

JESUIT SOCIAL CENTRES



STRUCTURING THE SOCIAL APOSTOLATE

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Rome

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Social Justice Secretariat

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This study could not have seen the light of print without the work of an entire team, of various groups of people contributing from far-flung lands at different moments in time, and of people nearer home who put it all together. It was at a meeting of Assistancy Social Coordinators that the idea of bringing out a study of Jesuit Social Centres was first mooted, and they have worked with the Social Secretariat through the whole process, collecting data and responses. The definition of a Jesuit Social Centre as used in this study was finalised at that meeting in May 2004. The Assistancy Coordinators read the first draft of the study, made valuable suggestions, and were also involved in the Recommendations made to Fr General and presented in Chapter 10 of the present work.

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The final responsibility for the study lies with the Secretary of the SJS, Fernando F. Franco SJ, who planned the design and led the implementation of the project. Such mistakes and omissions as occur here are to be laid at his door.

Fr. Fernando F. Franco SJ
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**To the Jesuits and lay partners who carry forward
the Jesuit mission of the Social Centres**

MESSAGE OF FATHER PETER-HANS KOLVENBACH

Dear friends,

The word 'Social Centre' evokes in all of us both, a memory of a dynamic and creative period in the history of the Social Apostolate in many parts of the world, and a concern about the difficulties and crises that have besieged them over the last ten, perhaps fifteen, years.

At the last meeting of Assistancy Coordinators of the Social Apostolate held in Rome in May 2004, I had the opportunity to see the first, more modest draft of this study, and to receive a set of documents dealing with the new characterization of Jesuit Social Centres, presenting their strengths and weaknesses and making some recommendations. I am glad to note that these three documents have been reproduced in various chapters of the present study.

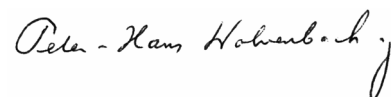
As I mentioned in the course of my earlier address to all of you (*Promotio Iustitiae*, 2004/4, p. 6), I am grateful for the practical recommendations you were able to work out. I have talked about them at meetings with various groups of Provincials. I would like here to stress again the need to bring greater clarity to the apostolic orientation of each Assistancy and Province, to integrate the Social Apostolate, more specifically the Social Centres, in the overall apostolic planning of the Provinces, and finally, the need to discuss the role of the social sector at

Provincial Congregations. These steps will go a long way in ensuring the presence of a new generation of Jesuits and finding collaborative ventures that can ease the understaffed situation and the financial strain.

We must remember that in the effort to rejuvenate the Social Centres, attention must be paid towards emphasizing their Jesuit character and their apostolic ownership by the Province/Assistancy. Jesuit Social Centres, as the title of the study points out, can become effective instruments to structure and render visible the Social Apostolate.

As we offer to the Lord, at this feast of the Presentation, the labour so generously contributed by those who patiently answered the questionnaire, by the Coordinators who meticulously planned the work in each Assistancy and Province, and by the Secretariat's staff who have brought this study to light, we hope to see with our own eyes the "deliverance" and the "light" (Lk 2/31-32) that He alone can bring into the world also through the Jesuit Social Centres.

Sincerely in Our Lord,

A handwritten signature in dark ink, reading "Peter-Hans Kolvenbach" with a stylized flourish at the end.

Peter-Hans Kolvenbach, S.J.

Superior General

On the Feast of the Presentation of the Lord
Rome, 2 February 2005



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ABBREVIATIONS

Assistancies

AFR	Africa
ALM	South Latin America
ALS	North Latin America
ASM	South Asia
ASO	East Asia
ECE	Central Europe
EMR	South Europe
EOC	West Europe
USA	United States

Provinces

ACE	Central Africa
AND	Andhra
ANT	Antillas
AOC	West Africa
AOR	Eastern Africa
ARA	Aragón
ARG	Argentina
ASL	Australia
ASR	Austria
BAH	Bahia
BET	Baetica
BME	South Belgium
BMT	Mato Grosso
BOH	Bohemia
BOL	Bolivia
BOM	Bombai
BRC	Central Brazil
BRS	North Brazil
CAM	Central America
CAS	Castile
CCU	Calcutta
CFN	California
CHG	Chicago
CHL	Chile
CHN	Cina
COL	Colombia
CRO	Croatia
CSU	Upper Canada
CUB	Cuba
DAR	Darjeeling
DEL	Delhi
DET	Detroit
DUM	Dumka-Raiganj

ECU	Ecuador
ESP	Spain
ETR	East Timor
EUR	Europe
GAL	France
GLC	French Canada
GER	Germany
GOA	Goa
GUJ	Gujarat
GUY	Guyana
HAZ	Hazaribag
HEL	Switzerland
HIB	Ireland
HUN	Hungary
IDA	India
IDO	Indonesia
ITA	Italy
JAM	Jamshedpur
JCA	Jamaica
JPN	Japan
KAR	Karnataka
KER	Kerala
KHM	Kohima
KOR	Korea
LIT	Lithuania-Lettonia
LOY	Loyola
MAG	Maghreb
MAL	Malta
MAP	Madhya-Pradesh
MAR	Maryland
MAS	Malaysia-Sing.
MDG	Madagascar
MDU	Madurai
MEX	Mexico
MIC	Micronesia
MIS	Missouri
MOZ	Mozambique
MYN	Myanmar
NEN	New England
NEP	Nepal
NER	Netherlands
NIG	Nigeria
NOR	New Orleans
NYK	New York
ORE	Oregon

PAR	Paraguay
PAT	Patna
PER	Perú
PHI	Philippines
PMA	North Poland
PME	South Poland
POR	Portugal
PRI	Puerto Rico
PRO	Near East
PUN	Pune
RAN	Ranchi
ROM	Romania
RUS	Russia
RWB	Rwanda-Burundi
SAF	South Africa
SRI	Sri Lanka
SVK	Slovakia
SVN	Slovenia
TAI	Thailand
TAR	Tarragon
TWN	Taiwan
URU	Uruguay
VEN	Venezuela
VIE	Vietnam
WIS	Wisconsin
ZAM	Zambia-Malawi
ZIM	Zimbabwe

Others

AC	Social Apostolate
	Assistancy Coordinators
CIAS	Centros de Investigacion y Accion Social (Centres for Social Research and Action)
FTAA(ALCA)	Free Trade Area of the Americas
GC	General Congregation
JCU	Jesuit Conference USA
LA	Latin America
NC	Complementary Norms
NE	Northern Europe
TNCs	Trans National Corporations
SCs	Jesuit Social Centres
SE	Southern Europe



INTRODUCTION

In his *Instruction on the Social Apostolate* published in October 1949, Fr. Janssens, echoing a call already expressed in GC 28 (D.29, nn.5-10) and GC 29 (D.29, nn.1-5), renewed the appeal to set up “Centres of Information and Social Action” whose principal function “would be not so much to further social works, but to teach theoretical and practical social doctrine to others.”¹ Although several social institutions with analogous characteristics already existed (for instance, the Paris-based *Action Populaire*, whose founding dates back to 1903), the *Instruction* gave impetus to a powerful and creative leap within the Society that has lasted to the present day², and paved the way for many and varied social institutions scattered in the four corners of the world but grouped together under the broad category of Jesuit Social Centres (JSCs). Over the years these institutions were to become an essential feature of the Social Apostolate, and a poignant and visible testimony of the Society’s undeterred commitment to a more just society.

Since the time 55 years ago when Fr. Janssens sketched the main traits of Social Centres, much reflection and long-drawn-out examinations of their nature and scope have been undertaken, even though a clear-cut and exhaustive definition of their nature and purpose has never been offered. This is probably due to the very nature of these institutions, deeply rooted as they are in their specific social realities, and constantly undergoing an evolutionary process by means of self-evaluation and discernment, a continuous process that makes it difficult to label them according to a standard and universal definition. United under a common, overarching goal of transforming “minds and social structures to a greater awareness of social justice”³, Jesuit Social Centres are today working through a rich array of strategies and instruments of intervention with all kinds of social groups, and directing their efforts towards a very ample spectrum of needs and beneficiaries. In their diversity they constitute an invaluable gift to the Society and civil society at large.

At present however there is a widespread opinion within the Society that many Social Centres are undergoing a period of crisis and/or transformation and that remedial actions should be taken. In his address to the Congregation of Procurators at Loyola (September 2003) Fr. Peter-Hans Kolvenbach spoke of the difficult situation in which the Social Apostolate finds itself. As embodying a necessary visibility, as instruments to actualise our social interventions, the JSCs need to play an important role in strengthening the social sector. These are serious enough reasons to call for this study.

The **overall objective** of the present report is to contribute to the revitalisation of Jesuit Social Centres by providing Father General and the Society with an analysis of their present situation, and eventually suggest recommendations for future action. This will be achieved, first, by filling the information gap regarding the number, geographical distribution and typology of Social Centres; and next, by analysing the questionnaires sent to all centres regarding their present status and likely future challenges.

The **purpose** of the report is therefore twofold:

1. Provide a complete and exhaustive list and classification of **Social Centres belonging, or directly related to the Society of Jesus** according to a common definition and predetermined parameters.
2. Undertake a **preliminary assessment of the Centres** along the lines sketched in the paragraph above. By presenting results directly from the inputs received through the questionnaires, this assessment aims to take into account, as far as possible, the “voice” of the centres and their point of view, especially with regard to their difficulties and proposed solutions. Wherever possible, the assessment provides a “dynamic perspective” by analysing past trends, showing if and how their scope and relevance have changed over time, or if the Centres have adapted to the changing needs of the local context and the social sector at large.

**Over the years
Jesuit Social
Centres became
an essential
feature of the
Social Apostolate**

¹ ‘Instruction on the Social Apostolate’, *Acta Romana*, 11, (1950), n. 13, p. 716

² *Promotio Iustitiae*, 1997, n. 66, pp. 9-10

³ Letter of Fr. Arrupe on CIAS, in *PJ*, 15, 1977.

The report provides a complete list of Social Centres and undertakes a preliminary assessment of these centres

The present document is a Final Report. The Draft Report was circulated to all Social Apostolate Assistancy Coordinators for reflection and comments, and served as the common basis for discussion during the Meeting of Social Apostolate Assistancy Coordinators held in May 2004 at the General Curia in Rome. It has been prepared by the Social Justice Secretariat (SJS) of the General Curia in consultation with representatives of the Social Apostolate and is based on the input and information received from the Coordinators.

The present version has been prepared by SJS on the basis of the comments received during the Meeting and of those received following the circulation of a Draft Final copy to the Coordinators in the Summer of 2004.

The Final Report is divided into two parts. The first presents a general overview of JSCs; the second aims at giving a more focused and detailed Assistancy-wise analysis of JSCs. The two parts are structured as follows:

<p>Part I</p> <p>Chapter 1 reviews the evolution of the concept of Social Centre as evinced from several official documents of the Society; it explains the definition of a Jesuit Social Centre adopted as the basis for the study and also the methodological approach followed, especially in relation to data collection and analysis;</p> <p>Chapter 2 contains an overview of all Jesuit Social Centres. It presents their distribution by Assistancy and Province, by typology of activity and degree of insertion within the Society;</p> <p>Chapter 3 presents a rapid assessment of Social Centres based on replies to the questionnaire sent to all listed JSCs. The characteristics of the “sample” are presented together with a more in-depth analysis that examines the activities undertaken by the Social Centres, their level of insertion in the body of the Society, their organisational capacity, their personnel and budget sizes, and their perceived strengths and obstacles.</p>	<p>Part II</p> <p>Chapters 4 to 9 provide a detailed analysis of the questionnaires at the Assistancy level and draw certain conclusions for each one:</p> <p>Chapter 4: Africa & Madagascar</p> <p>Chapter 5: South Asia</p> <p>Chapter 6: East Asia and Oceania</p> <p>Chapter 7: Europe</p> <p>Chapter 8: Latin America</p> <p>Chapter 9: United States</p> <p>Chapter 10 includes the recommendations already submitted to Fr. General in May 2004.</p>
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FIRST PART

General Study



CHAPTER 1

HISTORY, DEFINITION AND MORPHOLOGY

We begin our study by showing how the concept of a Jesuit Social Centre has evolved over time. This may help us understand better the object of our analysis and extrapolate those elements that, within the scope of the present study, may be seen as the “defining elements” of a Jesuit Social Centre. As we shall see, these defining elements constitute its goal (the “transformation of minds and social structures towards a greater awareness of social justice”, to use Fr. Arrupe’s words); activities such as research, formation and direct social action aimed at structural change have been put in place to attain that goal. We present below a brief history of the conceptual understanding of a ‘social centre’ and add the **characterisation** of Jesuit Social Centres adopted by all Assistancy Coordinators at their annual meeting in 2003. The chapter ends with a section on methodology explaining the approach we have adopted for the collection and analysis of the data.

1.1 JESUIT SOCIAL CENTRES IN PERSPECTIVE

While it is not within the scope of this study to carry out an exhaustive historical review of the development of SCs⁴, we attempt in the following paragraphs to point out some of the more significant stages so as to shed some historical light over this analysis of existing SCs.

SCs were first envisaged as centres engaged in **teaching and spreading** Catholic Social Teaching. As Fr. Campbell-Johnston⁵ reminds us, social institutes were already in existence in Europe at the beginning of the 20th century, making Europe, in some sense, the “cradle” of Jesuit Social Centres. These institutes originally focused on teaching Catholic social doctrine to workers or employers and on promoting social groups and organisations. As noted in the introductory remarks, the primacy of practical and theoretical teaching of the

social doctrine in Jesuit social institutes was reiterated in Fr. Janssens’ *Instruction* of 1949⁶. The following 10 to 15 years saw the effect of Fr. Janssens’ recommendations and witnessed the birth of many important SCs, several of them still active, in all five continents.

Only later was it proposed that SCs should become **instruments of social change and justice**. In 1965-66, the **General Congregation (GC) 31** stated that “Social Centres should be promoted by provinces or regions” and that “these centres should carry on research, social education, both doctrinal and practical, and also social action itself in brotherly collaboration with the laity” (GC 31, D.32, n.4). GC 31 added a further dimension to the concept of SCs by stating that the objective of social activities should be mainly to “build a fuller expression of justice and charity into the structures of human life in common”, and thus enable everyone “to exercise a personal sense of participation, skill and responsibility in all areas of common life” (GC 31, D.32, n.1).

In resonance with GC 31, the reflection of Fr Arrupe that emerged from the 1966 meeting on Latin American Social Centres (*Centros de Investigación y Acción Social*, CIAS) said: “The fundamental purpose of CIAS is to transform minds and structures to a greater awareness of social justice, especially in the area of popular promotion, so that every person may be able to exercise a personal sense of participation, skill and responsibility in all levels of human life”⁷.

While **GC 32**, and Decree 4 in particular, brought the connection between Faith and Justice to centre stage in the Society, it did not deal specifically with social centres. On the basis of the principles laid out by GC 32⁸, Fr. Arrupe actively promoted the creation of the ‘*Centros de Investigación y Acción Social*’ (CIAS), Centres of Research and Social Action. He wrote that their “contribution is in the area of prophetic proclamation and denunciation, of inspiration, support and

This chapter shows the evolution of the concept of a Jesuit Social Centre over time

⁴ This may necessarily involve a reflection on the role of SCs within the Society and the Social Apostolate, an overview of the development of their concept and understanding, and an analysis of the main factors influencing this evolutionary process.

⁵ A Brief History’, *PJ* 66 (February 1997).

⁶ For quick reference to the text of the Instruction, see *PJ*, 66 (February 1997).

⁷ Quoted from Campbell Johnston’s ‘Brief History’, *PJ*, 66, 1997, p. 12

**During the 70s
Social Centres
moved away
from academics
to working more
at the grass-root
level**

guidance for those working to build a more just society, of Gospel witness to solidarity in favour of the poor and oppressed, and above all in the forming of an individual and collective consciousness in the light of social analysis and reflection”⁹.

