.

## VISION

A just and integrated society person enjoys justice, peace & equality, especially women and children.

## MISSION

Energized by the spirit of the Good Shepherd, the Mission Partners of CEIN risk together to respond to the cry of the wounded world and to build a reconciled, just and green society.

## CHANGE

An Integrated and Vibrant Mission, which is sustainable, viable and constantly evolving to respond to pressing needs of today.

## OUTCOMES

**Spirituality:** Evolving Spirituality is integrated into life and mission.

**Wholeness:** Increased integrity and commitment of mission partners responding to the realities of today.

**Mission Effectiveness:** Improved socio-economic situation of the marginalised and weaker sections.

## OUTPUTS

- God-consciousness is created by embracing eco-spirituality.
- Peace restored and built joyful GS communities through dialogue and reconciliation
- Spirituality integrated with Mission Promoting the Feminine face of God

- Enhanced GS charism & spirituality through creative joint formation programmes
- Up to date knowledge and skills among mission partners
- Enhanced engagement of mission partners
- Capacitated formators and vocation mission promoters for an integrated approach to formation

- Effective and relevant mission through enhanced programme management
- Established CEI as a renowned child safe and rights-based organization
- Increased networking and liaising with GOs and NGOs for effective advocacy
- Promoted alternative health care systems.

## ACTIVITIES

- Integrate GS & evolving Spirituality in all programs
- Organise Living Reconciliation talks and material
- A team to monitor & assist peace-building and reconciliation
- Creative ways of spiritual exercises & fellowship

- Design tools for Joint Formation programs.
- Immersion and mission enhancement journey programmes
- Collaborative programmes with other teams
- Trainings for formees/sisters & partners-in-mission
- Community of learning & practice for formators

- Capacity building with rights-based approach.
- Develop/update Policies, systems, and guidelines
- Develop child safeguarding systems
- Study and identify issues for grant writing
- Set up alternative health care systems
- Environment protection programmes

## CORE VALUES

Compassion & Merciful Love

Reconciliation

Audacity

Respect

Zeal



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**Strategic Plan 2022-2026**

# THEORY OF CHANGE

TOGETHER WE STRIVE FOR TRANSFORMATION...

**Education for Transformation:**  
Gen-Z education for socially and ecologically responsible citizens.

**Sustainability:** Self-Sustained province in finance and programme Management.

**Visibility:** Increased GS mission visibility through efficient communication locally & globally.

- Schools/institutions up-to-date with child safeguarding mechanisms.
- Schools received good accreditation & international recognition.
- GS educators and students exhibit high standards of GS values

- Enhanced financial management capacity and strategic financial planning
- Increased income of CEIN through local fund raising & IGPs
- Developed expertise of mission partners in asset management & policy compliance

- GS CEIN website is current and well visited
- Improved data based documentation
- Increased use and viewership of social media by mission partners.

- Orientation & training on child safeguarding.
- Maintain international standards in schools.
- Outreach & exposure, advocacy programs
- Upgrading schools with digital devices

- Trainings on financial planning & management.
- Organise fundraising events.
- Preparing asset management policy

- Regular updating of the website
- Gather authentic data, reports, photos and success stories
- Invite more viewers to follow website





## OLCGS-CEIN Life & Mission

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