This definition expresses well the change that was brought about during the 70s. Social Centres moved away from the world of academics and theoretical reflection and extended their field of action, participating in social movements and working more and more at the grass-root level. On the same lines, J.J. Mejia states that CIAS gradually distanced themselves from political and economic *élites* and drew nearer to popular groups and movements¹⁰. In 1978 Fr Arrupe wrote in his Report on the State of the Society: “In the social sector properly so-called we see new commitments, both personal and institutional. The **Social Institutes** or Centres which played such an important role in the past are passing through a crisis in some places. They are trying to adapt to the new needs by linking themselves more closely with those working at grass-root level and by co-operating with other sectors of the apostolate (educational, pastoral, theological and interdisciplinary reflection, etc) and thus extending their field of action.”¹¹

In June 1980 a lengthy examination of the Social Apostolate was undertaken embracing these new tendencies in the course of a seminar on the “Social Apostolate in the Society today”, including a reflection on the role of a social institute. No definition of a CIAS was given, but some characteristics were suggested for a “renovated” CIAS, for instance:

- i. to work in solidarity with the poor;
- ii. to ensure that social action, instrumental to structural change, be guided by a scientific and interdisciplinary analysis of reality;
- iii. to participate in the building of a more just society;
- iv. to attend to the mutual integration between faith and justice.

After a time of expansion and phenomenal

growth, the need was felt towards the close of the 80s, to **reflect on the nature and objectives of the SCs**. In 1987 a meeting of Directors of Social Centres was organised at Villa Cavalletti, in the outskirts of Rome. We may note some of the salient conclusions¹²:

- i. Social Centres have undergone a significant evolution from the time of their origin to the present. The diversity is due to the variety of situations existing in different countries, and the on-going re-evaluation to which centres have submitted themselves. This diversity is a sign of richness but leads also to situations of perplexity and uncertainty.
- ii. All centres are interested in social change but they promote it in different ways.
- iii. The need to carry out rigorous analysis developed in connection with theological reflection is of the utmost importance.
- iv. The need to have an ‘option for the poor’ and to be more inserted among them is also very important.

There is no explicit mention of the nature and role of the SCs in GC 34. This may reflect, on the one hand, the crisis of many of the CIAS, and on the other, the implicit acknowledgment of their existence. In its re-interpretation of the mission of the Society of Jesus, GC 34 speaks of the “integrating principle of our mission” as the “inseparable link between faith and the promotion of justice”, and adds that justice, culture and inter-religious dialogue are “integral dimensions of this mission ” (GC 34, D.2, n.14). In this context, GC 34 makes the following remarks about SCs.

- i. They have integrated the dimension of justice (GC 34, D.3, n.2).
- ii. They need to integrate faith:
“Social centres and direct social action for and with the poor will be more effective in promoting justice to the extent that they integrate faith into all dimensions of their work” (GC 34, D.3, n.20).
- iii. They must respond to the new dimensions of culture and inter-religious dialogue:

⁸ The principles included: “a clear commitment to the promotion of justice in solidarity with the poor and the voiceless and the proclamation that this commitment must affect everyone’s life; the acknowledgement of the structural causes of injustice; the importance of a rigorous social analysis in understanding and identifying appropriate remedial actions; and the call for everyone to experience directly the concrete and daily consequences of injustice and oppression” (see J.J. Mejia, *Los Centros Sociales de América Latina. Una reflexión a la luz de su historia en la Compañía*. Unpublished document prepared for SJS).

⁹ Letter of F. Arrupe on CIAS, 1977, in PJ, 15

¹⁰ Horacio Arango, *Los Centros Sociales de la Compañía* 2002, (unpublished).

¹¹ *Acta Romana*, 17 (1978), p.464

¹² PJ, 35, 1987

"Our social and cultural centres will identify and promote the liberating dynamics of the local religions and cultures, and initiate common projects for the building of a just social order" (GC 34, D.5, n. 9.8).

- iv. Collaboration with the laity takes place in social centres:

"We collaborate with the laity in works of the Society. A work of the Society substantially contributes to realizing the mission of the Society, manifests Ignatian values, and bears the name 'Jesuit' with the Society's approval. The Society takes 'ultimate responsibility' for this work. Examples are ...social centres...and the Jesuit Refugee Service" (GC 34, D.13, n.11).

- v. This collaboration must be guided by a clear mission statement, and by an exercise of co-responsibility:

"Each such work [social centre] must be guided by a clear mission statement which outlines the purpose of the work and forms the basis for collaboration in it. The mission statement should be presented and clearly explained to those with whom we cooperate. Programmes are to be provided and supported (even financially) to enable lay people to acquire greater knowledge of the Ignatian tradition and spirituality, and to grow in each one's personal vocation" (GC 34, D.13, n.12).

"All those engaged in the work should exercise co-responsibility and be engaged in discernment and participative decision-making where it is appropriate. Lay persons must have access to and be trained for positions of responsibility, according to their qualifications and commitment. A lay person can be the Director of Work of a Jesuit work¹³ (GC 34, D.13, n.13).

- vi. There is need to increase the collaboration between non-formal ('popular') educational institutions and the social centres (GC 34, D.18, n.4)

One of the main achievements of GC 34 was the actualisation of the Society's law. In the **Complementary Norms** or '*Normae Complementariae*' (NC) we find a definition of a JSC that has been used later in this Study to build up a typology of SCs.

The Naples Congress convoked by the Secretariat of the Social Apostolate in 1997 was a moment of grace, and the document *Characteristics of the Social Apostolate of the Society of Jesus* (1998) attempted to give the social sector a similar set of policy guidelines and an organisational structural cohesion similar to that which an updated

educational document, *The Characteristics of Jesuit Education* (1986), had given to the educational sector. Though the document on the characteristics of the social sector is addressed to the social apostolate it does not explicitly deal with the SCs. This omission is both significant and puzzling.

In 1999, the Secretariat published a document, *We live in a broken world*, conceived as a response to GC 34, D.20, on ecology. The scope of the document is to inspire and engage various Jesuit apostolic works in a reflection on the spiritual, cultural, socio-economic and political dimensions of various ecological issues. This document urges the Jesuit Social/cultural Centres,

"to make their own the global perspective that sees the issues of peace, justice and ecology as inter-linked; and to see this also related to the roles that men and women must have, in this new epoch of history, in creating a more human world."¹⁴

We may end our historical overview with the letter of Fr. Peter-Hans Kolvenbach on the Social Apostolate written in 2000. While "in each Province and Assistancy, this social apostolate incarnates the social dimension of our mission, concretely embodies it in real commitments and renders it visible", this is reflected, according to the document, in three ways:

- i. "social research and publications,
- ii. advocacy and human development, and
- iii. direct social action with and for the poor."

We may discover in these three forms, some of the traits that the NC uses to define a JSC. In its analysis of shadows and lights of the social apostolate, the letter does not specifically speak of social centres.

In concluding this brief historical overview of the SCs we may note that the official position of the Society of Jesus has been very sensitive to the organisational development of these centres: from encouraging and promoting their growth during an early first period, to an attempt at bringing some conceptual and organisational order into their expansion, and finally to an implicit silence on their nature, role and future. It is time to turn to some other aspects of this Report.

The official position of the Society of Jesus has been very sensitive to the development of these centres

¹³ The text continues: "When this is the case, Jesuits receive their mission to work in the institution from the Provincial, and they carry out their mission under the direction of the lay Director. In institutions where Jesuits are in a small minority, special attention should be given both to the leadership role of lay colleagues and to appropriate means for the Society to assure the identity of the work" (GC 34, D.13, n.13).

¹⁴ 'We live in a broken world', *PJ*, 70 (April 1999), p 41.

¹⁵ "On the Social Apostolate", January 2000 in *PJ*, 73 (May 2000).

BOX 1.1

CHARACTERISING JESUIT SOCIAL CENTRES TODAY

Box 1.1 incorporates the text that was approved by the Assistancy Coordinators¹⁶.

(1) RATIONALE

At the second meeting of Assistancy Coordinators of the Social Apostolate we realized that over the last few decades the understanding of what constitutes a Jesuit Social Centre has undergone an important change. Fifty-five years ago, Fr. Janssens¹⁷ defined a type of Social Centre as a unit that combined research and social action, and General Congregation 31 described Social Centres as carrying out “research, social education, both doctrinal and practical, and also social action itself in brotherly collaboration with the laity” (GC 31, D. 32, n. 4). These Social Centres came to be traditionally known as *Centros de Investigación y Acción Social*, CIAS (Centres of Research and Social Action)¹⁸. Since then, in an effort to respond to new social challenges, these centres have undergone profound changes¹⁹.

While affirming important elements of these centres (GC 34, D. 3, n. 2, 20; D.5, n. 9.8; D 13, n. 11-13; D 18, n. 4), GC 34 actualised the law of the Society and provided a comprehensive definition of a Jesuit Social Centre as a centre carrying out research, formation and direct social action²⁰.

In a similar development, there have emerged, and are still emerging, new types of activities and approaches expressed in new forms of organisation. The result of all these changes is that in various Assistancies, the same phrase ‘Social Centre’ refers to different types of organisations.

Keeping this in mind, we have considered it necessary to suggest a NEW CHARACTERISATION of ‘Social Centres’ broad enough to express adequately the richness existing in the social sector and simultaneously help the Society of Jesus give an orientation to these Centres. In this new situation, the work carried out by the Centres of Social Research continues to be vital. Without this contribution, other activities would lose their quality and relevance. Concurrently, new forms of presence and work serve to enrich the research activity.

We hope that the characterisation of the Social Centres presented below will contribute towards

- i. higher visibility for the identity of the social sector as a concrete response to the mission of the Society, understood as the service of faith and the promotion of justice (GC 34, D.2, n. 14);
- ii. greater institutional consistency in a sector marked by diversity and fragmentation;
- iii. enabling the institutions of the social sector to recognise themselves as parts of the same body;
- iv. facilitating joint action through the coordination of persons responsible for the sector in the Province or Assistancy.

(2) CHARACTERISTICS OF JESUIT SOCIAL CENTRES

Jesuit Social Centres are characterised by the fact that they

- i. promote justice as one of their main goals²¹;
- ii. aim at the transformation of social structures by means of research, and/or formation, and/or social action²². Though not all of these three activities need to be present in each centre, close interaction among them needs to be ensured through an adequate coordinating mechanism²³;
- iii. are considered as part of the social sector, or at the very least, have an explicit coordinating mechanism with it²⁴;
- iv. are committed to an attitude of discernment encompassing the different dimensions of the organisation as they attempt to adapt to the changing reality, an adaptation important in the following areas:
 - mission and vision, especially as they relate to our fundamental Jesuit charism (GC 32, D 4, n. 9 and GC 34, D 2, n. 14);

¹⁶ We are aware that the previous section (1.1) has already mentioned some of the historical elements outlined in the following text. For the sake of leaving intact the document approved by the Assistancy Coordinators we have allowed this repetition.

¹⁷ Fr. Janssens, *Instruction on the Social Apostolate* published in October 1949. See *Acta Romana*, 11 (1950), 710-726.

¹⁸ The letter of Fr. Arrupe dated 15 January 1977 clarifies that though the promotion of justice is the responsibility of all Jesuits, the CIAS have, after GC 32, an even more important and necessary role to play in “establishing a more humane and just society.” *Acta Romana*, 17 (1978), 157.

¹⁹ An international seminar on the Social Apostolate held in Rome from 2-5 June 1980 suggested a few characteristics of the Social Centre (PJ, 18, 1980, 81-124). The Second International Conference of Directors of Social Institutes/Centres was held in May 1987 at Villa Cavalotti in Rome. One of the main objectives was “to evaluate the role of the centres ...to face the new challenges that have emerged since 1980” (PJ, 35, 1986). The recommendations of this conference acknowledged the significant evolution that they have experienced. (PJ, 36, 1987).

²⁰ “Provinces or regions should sponsor social centres for research, publications, and social action” (*Norme Complementariae*, 300).

- methodology, organisational structures and types of action;
- selection of national and international partners;
- openness to discern in common with other Centres of the sector and to collaboration with other sectors and institutions;
- use of intermediate social and hermeneutical tools of analysis.

(3) GEOGRAPHICAL DIVERSITY

This deliberately broad characterisation of the Social Centres takes in the heterogeneity of our institutions. In each Province and Assistancy the SC takes a concrete organisational form which follows its own specific history and culture and grows in accordance with the level of social, political and economic development obtaining there. In each specific situation it is necessary to determine the meaning of 'social transformation' in that context, and which of the possible activities needs to be prioritised.

²¹ The phrase 'promote justice' may be generally interpreted as that action which denounces injustice and proposes more fair and humane alternative social arrangements. This characteristic does not require the 'promotion of justice' to be an exclusive goal and it leaves the open the door to include, for example, semi-independent institutes or organisations in a University or any other Jesuit institution which may simultaneously have other important goals while accepting the 'promotion of justice' as one of their main goals. Given the fulfilment of the other three characteristics such institutions would be considered as SCs.

²² Centres engaged predominantly in assistential type of works will not be considered as SCs.

²³ The new definition, while emphasizing the importance of research, does not see social research as a constitutive element, but considers centres involved in direct social action as SCs.

²⁴ The linkage with the social sector through the Social Coordinator may exclude centres that operate outside the coordinating function of the social sector (Provincial or Assistancy Coordinator). On the other hand, it may include centres, which though not belonging legally to the Society, have accepted the well-defined coordinating role of the Provincial or Assistancy Coordinator.

1.2 METHODOLOGY OF THE STUDY

The task of collecting data for our analysis was made possible thanks to the invaluable contribution of the Assistancy Coordinators (ACs). They directly provided the SJS with the basic data concerning the Social Centres in their Assistancies. This "basic" data has enabled SJS to build an updated **database** of Jesuit Social Centres. In this database all Centres are listed according to their province, the type of activity they carry out and their degree of insertion within the Society.

The Coordinators also took care to distribute the questionnaires to these Centres. The replies to the questionnaires have been entered into a **broader database**, according to certain classification parameters.

The process of data collection was supported initially by four instruments:

- Guidelines for the compilation of a database on Jesuit Social Centres.
- A draft version of the database for each Assistancy.

- The questionnaire to be filled by each Social Centre (Annex A.1.1).

- Characteristics of Jesuit Social Centres as described in Box 1.1.

It should be noted that during the preparation phase of the study the above documents were circulated to the Assistancy Coordinators as well as to several representatives of the social apostolate, in order to receive comments and feedback²⁵. The definition of a SC adopted in this Report and explained in Box 1.1 is very broad and may be still unacceptable to some. It may be useful to remember that our aim is not to determine the ideal or offer a legally precise definition of a social centre, but rather to provide a broad framework that can accommodate a wide range of apostolic works, institutions and centres reasonably in accord with an official understanding of a social centre.

Compilation of the database of Jesuit Social Centres

The aim of the document 'Guidelines' was to provide homogeneous and practical guidelines for the creation of a database of Jesuit Social Centres. To facilitate an understanding of the variety of SCs, we introduced two parameters: the varying acceptance or inclusion by a JSC of the three types of activities listed in the NC definition and summarised in the Characterisation document (activity-parameter); and the existence or lack of a formal linkage to the Society of Jesus (Jesuit-parameter).

Based on this definition, most works of the Social Apostolate may be considered Social

Centres except, for example, works of individual Jesuits that have neither a legal nor an effective 'governing'²⁶ relationship with the Society of Jesus, those that have a purely relief or charitable goal, and those with actions of very short duration or with clearly another apostolic goal²⁷. By the same token, there may be parishes or educational institutions, such as Universities, with quasi-autonomous associated centres engaged in Social Centre-like activities that are not purely or chiefly of a relief/charity kind. These may, at the discretion of the Coordinator, be considered as fulfilling the broad definition of a social centre²⁸. Works solely connected with the Jesuit Refugee Service or *Fe y Alegría* schools do not need to be listed since they are already catalogued through their respective organisations.

Examining the **Activity-parameter** may be useful at this point (Box 2.1). According to the definition given above, Social Centres are dedicated to: (a) social research and publication; (b) formation and (c) social action. In this study, a given Social Centre will be defined as:

Type a: when a centre is involved in social research and publication;

Type b: when a centre is involved in formation;

Type c: when a centre is involved in social action.

It goes without saying that these typologies of centres are not mutually exclusive and that a centre may engage in all three types of activities.

According to the **Jesuit-parameter**, we may distinguish centres that may be labelled Type I or Type II. Type I comprises those social centres that belong to the Society, that is, those centres "...whereby the Society ... in various ways assumes and retains 'ultimate responsibility' ..." (NC, 307, §1). This may be interpreted to mean that the Society not only has legal ownership but exercises its power in policy and fundamental executive decisions, for example, in the appointment of the Director of the centre. We may add, that from a practical point of view, Type I

BOX 2.1

EXPLANATION OF ACTIVITY TYPES (ACTIVITY – PARAMETER)

By **research** we mean analysis, monitoring and reflection activities resulting mainly in books, magazines, and policy documents. They may be connected with participative activities for information-gathering and dissemination of conclusions, as well as with advocacy/lobbying activities. Publication and dissemination are generally addressed to a wide audience and aim at providing information, raising awareness and stimulating personal reflection. Their focus, rooted in Catholic Social Teaching, is to analyse local and global situations, to shed light on underlying reasons of unjust situations/structures affecting poor and marginalised groups, and propose alternative models of development and of structural change.

By **formation** we mean training activities addressed to specific groups, such as social workers, activists, volunteers, political leaders, indigenous people, and women. The aim is to raise awareness or provide hands-on knowledge and practical skills that enable recipients to become actors of social change. Formation may be either formal (such as through structured courses that may grant diplomas or degrees), or informal (such as short-camps or on-the-job training sessions). It deals with subjects related to NGOs and their actions, such as: human rights monitoring, campaigning, management of not-for-profit organisations, sustainable development and agriculture, and grass-roots organisations.

Social action, probably the broadest category, is generally related to accompanying groups or communities in their struggle for rights, freedom and dignity through concrete actions, such as advocacy, networking, awareness-raising, protest, participation in peace processes, and also by providing several assistance services (such as food and shelter, legal aid, education). Social action is driven by the demand and the needs of the community it serves, thereby implying a certain degree of insertion with the poor. Social action is not of a purely relief nature in that it aims through concrete actions at transforming the structural situation of the people.

²⁵ Recipients were asked, in particular, to give their opinion on the proposed definition of SCs within the parameters used for classifying them and on the appropriateness of the questionnaire *vis-à-vis* the study's overall objective. Suggestions and amendments received were then integrated as far as possible in the final version that served as the basis for data collection.

²⁶ By "effective governing relationship" is meant one that states unambiguously the direct responsibility of the social centre and its accountability (including the financial aspect) to the Jesuit Provincial. One of the surest signs of this effective relationship is the integration of the social centre in the apostolic plans of the province.

²⁷ For example: the organisation of a one-time conference on justice.

²⁸ In this case the social promotion aspect must be prominent with respect to the pastoral or educational promotion. A parish in a poor neighbourhood with a pastoral centre may not classify as a Social Centre, nor would a centre providing exclusively literacy or vocational training to poor children (the pastoral and educational aspects being predominant).

centres are usually listed in the respective catalogues of Provinces. Type II centres are those that do not belong to the Society, but are directly related to it. This would include all other centres, provided that there is a formal institutional link with the Society, for example, a partnership agreement, or a Jesuit as member of the managerial board by statute. We have not included in Type II those centres where one or more Jesuits collaborate in the activities of a centre that does not have a formalised link with the Society.

Draft Database

On the basis of the material available through Province, social-apostolate catalogues²⁹, and other information³⁰, SJS prepared a draft version of the Social Centres Database according to a simple format (Table 1.1). This list was sent to the Assistancy Coordinators, who in turn were asked to amend, delete or add according to their knowledge and information.

TABLE 1.1 Format of the database					
Prov	Name	City/ Country	Type of activities (a,b,c)	Degree of insertion within SJ (I,II)	Brief description - field of work

Questionnaire

The purpose of the questionnaire prepared by SJS was to collect more detailed information concerning the JSCs (Annex A.1.1). Besides the general identification data, JSCs were asked to provide information such as the type and focus of the activities undertaken, the level of organisational development, personnel, size, and similar matters. Most importantly, JSCs were also asked to carry out a simple self-assessment concerning the relevance of their work, the major obstacles they face and their strengths. Most of the questions in the questionnaire were of the “multiple-choice” kind, ensuring that data be easily entered and recorded in the “extended” database. Answers to open questions (such as the one asking for the description of activities, strengths, obstacles and possible ways of overcoming them) have been grouped into “standard” categories, thus facilitating data-

entry and analysis, although it must be admitted that in the process they perhaps lose some of their flavour.

More details on how the questionnaire data has been treated will be given in Chapter 3.

1.3 LIMITATIONS OF THIS STUDY

Before we move on to an analysis of the SCs, it may be in order to point out some of its weaknesses and limitations.

- i. Any statistical/quantitative analysis runs the risk of “**simplifying**” or “**standardising**” otherwise very different/differing realities. Categories and labels are very handy analytical tools without which comparative statistical analysis cannot be carried out, but they have inherent drawbacks, especially when the categories are very general and when there is a plurality of sources of information. In this context we may

recall Michel Foucault’s remark that the function of ‘classification’ is one of the most important instruments of cultural manipulation.

- ii. In spite of our efforts there is still a certain degree of **inconsistency** and **incompleteness in the data**, both at the inter-Assistancies and intra-Assistancy levels.
 - The fact that the different Assistancy Coordinators were asked to prepare the database meant that information comes from a plurality of information sources with varying degrees of knowledge and interpretation of the standard proposed definition (i.e. which apostolic work is a social centre; which Social Centre is Type **a**, **b**, **c** or **I**, **II**). An analogous problem is present within the same Assistancy, when different provincials, for

²⁹ Only for the European Assistancies, CPAL, South Asia, Africa & Madagascar.

³⁰ This includes the Reports prepared by the Assistancy Coordinators for the 2003 Social Apostolate meeting in Rome. We have also consulted the web-pages of some of the centres.

example, were asked to provide information. The same problem applies to the persons asked to fill out the questionnaire: they have used different criteria while replying questions regarding, for example, the budget, or the number and type of personnel. It is of course obvious that the self-assessment is, by definition, subjective. We will have more on this in Chapter 3.

- The information contained in the database is not always complete, especially with regard to the type of activities and degree of insertion in the Society. This is more noticeable in the case of ASO and the African Assistancy. In the case of the CPAL, the SCs identified by the Assistancy Coordinator differ significantly from the ones identified by SJS.
- In the Assistancy of Southern Europe, for example, there is a great difference between the Italian and the Spanish Provinces regarding the meaning of a

JSC. The latter adopted a more inclusive criterion, while the former decided to exclude university social centres – mostly because they did not feel these were part of the Social Apostolate.

- The Assistancy of Eastern Europe has one Social Centre (OCIPE, Warsaw). It has not been possible to consider it in our analysis. Since the ‘Assistancy’ has been kept as the unit of analysis, adding one ‘Assistancy’ with only one Centre would make little statistical sense. We must, however, add quickly that the OCIPE Centre does make perfect apostolic sense.

In spite of these limitations, we hope that the present Report is a first step in understanding and analysing the ‘complex animal’ that a JSC seems to be. To put it differently, the limitations have not been judged to be so overbearing as to preclude the present analysis of the SCs.





CHAPTER 2

AN OVERVIEW OF JESUIT SOCIAL CENTRES

2.1 INTRODUCTION

This chapter analyses the information contained in the database³¹. We start our analysis by examining the number and distribution of the SCs in the various regions and Assistancies and comparing them to the number of Jesuits of each area. We then examine SCs according to the Activity-Parameter: i.e. whether their main area of activity is research (a), formation (b), social action (c), or a combination of these three. Finally, we examine the SCs from the point of view of the SJ-parameter: i.e. of their linkage to the Society of Jesus (Types I and II). The unit of analysis is the Assistancy or a broader region like Latin America, Europe or Asia and Oceania³².

2.2 NUMBER AND DISTRIBUTION

According to our database there are today **324 Jesuit Social Centres** (hence forward SCs), spread over five continents and across all Assistancies. A graphic representation of their aggregate distribution by macro geographical areas is shown in Figure 2.1 below.

Almost half the number of SCs is located in the Asian continent, and is distributed over the two Assistancies of South Asia (ASM) and East Asia and Oceania (ASO) (Table 2.1). The ASM Assistancy accounts for 32 per cent (roughly one third) of all SCs and

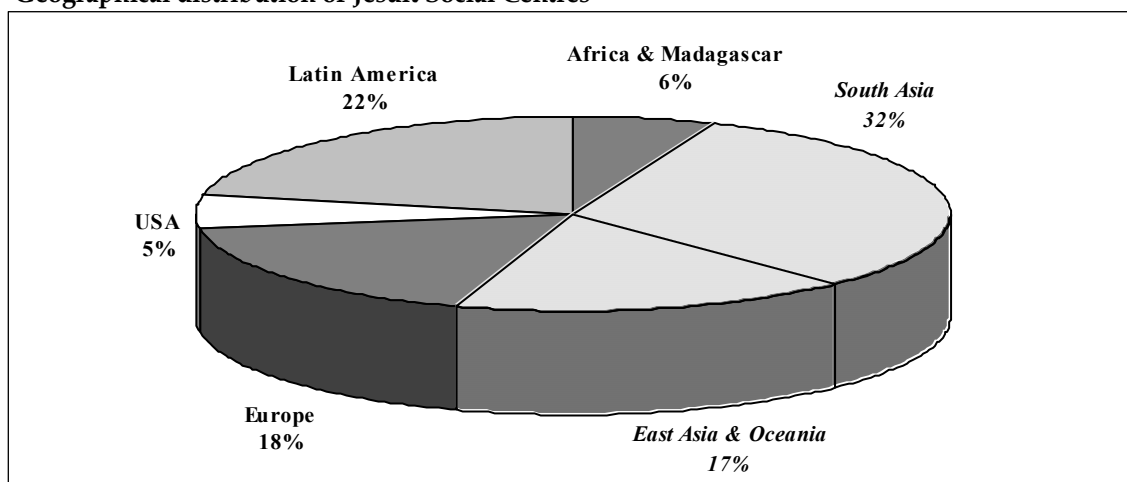
the ASO Assistancy for 17 per cent. Europe accounts for 18 per cent and Latin America for 22 per cent, Africa for 6 per cent and the

This chapter analyses the information contained in the data-base

CONTINENT/ASSISTANCY	N.	%
Africa & Madagascar (AFR)	20	6.21
Asia & Oceania	158	48.92
ASM	102	31.58
ASO	56	17.34
Europe	58	17.96
ECE	7	2.94
EMR	41	10.78
EOC	9	3.59
EOR	1	0.31
USA	17	5.26
Latin America	71	21.67
ALM	50	15.48
ALS	20	6.19
ALL SCs	324	100

Table 2.1 clearly shows that the inter-continental and inter-Assistancy distribution of SCs varies significantly. The relatively high number of Centres in the two Asian Assistancies, especially in ASM (South Asia), brings the average number of SCs per Assistancy up to 32, the median value being 20. The fact that the median is smaller than the average indicates that most Assistancies have an average number of SCs smaller than 32. Excluding SCs located in ASM and ASO,

FIGURE 2.1
Geographical distribution of Jesuit Social Centres



³¹ The database can be consulted in Annex A.2.1 published in this study.

³² A more disaggregated analysis of each Assistancy has been relegated to Annex A.2.2 (CD).

There are 324 Jesuit Social Centres

the highest number of SCs per Assistancy is 50, in Southern Latin America (ALM), while the lowest number (1 per Assistancy) is in Eastern Europe (EOR).

Differences among the European Assistancies are **significant**: the largest proportion of SCs (11 per cent of all SCs) is located in the Southern European Assistancy (EMR), followed by the Western European Assistancy (EOC) with 4 per cent, and the Central European Assistancy (ECE) with 3 per cent. The Eastern European Assistancy has only one SC. In **Latin America the difference between the Northern and Southern Assistancies is significant**: while the Southern Assistancy (ALM) has 15 per cent of all SCs, the Northern Assistancy has only 6 per cent.

Significant variations occur also at the intra-Assistancy or Provincial level. The average number of SCs per Province is 3.62, while the median value is 3, indicating that the majority of Provinces have a number of SCs lower than the average value. The Italian Province, which has the highest number of SCs per Province (26), that is 8.05 per cent of the total number of SCs, also happens to be the Province with the highest number of Jesuits. Apart from this exceptional case, other provinces with a substantial number of SCs are found, not surprisingly, in ASM (3 provinces with at least 10 centres each), in ASO and in ALM (the Province of Peru has 11 centres, as has Chile).

The data base throws some light on the rather general but relevant question regarding the **number of Jesuits working in**

the Social Apostolate (Table 2.2). It is obvious that the number of Jesuits working in SCs may not be the same as those considered to be working in the social sector. However, given the broad definition of a SC adopted in this study we may safely assume that for a large number of Provinces the number of Jesuits working (full or part-time) in SCs is a good proxy for the total number of Jesuits working in the social sector of a Province. A few conclusions may be drawn.

- (1) There are **relatively few Jesuits** working in SCs. On the basis of the total number of Jesuits in the Assistancy, the percentage of Jesuits working in SCs is generally **below 3 per cent**. We may distinguish three types of Assistancies:
 - Those with above 2 per cent of the total Jesuits in the Assistancy: South Asia and Latin America are clearly in the lead. ASM is far ahead with almost 6 per cent followed by ALM (about 3 per cent) and ALS (2.25 per cent).
 - Those with between 1 and 2 per cent: ASO (1.88 per cent), ACE (1.80 per cent), and AFR (1.21).
 - Those with below 1 per cent: EOC (0.74 per cent) and USA³³ (0.55 per cent).
- (2) On the basis of the **total number of 'active'**³⁴ Jesuits the percentage of Jesuits working in SCs increases but inter-Assistancy differences remain more or less the same³⁵. If we exclude South Asia (9.35 per cent) we observe that in all the other Assistancies the **percentage of Jesuits** working in SCs calculated on the basis of 'active' Jesuits is **below 5 per cent**. Taking into consideration the 'leading Assistancies' we observe that in South Asia the percentage of Jesuits working in SCs becomes 9.35 per cent, in ALM 4.76 per cent, and in ALS 3.72 per cent.
- (3) It might be interesting to test the **relationship between the number of 'active' Jesuits and the number of SCs in an Assistancy**³⁶. Is there any direct relationship between the number of 'active' Jesuits and the number of centres? To be more precise, does the

TABLE 2.2

Assistancies	Percentage of Jesuits in Jesuit Social Centres to:			
	Total no of Jesuits	Active Jesuits excluding scholastics	Jesuits below 50 excluding scholastics	Scholastics
AFR	1.21	1.97	3.31	4.40
ASM	5.85	9.35	18.88	20.62
ASO	1.88	3.13	6.28	12.06
ECE	1.80	3.04	9.71	30.91
EMR	2.53	4.81	23.10	38.95
EOC	0.74	1.36	5.47	13.64
USA	0.55	0.90	4.33	7.69
ALM	2.76	4.76	10.43	15.83
ALS	2.25	3.72	10.69	12.98

³³ As we mentioned in Chapter 1, the concept of a 'social sector' is not very useful to capture the number of US Jesuits involved in social ministry. This needs to be kept in mind.

³⁴ By 'active' Jesuits we mean those Jesuits who have completed their studies and are less than 75 years of ages.

³⁵ The largest difference occurs in EMR: the percentage of Jesuits working in SCs rises from 2.53 to 4.81. This shows that the number of Jesuits above 75 years of age is considerable.

³⁶ This relationship is analysed by comparing the curve depicting the proportion of SCs with the one showing the proportion of 'active' Jesuits.

relative number of SCs falls as the proportion of 'active' Jesuits falls? The answer seems to be **positive**. As we move from one Assistancy to another along the two lines (Figure 2.2) both curves move in the same direction (fall together and rise together)³⁷.

We could also examine level of '**Jesuit capacity**' to carry forward the work of the SCs in the Assistancies³⁸. A close look at Figure 2.2 reveals the following³⁹:

i. For some Assistancies (ASM, ASO and ALM) the proportion of SCs is greater than the proportion of active Jesuits. This may indicate that the effort in the social apostolate is larger than the actual ability measured in terms of the proportion of active Jesuits. The social sector seems in a sense to go beyond its actual capacities; the social effort is greater than the available Jesuit resources. This clearly seems to be the case in the two Asian Assistancies.

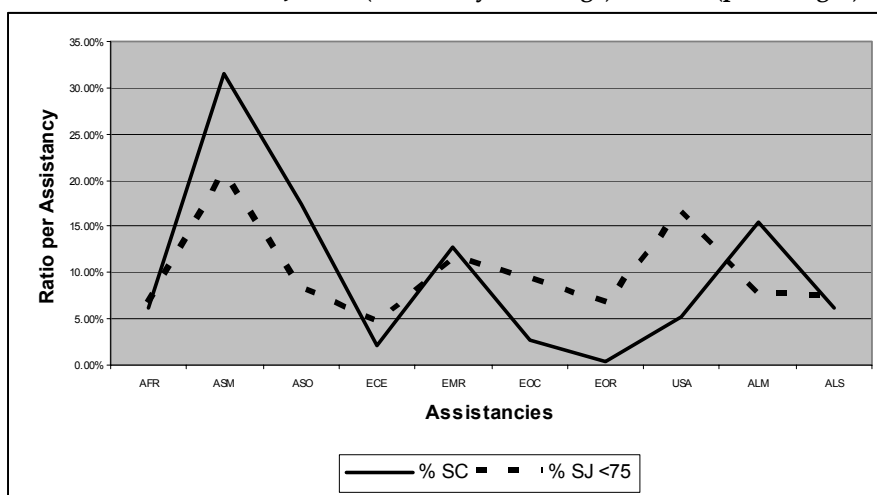
ii. In other Assistancies, such as ALS, USA and Europe - except for EMR that seems to be in a position of equilibrium - the opposite situation prevails. The line representing the proportion of SCs runs below the line depicting the proportion of active Jesuits. It is in these Assistancies that the social sector appears below its potential capacity.

iii. The distance between points on the two lines indicates the **intensity of the discrepancy** between the proportion of SCs and of active Jesuits. The distance for the two Asian Assistancies is largest and 'positive,' showing a larger proportion of SCs than the proportion of active Jesuits. One may infer that the number of SCs goes beyond the actual capacity (active Jesuits) would warrant. A large

'negative' distance exists in the USA and the EOC, indicating that the capacity in terms of active Jesuits may be under-utilised in terms of social centres. Africa seems to have found the closest balance between the number of SCs and the capacity to carry them forward.

(5) In terms of the **future needs of personnel** the last column of Table 2.2 offers an interesting insight. It seems that, given the falling numbers of Jesuits, and more specifically, the relatively low proportion of scholastics, **replacement of new Jesuits in the SCs looks highly problematic** in all Assistancies but especially in EMR, ECE, and ASM⁴⁰.

FIGURE 2.2
Relation between active Jesuits (below 75 years of age) and SCs (percentages)



³⁷ It is not possible to test the correlation between 'active' Jesuits and the number of SCs because both have been measured in percentage points.

³⁸ To analyse these differences we have examined the distance between the two curves at the appropriate points for each Assistancy (Figure 2.2). The larger the distance between the proportion of SCs and the proportion of active Jesuits the larger the difference between actual social work and Jesuit capacity to carry it forward (measured by the proportion of active Jesuits). The opposite is also true: the smaller the distance the greater the match between work and capacity of Jesuits to do it.

³⁹ These conclusions need to be interpreted with some caution; no value-judgements should be attached to them without taking account of other considerations. For example, an Assistancy might dedicate a significant number of Jesuits to the Social Apostolate but not necessarily to establishing and running Social Centres.

⁴⁰ A graph showing the relationship between the various percentages (y-axis) and the Assistancies (x-axis) brings out that the curves of EMR, ECE, and ASM shoot up when the total number of scholastics is considered to calculate the percentage. This simply means that the number of scholastics is relatively lower in these three Assistancies especially as we compare it with the fixed number of Jesuits working actually in the SCs. For more details see Annex A.2.6 (CD).

2.3 JESUIT SOCIAL CENTRES BY ACTIVITY-TYPE

Social Centres are more likely to be involved in social action and formation

In this section we will examine the distribution of Social Centres according to the three activities chosen as paradigmatic of a SC. In Chapter 1 we explained that centres in the database have been classified according to the type of activity/ies they implement. These are research (Type a), formation (Type b) and social action (Type c) or any combination of these three. According to our definition the types of activities are not mutually exclusive: centres can be involved in one of the three types of activity, or in two, or in all three of them.

We will first analyse the distribution of centres engaged in various types of activities and then examine the relative importance of each activity within each Assistancy. The third section offers an analysis of the different combinations of the three activity parameters, their distribution and frequency; finally, social centres are classified according to the number of activities they are engaged in.

Distribution of each single activity

Table 2.3 shows the distribution of SCs according to three different types of activity⁴¹. An important finding of our Study is that **SCs are, on average, more likely to be involved in social action (69 per cent) and in formation (62 per cent) than in research (37 per cent).**

TABLE 2.3 Distribution of centres according to activity-type						
Assistancy	Research a-type		Formation b-type		Social Action c-type	
	N.	Column %	N.	Column %	N.	Column %
AFR	11	9.09	16	8.00	10	4.50
ASM	21	17.36	74	37.00	80	36.04
ASO	10	8.26	15	7.50	32	14.41
ECE	5	4.13	4	2.00	1	0.45
EMR	14	11.57	25	12.50	27	12.16
EOC	9	7.44	7	3.50	5	2.25
USA	13	10.74	13	6.50	10	4.50
ALM	27	22.31	31	15.50	39	17.57
ALS	11	9.09	15	7.50	18	8.11
All SCs	121	100	200	100	222	100
% on Tot SCs	37		62		69	

The Assistancy-wise distribution of activities (Table 2.3 and Figure 2.3) shows that ‘research’ is relatively more important among the SCs of ECE, EOC and to a lesser extent USA⁴². It is dismally low in ASO and ASM⁴³. Centres engaged in ‘social action’ (Type c) are relatively more important in ASO, ASM and, to a much lesser extent, in ALS and ALM. With the exception of ECE, all Assistancies have almost a ‘normal’⁴⁴ proportion of centres engaged in social action. We may, however add that for Africa, Central and Western Europe, social action is the least preferred activity. Formation, (activity b) is fairly distributed through all Assistancies. ASM, AFR, ECE and EMR have the largest proportion of centres engaged in this activity.

Relative importance of activities

By using the ‘activity-ranking index’⁴⁵ (R) we are able to assess the relative importance of the three activities in various Assistancies (see Table 2.4 at the end of the chapter). While research is “under-valued” in centres of EMR, ASM and ASO, it is “overvalued” in EOC, USA and ECE. With the exception of ASO, formation is popular in almost all Assistancies. While social action seems to be “over-valued” in ALS, ASM, and ALM, it is under-valued in ECE. This is important because it indicates that **direct social involvement is important for centres in Latin America and South Asia**, and that it is not relevant for centres in ECE⁴⁶.

Number and Combination of activities

Most SCs are involved in only **one or two types of activities** (see Table 2.5 at the end of the chapter): 40 per cent carry out one activity and 39 per cent carry out two kinds of activities. Centres engaged in all three activities constitute a minority: only 20 per cent of all SCs. While all SCs in EOR, and more than one-third of Latin American SCs carry three activities, very few Asian SCs do the same. Centres carrying two activities are more frequent in ASM and EMR, and those

⁴¹ Each column shows the number of centres per Assistancy involved in any one of the three activities. Since centres can be involved in more than one activity the total number of centres appearing in the last but one row (121 + 200 + 222 = 543) is obviously greater than the total number of SCs (324). On an average, each SC carries out 1.68 activities.

⁴² By ‘relatively more important’ we mean that the proportion of centres engaged, for example, in Type a activity is more than one-third of all centres in the Assistancy; the rectangle for Type a activity crosses the dotted line (Figure 2.3).

⁴³ By ‘dismally low’ we mean that the proportion is not even half of one third of centres. The rectangles do not even occupy half of the distanced marked by the dotted line (Figure 2.3).

⁴⁴ The rectangles indicating activity are in most Assistancies close to the dotted line.

carrying one activity are more frequent in ASO⁴⁷.

After analysing the **different combinations of activities** (see Table 2.6 at the end of the chapter) the following inferences can be made.

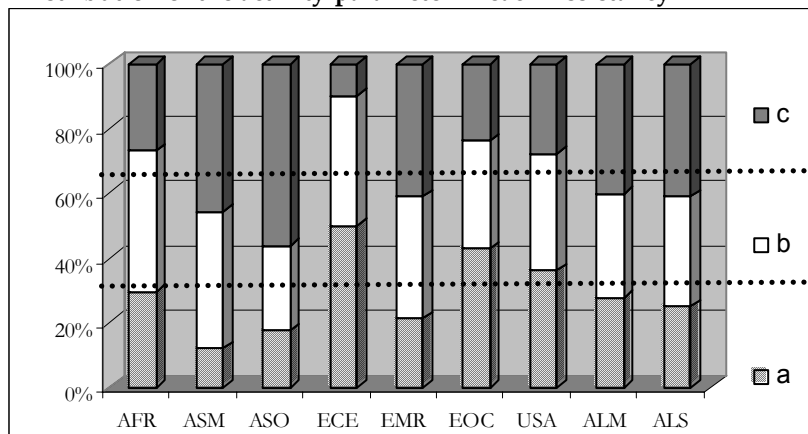
- i. The **largest number** of the Social Centres (44 per cent) is engaged in **formation and social action**. This is specially so in Latin America and ASM where 55 and 53 per cent of all SCs engaged in these two activities are located respectively⁴⁸. The 'popular' education tradition in Latin America remains very strong.
- ii. Europe presents a telling contrast: while SCs in ECE (43 per cent) and EOC (78 per cent) are mainly engaged in research and formation, those in ERM are largely engaged in formation and social action (44 per cent). SCs of ERM are, in this sense, closer to the SCs of Latin America.
- iii. The predominant combination in US (59 per cent) is research-formation.

2.4 LINKAGE WITH THE SOCIETY OF JESUS

As regards the **level of insertion** within the Society, the majority of SCs (72 per cent) belong fully to the Society⁴⁹ (Type I centres). Of those SCs without a formal link to the Society (Type II centres), 50 per cent are located in Europe, and more than one-third of these Type II SCs are located in the Italian province. The two Asian Assistancies together account for only 22 per cent of all Type II SCs.

Jesuit SCs (Type I) are proportionally (37 per cent) equally engaged in formation and social action (see Figure 2.4 at the end of the

FIGURE 2.3
Distribution of the activity-parameter in each Assistancy



chapter). Only a little more than one-fifth of these Type I centres are engaged in research. Among Type II centres more than half are engaged in social action, 32 per cent in formation and about 15 per cent in research. While formation and social action predominate among Type I, social action is the predominant activity of Type II centres. We need to remember that many of these Type II centres are located in Italy.

Above 60 per cent of Social Centres are engaged in social action and formation

2.5 CONCLUSIONS

SCs are spread over all the Assistancies and are present, in varying degrees, in almost all Jesuit provinces. However, the **majority of SCs are located in the Asian continent** – particularly in the South Asian Assistancy.

The number of Jesuits working (full- or part-time) in SCs is **relatively small**: around 3 to 4 per cent for the whole Society. In the Asian and Southern Latin American Assistancies the proportion of SCs is greater than the proportion of "active" Jesuits. The social sector here seems to go beyond its actual capacities as the social effort is greater, in

⁴⁵ By using the ratio 'R' as defined in the table 2.4 at the end of the Chapter, we are able to rank Assistancies by the importance they give to each of these activities. A value of R = 1 means that all SCs in the Assistancy are engaged in this activity. A value of R = 0.5 indicates that half the SCs in the Assistancy are engaged in this activity. Taking this fact to be an average situation, we have coloured the background for those Assistancies with R values less than 0.5.

⁴⁶ Shaded values of R (0 < R < 0.5) in Table 2.4 (at the end of the chapter) indicate the Assistancies where these activities have not been taken.

⁴⁷ At a more disaggregated level we may examine the distribution (relative importance) of each of the three types in the Assistancies. Considering the relative importance of only one, two and three activities we may note the following. (i) SCs involved in three activities are distributed over all Assistancies more fairly than the other two groups. SCs engaged in all three activities are most common in EOC and least common in the two Asian Assistancies (ASM and ASO). (ii) SCs involved in two activities are unequally distributed over the Assistancies: in ASM 56 per cent of all centres have two activities, and in EMR 44 per cent. This type is least common in ECE. (iii) SCs involved in only one activity are also unequally distributed across Assistancies: in AFR and ECE half the number of centres have only one activity. In ASO the majority of centres (77 per cent) are engaged only in one activity. This type of centres is least common in ALS. (iv) ALM and, to some extent, USA have SCs fairly distributed among the three types (See Annexes A.2.19 -2.1 in CD).

⁴⁸ In ALS 75 per cent of all the Assistancy SCs are involved in formation and social action.

⁴⁹ Information on Type I and II is available only for a smaller (230) number of Centres.

relative terms, than the available Jesuit resources; this seems to be clearly the case in the two Asian Assistancies. For Central and Western Europe, ALS, and USA the social sector seems to be instead below its potential capacity. In Southern Europe and in Africa the situation is neatly balanced.

In terms of the classification of Social Centres according the Activity-Parameter we find that SCs are **on average more likely to be involved in social action than formation and research**; while formation is still quite a common activity, research is much less so. The largest number of social centres is engaged in the binomial formation-social action. Most SCs are engaged in one or two types of activities. Centres engaged in all three constitute a minority: only 20 of all SCs, and they are evenly distributed across the Assistancies.

The profile that emerges from this first classification is quite clear-cut: SCs, although with some notable exceptions, are becoming more and more social action oriented. Social action is often accompanied by training and formation activities revealing in all likelihood, a genuine attempt at transferring skills, capacity building and empowerment among target groups. It should be added here that the category of social action adopted in this study is very broad and includes very different types of interventions, some engaged in activity of a personal-care (assistential) as well as some that have a clear commitment to working with, and like, the poor. It is not easy to assess them, but it may be noted at this point that the nature of social action will be analysed in more detail in the second part of the study. On the other hand, this classification tells us clearly that centres find it difficult to engage in meaningful and independent social analysis. This is understandable, given the complexity of carrying out rigorous research, an activity which requires highly qualified personnel, large amounts of money, stability in staffing and financial resources over time, and not always productive of immediate concrete results. It is nonetheless an element to be examined in further detail in the chapters that follow.

Looking in closer detail at the Assistancy level we find that the following large generalisations hold:

Africa. Formation is the single predominant activity, while social action has very low relevance compared to the other two activities.

South Asia. Social Action is the single most predominant activity, although formation is also a common activity. Research has very low relevance in the Assistancy. The binomial social-action/formation is very strong in ASM, where almost 60 per cent of centres are involved in two types of activities at the same time.

East Asia. Social Action is by far the single most predominant activity. Very few centres carry out research, although a relatively higher number than in ASM.

Central and Western Europe are characterised by the fact that their centres are more likely to engage in research than those in other Assistancies; in EOC all centres are engaged in research. In ECE, but also in EOC, the number of centres involved in Social Action is relatively very low. EOC is the Assistancy where centres engaged in all three activities are most common.

Southern Europe presents different characteristics than its European neighbours: social action is predominant as is the binomial social action/formation.

Latin America. In these two Assistancies, social action is predominant, although formation is also very important. The binomial formation/ social action is the most common one.

USA. In this Assistancy formation and research are the two most predominant activities, as is the combination of these two activities.

As regards the level of insertion within the Society, or the analysis of the SJ Parameter, the majority of centres (72 per cent) have a direct and formal link with the Society. Type II centres are predominant in Southern Europe, particularly in the Italian Province.

TABLE 2.4 Activity ranking of Assistancies (ratio 'R': $0 < R < 1$)					
Research		Formation		Social Action	
EOC	1.000	AFR	0.800	ALS	0.900
USA	0.765	EOC	0.778	ASM	0.784
ECE	0.714	USA	0.765	ALM	0.765
AFR	0.550	ALS	0.750	EMR	0.659
ALS	0.550	ASM	0.725	USA	0.588
ALM	0.529	ALM	0.608	ASO	0.571
EMR	0.341	EMR	0.610	EOC	0.556
ASM	0.206	ECE	0.571	AFR	0.500
ASO	0.179	ASO	0.268	ECE	0.143

Note: (i) The ratios are obtained by dividing the number of total activities of each type a), b) and c) undertaken by all SCs in the Assistancy by the number of SCs in that Assistancy.
(ii) The value of the ratio called 'R' ranges from 0 to 1 ($0 \leq R \leq 1$).
If $R = 1$, it means that all SCs in the Assistancy are engaged in, say activity (a);
If $R = 0$, it means that there is no SC in the Assistancy engaged in this activity (a); If $R = 0.5$, it means that half of the SCs in the Assistancy are engaged in activity (a).

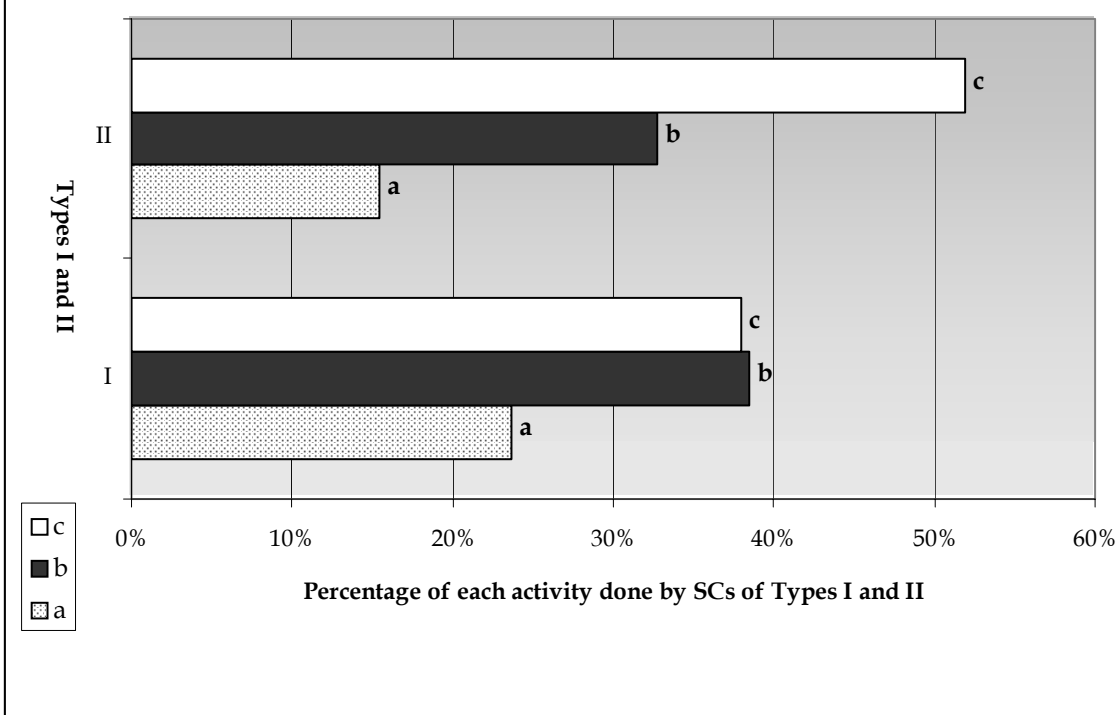
TABLE 2.5 Distribution by number of activities							
Assistancy	1 Activity		2 Activities		3 Activities (a,b,c)		Total
	N.	Row Percentage	N.	Row Percentage	N.	Row Percentage	
AFR	10	50.00	3	15.00	7	35.00	20
ASM	37	36.27	57	55.88	8	7.84	102
ASO	34	77.27	7	15.91	3	6.82	44
ECE	3	50.00	2	33.33	1	16.67	6
EMR	13	36.11	16	44.44	7	19.44	36
EOC	2	22.22	2	22.22	5	55.56	9
EOR	0	0.00	0	0.00	1	100.00	1
USA	5	29.41	5	29.41	7	41.18	17
ALM	16	32.65	18	36.73	15	30.61	49
ALS	3	15.00	10	50.00	7	35.00	20
All SCs	123	40.46	120	39.47	61	20.07	304

TABLE 2.6 Distribution of SCs by type of activities						
Assistancy	a	b	c	ab	ac	abc
Africa & Madagascar	11	16	10	9	7	7
	(9.09)	(8.00)	(4.50)	(10.34)	(9.86)	(11.67)
Asia & Oceania	31	89	112	21	14	11
	(25.62)	(44.50)	(50.45)	(24.14)	(19.72)	(18.33)
ASM	21	74	80	16	11	8
	(17.36)	(37.00)	(36.04)	(18.39)	(15.49)	(13.33)
ASO	10	15	32	5	3	3
	(8.26)	(7.50)	(14.41)	(5.75)	(4.23)	(5.00)
Europe	28	36	33	20	15	13
	(23.14)	(18.00)	(14.86)	(22.99)	(21.13)	(21.67)
EC	5	4	1	3	1	1
	(4.13)	(2.00)	(0.45)	(3.45)	(1.41)	(1.67)
EM	14	25	27	10	9	7
	(11.57)	(12.50)	(12.16)	(11.49)	(12.68)	(11.67)
EOC	9	7	5	7	5	5
	(7.44)	(3.50)	(2.25)	(8.05)	(7.04)	(8.33)
USA	13	13	10	10	7	7
	(10.74)	(6.50)	(4.50)	(11.49)	(9.86)	(11.67)
Latin America	38	46	57	27	28	22
	(31.40)	(23.00)	(25.68)	(31.03)	(39.44)	(36.67)
ALM	27	31	39	20	19	15
	(22.31)	(15.50)	(17.57)	(22.99)	(26.76)	(25.00)
ALS	11	15	18	7	9	7
	(9.09)	(7.50)	(8.11)	(8.05)	(12.68)	(11.67)
All SCs	121	200	222	87	71	60

Note: The numbers in () indicate the column percentages, that is the proportion of Centres engaged in the different activities in each Assistancy to the total of Centres engaged in that type of activity.

FIGURE 2.4

Activities distribution of types I and II





CHAPTER 3

CHARACTERISTICS OF JESUIT SOCIAL CENTRES

The previous Chapter provided a description of Jesuit Social Centres according to three main parameters: location across Assistancies and provinces; types of activities (Activity-Parameter) in which they are engaged, and their formal linkage to the Society of Jesus (SJ-Parameter). That description, although enabling us to obtain an overview of the SCs, misses certain important characteristics such as preferred area of intervention, size and finances, to name just a few. This chapter attempts to round out the areas missed through an analysis of the information gleaned from the questionnaire sent to all SCs (see Annexure A.1.1).

3.1 CHARACTERISTICS OF THE SAMPLE

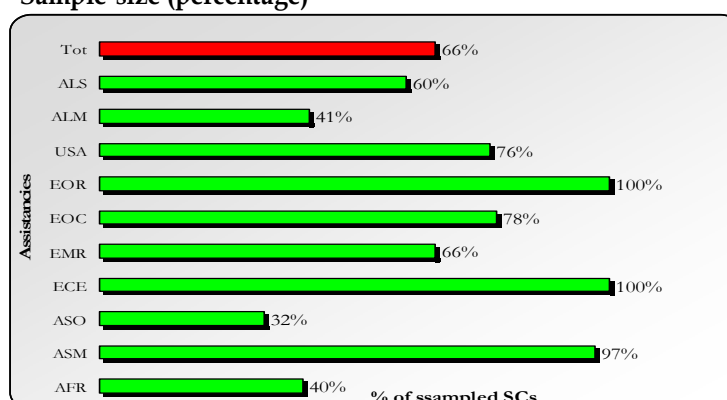
Not all SCs responded to the questionnaire. This analysis is thus based on a sample⁵⁰ of 213 respondents, which corresponds to a little less than two thirds (65.43 per cent) of the total number of SCs (Table 3.1). We note that this number does not include the questionnaire received from the only centre in Eastern European Assistancy, OCIPE Warsaw, since for statistical reasons it has not been considered in our analysis (see Chapter 1.3). The coverage is good and fairly well distributed over all Assistancies: it covers all centres in ECE, more than 50 per cent in all the others with the exception of AFR (50 per cent), ALM (32 per cent) and ASO (41 per cent), and is visually presented in Figure 3.1. The sample also covers all the three activities satisfactorily⁵¹. At the province level, however, there are important exceptions⁵², and in this sense, accurate statistical representativeness cannot be claimed.

3.2 ACTION-PRIORITIES OF THE SOCIAL CENTRES

The questionnaire listed 8 possible areas where SCs could intervene. Social Centres were asked to show their preference by selecting a maximum of two. One-third of all SCs have indicated ‘socio-economic development’ as one of the two preferred areas of intervention (Table 3.4 included at the end of the chapter). This activity is relatively more preferred in ASM (40 per cent), ECE (38.5 per cent) and in Africa (37.5 per cent). The next preferred activity is ‘democracy and rights’ with the two Latin American Assistancies (ALS in particular) and USA being those relatively more interested than the others. Africa is most committed to peace. ASO and EMR are relatively more involved in activities related to personal care (see note iv in Table 3.4). The theme of ‘social teaching of the Church’ is relatively more important in ECE and EOC. The challenge of ‘migration’ assumes greater relative importance in EMR and EOC. While ‘sustainable development’ is relatively more important in ASM and ASO, it has no takers in USA, EMR and ECE. The issue of ‘politics’ is relatively more important in AFR, and Latin America (in ALM and, to a lesser extent, in ALS).

This analysis is based on a sample of 66 per cent of all SCs.

FIGURE 3.1
Sample-size (percentage)



⁵⁰ This sample has not been taken according to a pre-determined statistical method (random, stratified). The results of the analysis cannot claim any statistically determined degree of error (or accuracy), but the fact that our sample still shows a good coverage and representativeness of the entire population -- by Assistancy, Activity-Parameter and SJ-Parameter -- makes the results of our analysis, along with the considerations and recommendations arising from it, generally meaningful for the entire set of SCs.

⁵¹ From the point of view of the typology of activity, research (a), formation (b) and social action (c), the three types of centres are well represented (Table 3.2). From the point of view of the Jesuit-Parameter, Table 3.3 shows that the response from Jesuit Type I SCs (74 per cent) has been better than the one of non-Jesuit Type II centres (59 per cent). For an Assistancy-wide distribution of activity and SJ-parameter of the sample, see Annexure Table A.3.1 (CD).

⁵² Detailed coverage across different Provinces is presented in the second part of the Study, dedicated to the analysis of questionnaires per regions/Assistancies.

TABLE 3.1 Sample-size by Assistancy			
Assistancy	N. of SCs	N. of sample size	Percentage
Africa & Madagascar	20	8	40.00
AFR	20	8	40.00
Asia & Oceania	158	117	74.05
ASM	102	99	97.06
ASO	56	18	32.14
Europe	58	42	72.41
ECE	7	7	100.00
EMR	41	27	65.85
EOC	9	7	77.78
EOR	1	1	100.00
USA	17	13	76.47
Latin America	71	33	46.48
ALM	51	21	41.18
ALS	20	12	60.00
All SCs	324	213	65.74

3.3 FOCUS OF INTERVENTIONS

In order to ascertain the focus of their intervention more accurately, SCs were asked to note their priority with regard to research, formation and social action. As indicated in the previous chapter, 44.5 percent of respondent SCs selected **social action as the main focus of their activities**, 38.15 percent indicated formation, and only 17.27 percent considered research to be their priority activity (Table 3.5). An analysis of preferences at a more disaggregated level (A.3.2 CD) confirms⁵³ broadly the conclusions of Chapter 2.

TABLE 3.5 Priorities (focus) of the Social Centres		
	Number of SCs	Percentage
(a) Research	43	17.27
(b) Formation	95	38.15
(c) Social Action	111	44.58
Total	249	
Note: all percentages are out of the total number of SCs that have indicated a priority activity. <i>This Total is equal to 249, greater than the number of respondents (165) as some SCs have indicated two activities having the same weight as the first priority.</i>		

TABLE 3.2 Sample-size by type of activity			
Type	N. of SCs	N. of quest.	Percentage
a-Research	122	89	72.95
b-Formation	201	147	73.13
c-Social Action	223	152	68.16

TABLE 3.3 Coverage by type I, II (linkage with SJ)			
Type	N. of SCs	N. of quest.	Percentage
Type I	234	174	74.36
Type II	32	19	59.38
NA	58	20	34.48
All SCs	324	213	65.74

3.4 LEVEL OF INSERTION WITH THE POOR

With the purpose of knowing the level of insertion of the SC, all respondents were asked to select one out of three choices categorised in ascending order of insertion as activities undertaken 'for', 'among' and 'with' the poor⁵⁴, where 'for' indicates low level, 'among' indicates medium level, and 'with' indicates a high level of insertion. As Table 3.6 (included at the end of the chapter) shows, **61 per cent of all sampled SCs have chosen the high level**, 22.7 the medium and 16.4 the low level of insertion.

Interestingly, the level of insertion seems to be clearly related to the geographic distribution of the centres: in Africa and in all European Assistancies (with the exception of EMR), centres working "for the poor" (low level) are, by far, the largest category. In Asia, and Latin America, the majority of centres work instead "with the poor" (high level). In ASM the proportion of these centres out of the total number of responding centres in the Assistancy is particularly high (81.8 per cent); it corresponds to 39 per cent of all responding centres. In ASO the centres are evenly split between the strongest and the weakest level of insertion⁵⁵.

⁵³ (i) Formation is priority in AFR, ECE, ALM and ALS and, together with social and action and research, in EOC and USA. It is the second priority in Asia (ASO, ASM), and EMR. (ii) Social action has top priority in Asia and Southern Europe, and the lowest in AFR, ECE and USA. (iii) Research is a priority in EOC (together with formation and social action) and USA (together with formation). The line indicating a preference for research runs generally below the other two lines showing the relative priorities of formation and social action in each Assistancy. Research also has a clear priority in AFR. (iv) EOC is the only Assistancy in which all three activities receive the same priority; from this perspective it presents a balanced choice of activities.

⁵⁴ For a more detailed explanation, please refer to section 1.2 (methodology). These criteria and terminology seem to be in accordance with the Social Centres' characteristics highlighted at the Villa Cavalletti meeting of Social Centres in 1987 and the admonition of GC 34 that "the promotion of justice requires [...] living in solidarity with the poor and outcast" (D.7, n.17).

⁵⁵ The results obtained by crossing data on level of insertion and the Activity- or SJ-Parameter do not yield any interesting additional information.

3.5 LINKAGES WITH CIVIL SOCIETY (CONSULTING AND COOPERATION)

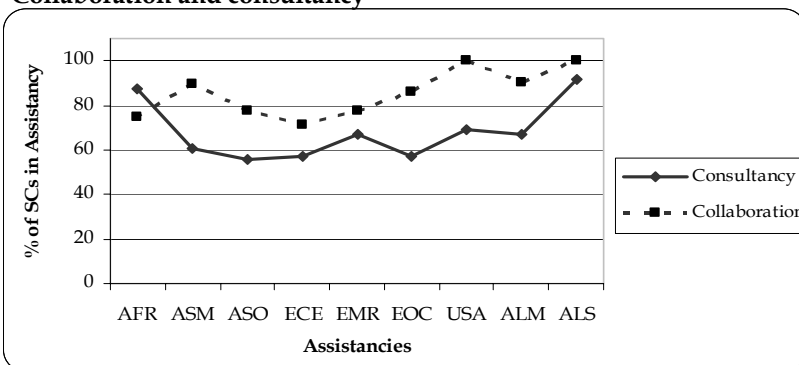
Cooperating with the laity and integrating with similar organisations may be rightly considered as important features of Social Centres. To understand their embeddedness in the surrounding reality, and the nature of that embeddedness where it exists, we have examined data concerning two issues: collaboration with other institutions, and the provision of consultancy services. From an analysis of Figure 3.2 important inferences may be drawn.

- i. The levels of both collaboration and consultancy are generally high for all Assistancies (the two curves stay above the 60 per cent mark). It seems these are practices well-embedded in the culture of Social Centres.
- ii. The practice of collaboration with other institutions is relatively more important than consultancy for all SCs except AFR. The line depicting the proportion of SCs engaged in collaboration is consistently higher than the one depicting consultancy.
- iii. Collaboration seems to have a relatively higher priority in USA and Latin America (ALM and ALS) compared with other Assistancies. ASO, ECE and EMR exhibit a relatively lower priority.
- iv. Offering of consultancy services is relatively most common among SCs in ALS, AFR and EMR.

For both collaboration and consultancy services the questionnaire asked the respondents to indicate the recipients of these services⁵⁶. As regards the provision of consultancy services (Figure 3.3), we may note the following:

- i. There is no one pattern of consultancy that predominates, but it appears that for most Assistancies, providing consultancy services to the government is the least common.
- ii. Providing consultancy services to the government is highest in ALM, EOC and EMR and lowest in USA and ECE.
- iii. In EOC, one in four SC provides consultancy services to the Church.

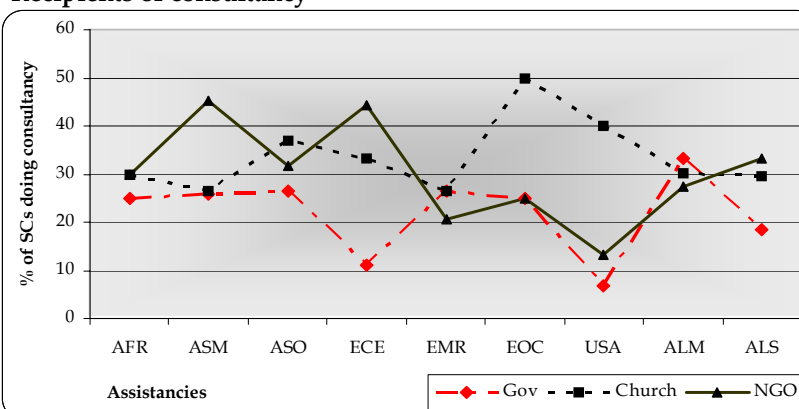
FIGURE 3.2
Collaboration and consultancy



- iv. Providing consultancy to NGOs is above 40 per cent in ASM and ECE, and relatively low in EMR (20 per cent) and in USA (29 per cent).

As regards collaboration with other partners (Figure 3.4) we may note that in all Assistancies collaboration with civil society is generally higher than with the government and the Church.

FIGURE 3.3
Recipients of consultancy

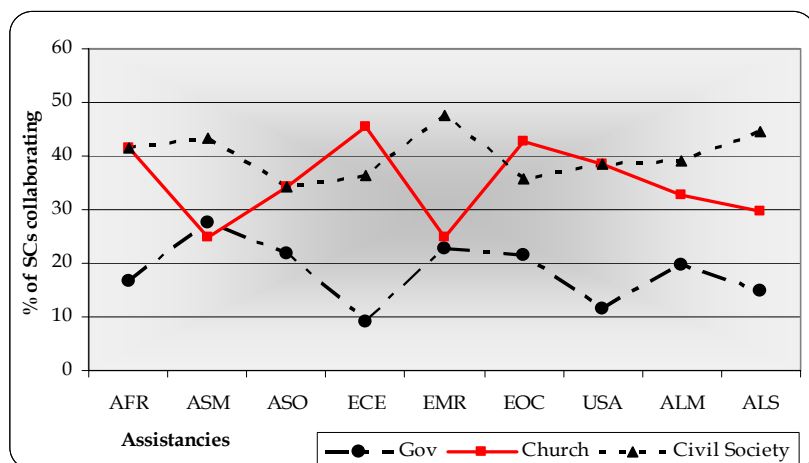


Collaboration with the Church is also high but quite uneven among Assistancies. In particular:

- i. Collaboration with civil society is relatively less frequent among SCs from ASO, ECE and EOC.
- ii. Collaboration with the Church is frequent among SCs in ECE and EOC and much less frequent in ASM and EMR. This may indicate the type of relationship SCs have with the Church in these Assistancies.
- iii. Collaboration with the government, though generally lower than the other two, is highest in ASM and lowest in ECE.

⁵⁶ We may note that in Graphs 3.4 (collaboration) and 3.3 (consultancy services) the percentages refer to the proportion of SCs out of those centers, indicating that they collaborate with others or offer consultancy services. To simplify the graphs we have omitted the category of 'others,' which in any case is the least important.

FIGURE 3.4
Partners in collaboration



3.6 PUBLICATIONS

SCs in Latin America have the best record in publishing books

Under the general impression that the 'research component' of SCs was weak, we examined the number and type of publications produced by the centres in one year. We have also analysed in greater detail the type of publication and the proportion of publications per centre (Table 3.7 included at the end of the chapter⁵⁷). SCs in Latin America have the best record in publishing books. The 'CIAS' tradition may be one clear explanation, but low costs and emphasis on formation may also be reasons for this desire to disseminate ideas through books. The record, however, does not seem to be very bright: among centres dedicated to research, AFR, ASM, ASO, EOC and USA have one publication per centre. Research centres in ECE and EMR do slightly better. Data from the questionnaire confirm the weak status of research among SCs.

3.7 ORGANISATIONAL STRUCTURE OF THE CENTRES

Without entering into a debate on the concept of organisational development⁵⁸, we examine three indicators that may give us a rough idea of the organisational level of SCs. These indicators refer to the existence of (i) a document setting out the objectives of the

organisation, such as a charter or statute (objectives)⁵⁹; (ii) a planning, monitoring and evaluating system (methodology); and (iii) a formal organisational structure for management and decision-making (organisation). The results on these three indicators are reported for each Assistancy in Table 3.8.

Responses indicate that SCs do reasonably well in the area of organisational development: 65 per cent of SCs fulfil all three indicators. Among the three indicators, SCs do better in organisation, followed by methodology, while 'objectives' seems to be the weakest. The fact that SCs without a charter or a statute comprise just less than a fourth of all SCs needs urgent attention.

We turn our attention now to the analysis of each indicator.

- All SCs in ECE comply with the objectives-indicator. The two Assistancies with the lowest degree of compliance are ASO and AFR (61 and 62.5 per cent).
- As regards the methodology-indicator, while more than 90 per cent of centres in ALM and ALS have adopted standard practices for planning, monitoring and evaluating, only 57 per cent have done so in EOC. This may be an indication of the pressures that Latin American SCs have faced from funding agencies.
- Standard practices for decision-making (organisation-indicator) have been adopted by all SCs in EOC, ALM, and ALS, while only 62.5 percent of SCs have done so in AFR.

TABLE 3.9 Best management practice	
Percentage of SCs fulfilling all three parameters	Assistancies
Below 50	ASO - USA
50 - 60	EOC
61 - 70	AFR - ASM - EMR
Above 71	ECE - ALM - ALS

⁵⁷ Table 3.7 shows on the left hand-side the number of publications per Assistancy, and the ratio of publications to SCs, while the three columns on the right hand-side give information about those centres categorised as carrying out research. The idea is that this data could throw some further light on centres doing research, since publications are generally an important tool in spreading the results of analysis work.

⁵⁸ *Organisational development* may be generally defined as the extent to which an organisation's activities are planned, carried out and assessed according to a clearly defined purpose, detailed and standardised operating procedures, and a formal allocation of tasks. We need bearing in mind that there is no simple way of measuring these elements and that they are very difficult to assess through a simple, self-compiled questionnaire.

⁵⁹ "...Each such work [social centre] must be guided by a clear mission statement which outlines the purpose of the work and forms the basis for collaboration in it..." (GC 34, D.13, n.12).

	Objectives		Methodology		Organisation		Having all three	
Assistancies	N.	Per cent	N.	Per cent	N.	Per cent	N.	Per cent
AFR	5	62.50	7	87.50	5	62.50	5	62.50
ASM	74	74.75	84	84.85	83	83.84	67	67.68
ASO	11	61.11	12	66.67	13	72.22	7	38.89
ECE	7	100.00	5	71.43	6	85.71	5	71.43
EMR	25	92.59	19	70.37	24	88.89	17	62.96
EOC	5	71.43	4	57.14	7	100.00	4	57.14
USA	8	61.54	11	84.62	11	84.62	6	46.15
ALM	19	90.48	19	90.48	21	100.00	17	80.95
ALS	10	83.33	11	91.67	12	100.00	10	83.33
All SCs	164	77.36	172	81.13	182	85.85	138	65.09

Note:
 (i) 'Objectives' include having a charter or statute. 'Methodology' includes a system of planning, monitoring and evaluation. 'Organisation' comprises a managerial structure for decision-making.
 (ii) Absolute numbers and percentages in each column refer to those SCs that fulfil at least the condition specified, for example 'objectives'.
 (iii) Figures against a dark shadowed background represent the maximum column values and those against a light shadowed background the minimum row values.

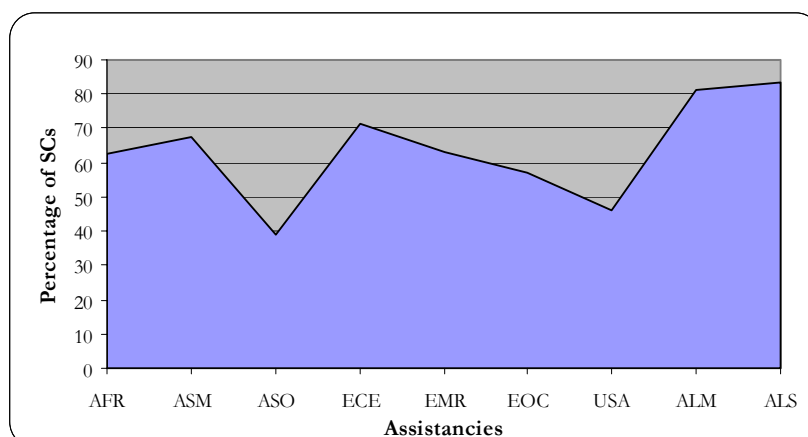
Organisational practice at its best demands all three parameters to be met by a Social Centre. The last column of Table 3.9 shows mixed results. The Assistancies where centres seem to be doing better are ALS and ALM with more than 80 per cent of centres fulfilling all three parameters. The worst situation is in ASO and USA. One way of expressing this situation has been attempted in Figure 3.5.

The area less coloured above the line indicates the 'improvement-region', and it remains a considerable and important task especially in ASO and USA.

3.8 RESOURCES OF THE SOCIAL CENTRES: PERSONNEL

Two important elements of SCs are taken up in the sections that follow. First, we examine the core element of SCs, indeed, of any organisation: its human resources. Of particular interest are the number and composition of personnel engaged in the SC's operations (i.e. whether they are Jesuits, employees or occasional collaborators), and the way this has evolved over time. In the next section we look at their financial resources: size of annual budget, foreseen variations, and origin of funding in particular. At the close we combine these two elements in order to get an idea of the size and the typology of the organisations⁶⁰.

FIGURE 3.5
Fulfilment of best practices



General Overview

Table 3.11 (at the end of the chapter) provides a general but comprehensive picture of the personnel situation of the SCs. In the first place, it gives us a telling image of the magnitude of the Social Centres when we consider them as a whole: according to the data, approximately 7,000 people (475 Jesuits, 4,320 employees and 2,195 collaborators) are actively involved at this very moment in the activities of the sampled 212 SCs across the globe. Projecting over all the centres we estimate that as many as 8,800 are engaged in the SCs' work (Table 3.10)⁶¹.

⁶⁰ It should be noted from the start that data concerning the staff situation in the centres might not always be consistent among centres and comparisons should therefore be made with caution. This is due to the fact that the categories used to classify personnel (employee, collaborator and volunteer) might have been interpreted in different ways by various respondents.

Table 3.11 (at the end of the Chapter) shows how the staff is distributed across the Assistancies and the different categories. With the help of Table 3.11 the following conclusions may be derived.

Inter-Assistancy Distribution

More than half of the total staff working in these SCs (including collaborators) is concentrated in ASM, and approximately one-fourth in Europe and in Latin America. Less than 10 per cent is in the United States and approximately 2 per cent in Africa. If we look only at the numbers of the permanent staff (Jesuits and employees), we find that the relative weight of Africa and Latin America increases as centres in these regions have smaller numbers of occasional collaborators.

Regarding the number of Jesuits

- i. The average number of Jesuits per Social Centre goes from a minimum of 1.5 in the USA to a maximum of 2.83 in ALS.
- ii. In most Assistancies there are on average at least 2 Jesuits per centre⁶², except for the USA and ASO, where there are fewer Jesuits. We may note in passing that the USA has the highest proportion of active Jesuits.

TABLE 3.10 Estimated projection of the total number of staff working in SCs		
Assistancies	N. of personnel	N. of personnel+ collaborators
AFR	350	323
ASM	2,702	3,740
ASO	635	600
ECE	96	133
EMR	812	1,238
EOC	42	194
USA	336	697
ALM	1,079	1,083
ALS	757	793
Total	6,809	8,801

Regarding the number of employees

The overall average number of employees is 20.38 per centre. However, comparison of average values across Assistancies is not very meaningful since the various averages hide great differences in staff-size across centres, giving a significant bias to the average value. In particular, the average value is significantly different with regard to the median value in ECE, EMR, ASM, ASO and AFR. While some of these cases merit more detailed examination, the average is more representative for ALM, ALS, USA and EOC.

- i. ALS, ASM and ALM have the highest average number of employees (respectively 35, 24 and 20.4).
- ii. EOC, ASO and ECE have the lowest average number of employees: it is particularly low in EOC (3), and around 10 in ASO and ECE (50 per cent below the average). In ASO the 9.6 average masks a situation in which 3 well-staffed centres (over the 17 examined) account for 80 per cent of the total employees in the Assistancy.
- iii. In AFR the average number of employees of 15.5, approximately 25 per cent below the global average. It should be noted however that half the centres (4 out of 8) absorb 97 per cent of all employees in the Assistancy. We are, in all probability, looking at a very uneven situation, since the remaining 4 centres have very few people on their staff.

Regarding the number of collaborators

In USA, EOC, EMR and ASM the number of collaborators has a significant incidence over the total number of personnel, being superior to the number of employees in EOC and USA, and almost equal to the number of employees in ECE and EMR. In the case of EOC the total number of collaborators is seven times that of employees (133 to 18), but this is due to the presence of one single centre with 100 collaborators (Jesuit Faith and Justice Centre, Malta).

⁶¹ In our calculation we have assumed that in each Assistancy, the ratio between the number of personnel and the number of social centres does not change consistently across the un-sampled centres. The projection made to estimate the total number of the staff working in all the SCs has been calculated according to the following simple formula:

$$EPa = SCa/Qa * NPa$$

Where EPa is the estimated number of the staff working in the SCs of a given Assistancy

SCa is the number of total SCs in the Assistancy.

Qa is the number of questionnaires received from the Assistancy.

NPa is the number of personnel recorded in the questionnaires received from each Assistancy.

⁶² It should be noted however that Jesuits working in SCs do so at times on a part-time basis, although we have no exact information on this point, as the respondents did not always specify the level of commitment of Jesuit personnel.

Typology of Centres according to staff size

Classifying centres according to various ranges of staff-size would yield useful complementary information to the data in Table 3.11, and by giving us an idea of the different sizes of centres within an Assistancy, help us to look beyond otherwise misleading values.

We have listed centres according to four different sizes of personnel (including collaborators). Centres with 10 or less persons may be called 'small'; those with a staff-size between 11 and 25 are considered 'medium'; those between 26 and 50 are 'large' and, finally those above 50 'very large'. Figures 3.6 and 3.7 represent the results of this categorisation (data in Annex Table A.3.3 CD).

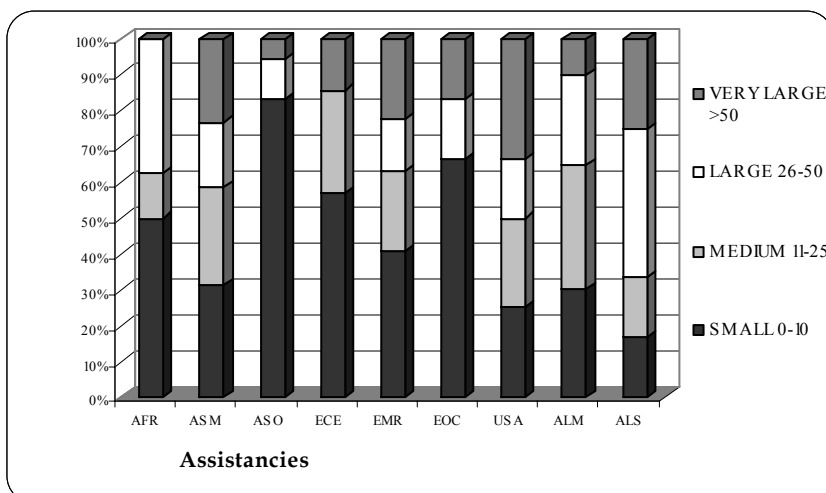
The following analysis also makes reference to Figures 3.7 and 3.8 (included at the end of the chapter).

South Asia: ASM centres in the sample have the largest number of centres in all categories: the curve representing ASM is consistently above all the other Assistancy curves. To put it differently, in comparison with other Assistancies, ASM has a higher number of centres in all size-groups (Figure 3.7). This is due to the fact that the number of SCs from ASM is the largest in the sample. It is important, however, to emphasise other aspects highlighted by Figure 3.6: the even distribution of size-groups at the intra-Assistancy level. This means that SCs of this Assistancy are evenly distributed over all staff-sizes, indicating the diversity and richness of SCs in the Assistancy. Figure 3.6 shows a remarkably even distribution of all the four types of centres within the Assistancy: while small centres form one-third of all SCs within the Assistancy, very large centres constitute one-fourth of all centres in the Assistancy.

East Asia: is a study in contrast, since the Assistancy is dominated largely by small and large centres (Figures 3.6 and 3.7 included at the end of the chapter). Small centres and large centres constitute 83 and 11 per cent respectively of all SCs in the Assistancy. In comparison with other Assistancies, we observe that (except for ASM), the number of small centres in ASO is higher than the number of small centres for all other Assistancies.

Africa: of the few sampled centres in Africa half are in the small category and 38 per cent

FIGURE 3.6
Distribution of SCs by staff-size



in the large. We have unevenness similar to that in East Asia, and this may point to the need of strengthening the small centres and promoting intra-Assistancy cooperation. Because the sample is so small the curve for the Assistancy is hardly visible in Figure 3.7 included at the end of the chapter.

Southern Europe: in an inter-Assistancy analysis (Figure 3.7 included at the end of the chapter) one observes that the EMR curves lies exactly below the ASM- and the ASO-curves for the small size group; below the ASM- and ALM-curves for the medium size group, and just below the ASM-curve for the very large group. In this sense, they represent an important cross-section of Jesuit SCs in the four size-groups. The intra-Assistancy analysis (Figure 3.6) reveals a pattern similar to the one observed in ASM: the proportion of the four size-groups (small, medium, large and very large) is evenly distributed, with a majority of small centres. The pattern in EMR points to an even internal distribution between small, medium, large and very large (though the 'large' is smaller than the other three).

Central Europe: Given the relatively small number of sampled centres, the ECE-curve is somewhat hidden between all the other Assistancy curves. The intra-Assistancy analysis reveals that there are only three types of centres: small, medium and very large. Small centres constitute the majority of centres for this Assistancy (above 50 per cent). The non-existence of a group of large centres raises a question that calls for a convincing response.

Western Europe: the EOC-curve lies at the bottom (Figure 3.7 included at the end of the chapter) indicating the relatively

In Latin America 65 per cent of SCs have increased personnel and 20 per cent record a decline

small number of SCs in all the size-groups. The intra-Assistancy analysis reveals a pattern similar to that in ECE, except for the fact that here it is the medium category that is not represented. The SCs in the Assistancy stand at two distinct poles: while small centres constitute 57 per cent, large and very large SCs constitute 29 per cent (one centre did not provide relevant data).

Latin America. The two Assistancies ALM and ALS present quite a different picture. As soon as we leave the small size-group, the ALM-curve runs generally below the ASM curve indicating that it is very well represented in all size-groups (Figure 3.7 included at the end of the chapter). The ALS-curve becomes visible only in the very large size-group. In other words, while ALM seems to have relatively (to other Assistancies) many centres in all but the small category, ALS has relatively more centres in the very large category. The intra-Assistancy comparison (Figure 3.6) highlights better the difference between the two Assistancies. ALM is slightly dominated (33 per cent) by medium centres and the relative size of the other three groups is more or less the same: while medium sized centres lead the way, the balance is maintained with equal proportions of the other three groups. This is a situation similar to that of ASM but on a smaller scale. ALS, on the contrary, is characterised by SCs of a larger size (41 per cent): this is an important difference that, for better or worse (often for worse) may have been the cause of problems among the SCs of ALS: their relatively large size. The remaining sixty per cent is evenly distributed across the three other categories.

USA: the US-curve runs in a low-middle position among other Assistancy curves and climbs as we approach the 50+ group (Figure 3.7 included at the end of the chapter). The intra-Assistancy analysis confirms the relatively big size of the centres: the very large centres are in fact predominant (31 per cent).

Growth-pattern of the staff

Having described the actual staffing situation of social centres we proceed to examine the way in which this situation has evolved over the past five years. This analysis examines the growth pattern of the centres in the past and helps to make a cautious projection for the future. Since the non-responding centres are below 10 per cent of the total sample our conclusions may be seen as safely applying to all the SCs included in the sample.

The overall situation is cause for optimism, belying a widespread opinion that the SCs are in a state of utter decline or crisis. The data indicate a clear pattern of growth: 126 centres of the 193 that replied to this question (65.2 per cent) have increased their personnel; for half of these centres the increase has been significant, over thirty per cent of the total staff (Table 3.12). Only 19.71 per cent (corresponding to 37 centres) record a decline in personnel.

With the help of Figure 3.8 a more detailed comparison of the patterns of growth among Assistancies has been attempted. There is a caveat to be noted. While we have examined information regarding the percentage of centres recording an increase or a cut, and given information about the proportion of the cut in terms of the whole staff, this last element has not been considered in the Figure: net increases always refer to the number of centres and not to the total number of personnel involved.

In **Asia** net gains in personnel are recorded by a significant proportion of centres: while 71 per cent in ASM, and about 59 per cent in ASO have increased their personnel, only 17 and 12 per cent of centres respectively have cut personnel. The last five years have witnessed a significant net growth in this regard.

TABLE 3.12 Changes in personnel (past 5 years) - number of SCs				
Assistancies	INCREASED PERSONNEL	DECREASED PERSONNEL	NO CHANGE	INCREASE >30 PER CENT PERSONNEL
Africa & Madagascar	4	1	2	3
Asia & Oceania	73	17	16	29
ASM	63	15	11	23
ASO	10	2	5	6
Europe	21	8	8	13
ECE	2	3	2	0
EMR	17	3	4	11
EOC	2	2	2	2
USA	10	1	0	5
Latin America	18	10	4	9
ALM	10	6	4	5
ALS	8	4	0	4
All SCs	126	37	30	59

In **Europe** the pattern is more diverse. SCs in EMR are buoyant: about 71 per cent have recorded a gain in personnel, against a 12.5 per cent cut. In ECE and EOC the situation is not so positive. ECE is the only Assistancy where the number of centres having cut personnel is higher than the number of centres that record an increase. In EOC, the proportion of SCs increasing personnel and cutting personnel is the same; it is difficult to know, in balance, the overall result.

Africa seems to be undergoing an expansion: about 57 per cent (that is, 4 centres) record an expansion of personnel while only 14 per cent (corresponding to one centre) note a cut.

In **Latin America** the situation is positive, with some differences between the two Assistancies. ALS shows a more positive growth record than ALM (67 per cent in ALS versus 50 in ALM), but at the same time has a higher proportion of centres that have decreased personnel. What is significant is that the proportion of SCs in ALS reducing staff is one of the highest among SCs of all Assistancies (after ECE and with EOC).

The **US** Assistancy has recorded the highest percentage among all Assistancies of SCs that have been expanding their personnel for the net increase in that area (in terms of proportion of SCs) is the largest for all Assistancies. It is clear that SCs in the USA have experienced a significant growth in personnel.

3.9 RESOURCES OF THE SOCIAL CENTRES: FINANCES

In order to ascertain the financial position of SCs the questionnaire asked for information on four matters: the approximate annual budget, the sources from which centres are financed, a forecast of likely future budget-increases, and finally, the adequateness of the annual budget to finance the centres. We take up these four aspects for analysis⁶³.

Size of annual budget

In terms of their average annual budget, the 212 social centres of our sample together mobilise 85,466,101 US dollars (USD).

FIGURE 3.8
Changes in personnel (intra-Assistancy)

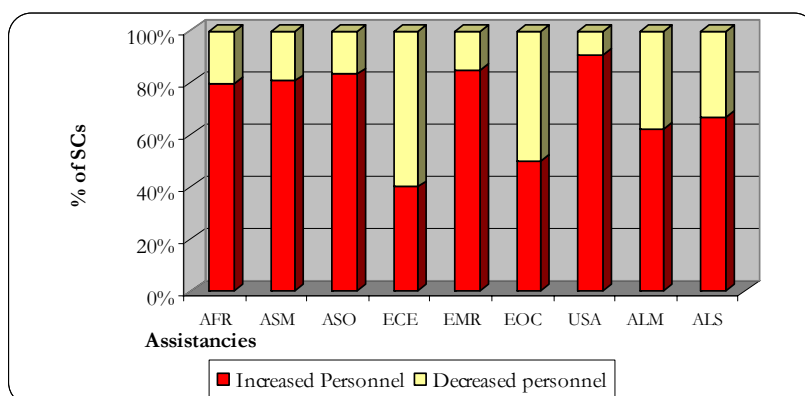


Table 3.13 lists absolute values and relative weights of the different Assistancies, together with average budgets and the maximum and minimum budgets recorded by each Assistancy. A caveat, however, is in order: comparisons of this kind can be misleading as the purchasing power of one dollar can vary greatly across continents and Assistancies.

Concerning the allocation of resources across the Assistancies, we note the following:

- i. **ASM centres operate on a relatively low budget:** this is probably the first table in our report where Asia does not have the lion's share. Although ASM centres constitute almost half of the sample, they just account for 9 per cent of the overall budget.
- ii. SCs in Europe, approximately 25 per cent of sampled centres, mobilise 45 per cent of the total resources. If we add the relative weight of US annual budgets, we note that **60 per cent of SCs overall resources are mobilised by centres in the USA and Europe.**
- iii. Concerning the Assistancies' average budget per centre, as listed in column (c) of Table 3.13, we note that⁶⁴:
 - An average centre in ECE and EMR has an annual budget between 800,000 and 1,200,000 USD, but in EOC the annual budget is much lower, around 175,000 USD.
 - An average SC in the USA spends close to 1 million USD.
 - The annual average budget in Asia

SCs in the USA have experienced a significant growth in personnel

⁶³ Budgetary data provided by the centres has been calculated by different respondents according to different parameters. This is especially true as regards the determination of the fiscal year of reference, and the definition of annual budget. While some have considered the overall turnover including all financial resources mobilised and funds earmarked for implementing projects, others account only for operational costs. We are possibly summing up and comparing not fully homogeneous data.

exhibits a large difference between the two Assistancies: while an average centre in ASM spends about 83,000 USD per year, its counterpart in ASO spends about half a million USD, that is, about 6 times as much.

- Though less pronounced, the difference in annual budgets for an average centre in ALM and ALS is still significant: **in ALM the annual average budget is 350,000 USD**, while that of an average centre **in ALS is about double** (750,000 USD).
- In Africa the average annual budget of SCs stands mid-way between that in ASO and in ALM, at around 370,000 USD.

International donors constitute the principal source of funding for SCs in AFR, ASM, ALM and ALS, and the second most important source of funding for the SCs in the USA. We note that AFR, where 65.5 of the Assistancy's funds come from international donors, is particularly dependent on this source.

Non-governmental organisations, mostly from the North, play an important role in financing activities and projects in Latin America, especially in ALM where almost one-third of the total funds in this Assistancy comes from NGOs.

If we consider "International" and "NGO" funding together, as in column (7) of Table 3.14, the dependence of Latin American, African and South Asian centres on foreign donors (whether governmental or non-governmental) is evident: more than 50 per cent of SCs funds of these Assistancies come from these two sources.

Public resources, that is, funds coming from public national entities, are a relevant source of finance especially in EMR and, to a lesser degree, in ASO. Centres in EMR derive more than half of their funds from public entities. In ASO the proportion of funds obtained from public sources is 22 per cent.

Funding from the Society is relevant for centres in EOC (where it is by far the most important source of funding with 59 per cent share), in ASM (15 per cent) and also, though to a lesser degree, in EMR. It is negligible (below 4 percentage points) in AFR, ECE, ALS and ASO. USA is placed somehow halfway between these two groups of Assistancies. However, if we look at column (8) of Table 3.14 which takes into consideration the number of centres for which the contribution of the Society accounts for more than half of the budget and is for that reason crucial to their existence, we observe that the Society's contribution is essential for 49 centres (mostly concentrated in ASM), corresponding to 23 per cent of our sample. From this perspective the SJ contribution becomes much more relevant, especially for centres in Northern and Central Europe, Asia and Africa.

TABLE 3.13 Annual budgets (outlays) of SCs by Assistancy (USD)					
Assistancies	Total Annual Outlay (a)	As per cent of all Assistancies outlay (b)	Average annual budget (c)	Maximum annual budget (d)	Minimum annual budget (e)
Africa & Madagascar	2,220,000	2.60	370,000	1,000,000	10,000
Asia & Oceania	15,422,741	18.05	541,785	4,890,001	2,608
ASM	7,620,533	8.92	82,832	890,001	0
ASO	7,802,208	9.13	458,953	4,000,000	2,608
Europe	38,485,942	45.03	2,144,062	14,300,000	50,555
ECE	5,508,000	6.44	786,857	2,800,000	25,000
EMR	31,930,342	37.36	1,182,605	11,000,000	555
EOC	1,047,600	1.23	174,600	500,000	25,000
USA	13,110,000	15.34	1,092,500	3,400,000	125,000
Latin America	16,227,418	18.99	1,092,951	4,300,000	39,435
ALM	7,261,360	8.50	345,779	2,300,000	25,000
ALS	8,966,058	10.49	747,172	2,000,000	14,435
ALL Assistancies	85,466,101	100			

Sources of funding

Let us now turn our attention to the sources of funding (Table 3.14 included at the end of the chapter) and analyse each in turn.

Own resources. In ASO, ECE and USA, the main source of funding comes from 'own resources', including, for example, own revenues or private donations. The case of centres in USA is particularly significant: 53 per cent of their financial resources come from their own funds. With the exception of the ALM, 'own resources' is the second most important source of funds in all the Assistancies.

⁶⁴ The following analysis does not take into consideration 'deviations' from this average. We may have a situation where a significantly high annual budget of one centre inflates the average of all; the opposite can also happen. A glance at columns (d) and (e) of Table 3.13 helps solve this difficulty. The best procedure, however, is to calculate the standard deviation for each Assistancy. The results show that the StD values are very high and this should deepen the caution with which we interpret the average as representing the majority of SCs in one Assistancy.

Future budget projections

Can we say something about the likely ways in which these static budget figures are projected by the SCs to change over the next few years? On the whole, SCs seem to be optimistic. When asked whether they foresee a budget increase, 138 centres (65.1 per cent of sample) have answered yes, and 56 in the negative (Table 3.15). These data, however, need not be taken as objective indicators of future growth, since they are subjective estimates and might not be always realistic ones.

The most optimistic seem to be centres in ASM: 79 out of 99 responding centres expect the funds to increase. With the exception of ECE, more than half the centres in each Assistancy expect to receive more funds. In ECE the situation is completely reversed: none of them expects the funds to increase.

The Assistancies where centres are more optimistic about the intensity of growth are ASM and EOC (Column b, Table 3.15). In ASM 21 out of the 79 “optimistic” centres expect the increase to be larger than 30 per cent of their actual budget.

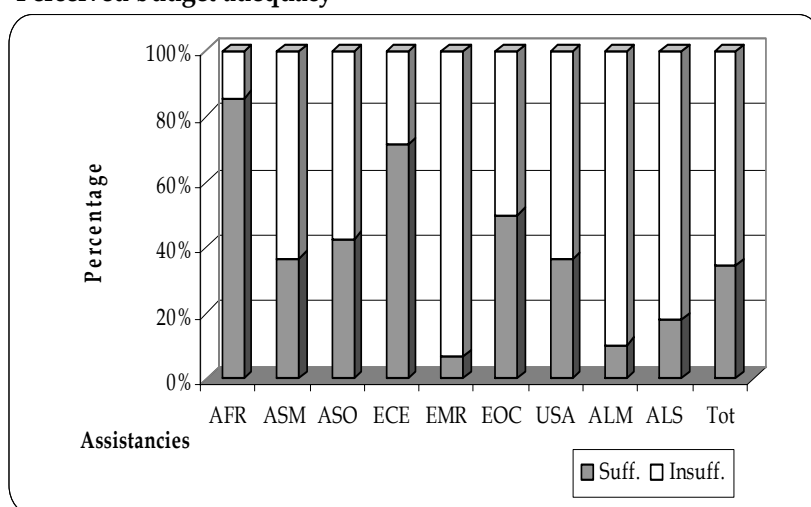
Budget adequacy

Before turning to examine other issues, it may be useful to take account of the proportion of centres experiencing constraints in their activities because of budgetary limitations (Table 3.16 and Figure 3.9). Almost 60 per cent of all centres feel that their budget is inadequate for their

programmes and activities. This budget limitation is particularly felt in ALM, ALS, and EMR. The budget constraints seem to be less of a problem in Africa and ECE.

Given the priority of Africa among various funding agencies, African SCs may not have much difficulty getting their funds. The responses from ALM, ALS, and EMR could be interpreted both as an indicator of a high level of activity in the centres unable to find adequate resources for follow up, or as an indicator of difficulties in raising necessary funds.

FIGURE 3.9
Perceived budget adequacy



Assistancy	Yes				N.	na
	0-30 (a)	>30 (b)	Total	Per cent (c)		
AFR	4	0	4	50.00	4	0
ASM	58	21	79	79.80	13	7
ASO	8	1	9	50.00	7	2
ECE	0	0	0	0.00	7	0
EMR	13	3	16	59.26	8	3
EOC	1	2	3	42.86	3	1
USA	7	0	7	53.85	5	1
ALM	11	1	12	57.14	6	3
ALS	7	1	8	66.67	3	1
All SCs	109	29	138	65.09	56	18

Note: figures in columns (a), (b), and (c)
 (a) indicate the number of centres with an expectation of a budget-growth between 0 and less than 30 per cent of the actual budget;
 (b) indicate the number of centres with an expectation of a budget growth of 30 per cent and more of the actual budget;
 (c) indicate the percentage of centres with a positive expectation of a budget growth in each Assistancy.

Assistancy	Insufficient		Sufficient	na
	N.	per cent		
AFR	1	12.50	6	1
ASM	60	60.61	35	4
ASO	8	44.44	6	4
ECE	2	28.57	5	0
EMR	20	74.07	4	3
EOC	3	42.86	3	1
USA	7	53.85	4	2
ALM	17	80.95	2	2
ALS	9	75.00	2	1
All SCs	127	59.91	67	18

Relationship between budget- and staff-size

The following analysis attempts to look at the size of the SCs from the point of view of the number of personnel (employees and collaborators) and the annual budget. Figure 3.10 indicates on the vertical axis the number of personnel, and on the horizontal axis the value of the annual budget in US dollars. Each point on this table records the combination of the number of personnel and the annual budget of a SC. The rectangle is divided into four sub-rectangles along a vertical and a horizontal line. The vertical line divides the rectangle into two parts: one at the left, and the other at the right of the big rectangle. As we move across the horizontal axis, we pass from the left (Types A and B) to the right (Types C and D). This movement indicates a shift from relatively small to large budgets. The horizontal line divides the rectangle into two parts: one

superior (Types B and C) and the other inferior (Types A and D). As we move upwards the vertical axis we pass from SCs with a relatively small number of personnel to those with more staff.

According to this division, we can distinguish four sub-rectangles. The first, the lowest-left, is called Type A. All SCs with points in this rectangle are those operating with relatively few people and with a low budget. The second, on the upper left, is called Type B. All SCs with points in this rectangle operate with a large staff but within a relatively small budget. The third, on the upper right is called Type C. All SCs located in this space have both large staffs and budgets. The fourth, on the lower right, is called Type D. All SCs located in this space operate with a relatively small staff and large budgets.

We have attempted to compare the size of all SCs in terms of personnel and budget in Figure 3.11⁶⁵. Having eliminated those extreme cases we notice that the largest number of SCs fall under the category of Type A, within a range of less than 160 persons as staff and 1.8 million USD as annual budget. SCs from ASM have generally very high ratios of personnel-budget: more number of people at relatively lower costs.

In order to draw some inter-Assistancy comparison we have plotted two more Figures. A comparison of the two Assistancies in Latin America (Figure 3.12 included at the end of the chapter) shows again a concentration of most SCs under the category of Type A (within the ranges of 70 personnel members and 1.25 million USD). There is, however, a clear tendency for some SCs (3) in ALS to have considerably more personnel and operate larger budgets than any one SC in ALM.

As regards the relationship between the European and the USA Assistancies (Figure 3.13 included at the end of the chapter), we note that the large majority of SCs fall under the category of Type A within the range of less than 100 staff and less than an annual budget of 1.8 US million dollars. USA SCs tend to operate with larger staff and budgets than their European counterparts⁶⁶.

FIGURE 3.10
Relation personnel and budget

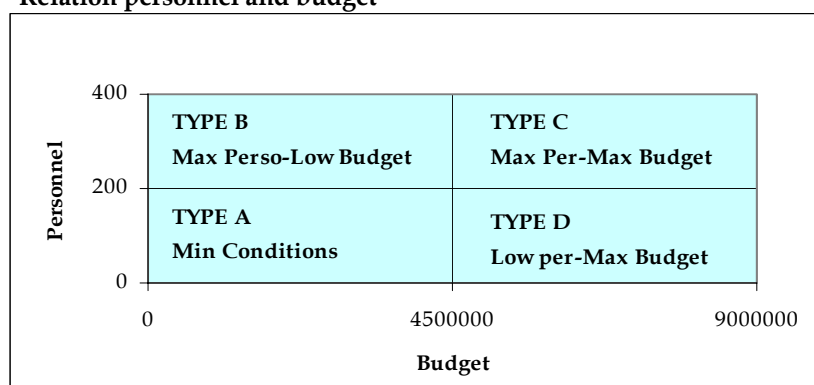
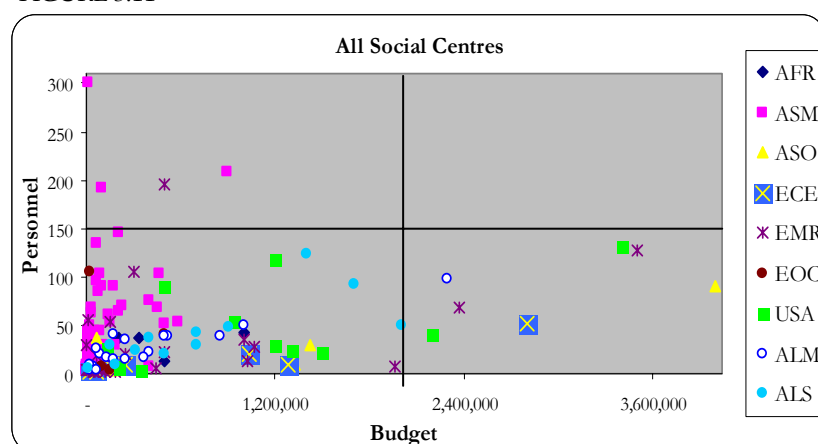


FIGURE 3.11



⁶⁵ To be able to draw the Figure in a visually comprehensible way we have removed three large centres: two in EMR with an annual budget of 7 and 11 million USD dollars; and one in ASM, with personnel numbering 338. We need to keep in mind the caveat about the differences in the purchasing power of one dollar in various continents. We think, however, that this comparison is useful for a general view of all the SCs in the world.

⁶⁶ For a more detailed graphic representation and analysis of the relationship between staff and budget size for each of the Assistancies please refer to Annex A.3.4 CD.

3.10 SELF-ASSESSMENT

In this section we will provide a rapid overview of the principal strengths and weaknesses of SCs based on the centres' own assessment of themselves. Centres were asked to attempt a self-evaluation in the following areas:

- The impact "level" of the centre's activities on the beneficiaries;
- The main difficulties/challenges facing their organisations;
- The main strengths of the organisation.

We will examine these answers separately in the following sections.

Impact on the beneficiaries

Respondents were asked to evaluate their impact on beneficiaries according to one of the four: very high, high, average or low. From an analysis of Table 3.17 (included at the end of the chapter) presenting the responses received, the following conclusions may be made.

The overall level of confidence regarding the impact of the work is quite positive: more than half of centres (55 per cent) consider the impact to be 'high' and 20 per cent more as 'very high'. Almost three-fourths of all centres feel that their activities have a positive impact on their target groups, and hence we may infer that they are effective. Slightly more one-fifth of sampled social centres (22.3 per cent) consider their impact to be 'medium' and only 2.4 percent (five centres) consider it to be 'low' (Figure 3.14).

There are, however, **inter-Assistancy differences**:

The centres that are most confident about their impact are those from the US Assistancy: all centres value their impact to be either very high or high. They are followed by those in EMR (85.18 per cent of centres ranked their impact as very high or high), ALM and ALS (85 and 83.3 respectively). In ALM no centre deems itself to have low impact, in EMR and ALS only one for each Assistancy. We may conclude that US, Southern European and Latin American centres feel they are effective in reaching their goals.

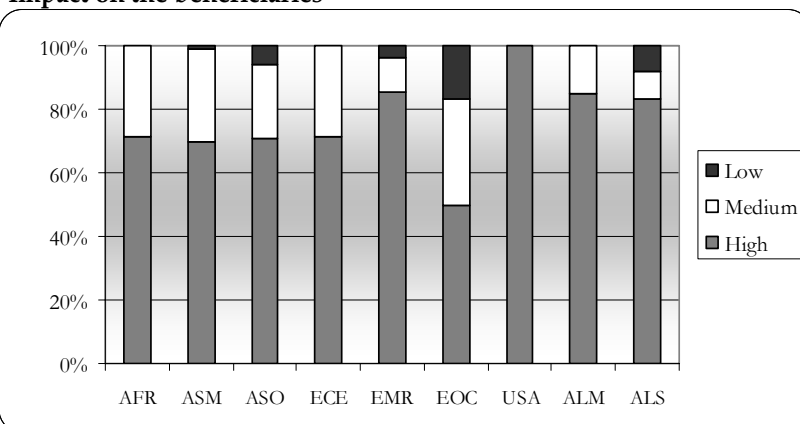
Asian, African and Central European centres, although satisfactory, show a lower

degree of confidence: approximately 70 per cent of centres of these Assistancies assess their impact on beneficiaries as very high or high, with the remaining 30 per cent of centres assessing it as average. Only one centre in ASM and one in ASO assess their impact to be low. Again this is a positive result for these Assistancies, though the relatively higher number of centres assessing their impact to be average should be looked into.

EOC is the Assistancy that has the lowest ranking in self-assessment of impact: only one in two centres estimates their impact to be high (no centre with a very high ranking), two more centres (33 per cent) estimate it to be average and one estimates it as low. A deeper analysis of the reasons for this low self-assessment should be carried out.

The Figure below is a visual presentation of the data in the Table 3.17. The high and very high rankings have been merged into the single category 'high'.

FIGURE 3.14
Impact on the beneficiaries



Self-Assessment: Obstacles and Solutions

The treatment of this section and the sections of the questionnaire requiring open answers (strengths and expectations of the centres) necessitated a certain degree of subjective interpretation in analysing and classifying responses. After having read all the answers, we adopted a classification system according to which difficulties mentioned by the centres could be divided into four different categories. These are presented in the Box 3.1.

In the following paragraphs we offer a general idea of the responses received for the various categories, and make some inter-Assistancy comparisons, deferring a more in-depth detailed analysis of each Assistancy to the second part of this study.

Almost three-fourths of all centres feel that their activities have a positive impact on their target groups

We may also add before we start our analysis that (i) the overall rate of response to this question has been very high: only 4 per cent of the sample has not responded; (ii) since the question has multiple-answers, we have received generally an average of four alternative responses per questionnaire.

We summarise below (Table 3.18) the results of this classification.

First of all, it should be noted that although

all categories elicited a relatively high number of responses, going from a maximum of 108 (Personnel) to a minimum of 88 (Other Internal) from 212 responding centres, at the level of all centres, one does not observe a great variety in the responses. Once we look at the inter- and intra-Assistancy analysis, answers become more telling and allow us to identify difficulties that are specific to certain Assistancies or regions.

- **The difficulty that elicited more responses (110) was that linked to personnel:** slightly more than 50 per cent of centres declared that they have problems of this type. This is a major difficulty for more than half the centres in seven out of nine Assistancies, and is particularly felt in EOC, AFR and ASM. Undoubtedly this is a major problem of Social Centres world-wide.
- External difficulties are also a major issue for a large number of centres: approximately one in two centres faces problems linked to the external environment. However, only in two Assistancies this is a major problem for more than half the centres. This fact indicates, as expected, that the problem is

Assistancy	External		Personnel		Financial		Other Internal diff.		No Quest
	N.	Per cent	N.	Per cent	N.	Per cent	N.	Per cent	
AFR	0	0	5	63	7	88	2	25	8
ASM	61	64	58	61	39	41	36	38	99
ASO	8	44	10	56	9	50	7	40	18
ECE	2	29	4	57	5	71	2	29	7
EOC	3	43	5	71	4	57	6	86	7
EMR	12	44	9	33	6	22	13	48	27
ALS	7	58	6	50	8	67	6	50	12
ALM	9	43	10	48	11	52	12	57	21
USA	4	31	4	57	7	54	4	31	13
Overall	108	51	110	52	96	45	88	42	

The percentages are calculated over the total number of respondents to this question in each Assistancy (row percentages)

Categories	Explanation
1. External to the organisation ⁶⁷	<p>We consider four types of external agents:</p> <ul style="list-style-type: none"> • Political: unfavourable political conditions • Relations with the State, institutions and the Church • Relations with the target people or beneficiaries • Relations with the Society of Jesus
2. Financial ⁶⁸	<ul style="list-style-type: none"> • Difficulties in fundraising • Lack of autonomy vis-à-vis donors • Diminishing funds • Lack of funds
3. Personnel ⁶⁹	<ul style="list-style-type: none"> • Handing over of responsibility by a Jesuit • Lack of personnel • Formation (professional and motivational) of the personnel
4. Other Internal (organisational – institutional) ⁷⁰	<p>Organisational difficulties, such as:</p> <ul style="list-style-type: none"> • 'Too rapid' growth of the organization, difficulty in managing workload, • Difficulty in maintaining an equilibrium between action and efficient research, • Excess of institutionalization • Search for greater participation <p>Other type of internal difficulties:</p> <ul style="list-style-type: none"> • Lack adequate infrastructure

⁶⁷The category "external" refers to difficulties external to the organisation: the political atmosphere, socio-economic conditions and the cultural environment within which centres operate and upon which the centre cannot directly affect or change.

⁶⁸These refer to difficulties regarding lack of funds, whether because they have been diminishing or because they are insufficient vis-à-vis the centre's level of activities, or because they are not a steady flow, thereby jeopardising the stability of the centre.

⁶⁹This has to do with either lack of staff (both Jesuit and lay), or lack of relevant qualifications, personnel turnover problems, or lack of adequate leaders/managers to run the centre.

⁷⁰This category is residual in the sense that includes the remaining types of internal organisational problems.

specific to certain areas of the world. ASM centres are particularly touched by this problem, together with those in ALS. The large number of ASM centres in this category somehow gives the overall percentage an unavoidable 'bias'.

- Financial difficulties have been mentioned by 45 per cent of responding centres. The fact that ASM and EMR, the two most "populated" Assistancies present a relatively low number of centres with these problems hides the fact that financial constraints are indeed a major obstacle to the sustainability and growth of many centres. This is in fact a major problem for more than half the centres in the remaining seven Assistancies. Particularly affected are centres in AFR (where all centres but one declare that they have problems related to funding), ECE and ALS.
- Other internal difficulties are listed by 42 per cent of all responding centres, making it the category that has been, on the whole, the least selected by centres. We note that in EOC this type of difficulty was felt by 6 over 7 responding centres and in ALM by 12 over 21.

Self-Assessment: Strengths of the Centres

For the analysis of data concerning the self-perceived strengths of centres, we have followed a similar criterion to the one adopted in the previous section. We identified four main categories, relating to (i) quality of the activities and work of the centre; (ii) good reputation and positive relationships with partners and beneficiaries; (iii) quality and motivation of staff; and (iv) clarity of the centre's vision, often linked to its Jesuit identity.

The two strengths more emphasised are related to good reputation and positive relationship with partners (65 per cent) and to quality of the work (47 per cent). The feeling of enjoying a good reputation is high across all Assistancies, especially in LA, ECE, USA and EOC; quality of work is perceived as a strength especially in ASO (72 per cent of centres) and, to a lesser extent, also in ASM and ALS.

Quality and motivation of staff is an asset for approximately 40 per cent of centres; ALS, EOC and EMR are particularly positive about their personnel. We may notice the relatively small number of centres (24 per cent) that consider a clear vision and Jesuit spirituality as strength, although centres in the USA are an exception to the overall trend with 54 per cent of centres, assessing positively their clear vision and Ignatian spirituality.

TABLE 3.19
Internal strengths (percentages over the total number of questionnaires received)

Assistancy	Quality of work		Reputation - good relationships with beneficiaries and partners		Staff - Motivation and quality		Clear vision - SJ charism and identity		N. Quest
	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	
AFR	3	37.50	4	50.00	4	50.00	2	25.00	8
ASM	51	51.52	59	59.60	32	32.32	18	18.18	99
ASO	13	72.22	11	61.11	6	33.33	6	33.33	18
ECE	2	28.57	6	85.71	3	42.86	1	14.29	7
EMR	7	25.93	16	59.26	15	55.56	5	18.52	27
EOC	3	42.86	5	71.43	4	57.14	1	14.29	7
USA	6	46.15	10	76.92	5	38.46	7	53.85	13
ALM	9	42.86	15	71.43	9	42.86	8	38.10	21
ALS	6	50.00	11	91.67	7	58.33	2	16.67	12
Total	100	47.17	137	64.62	85	40.09	50	23.58	212

3.11 EXPECTATIONS FROM PROVINCE, ASSISTANCY AND SOCIETY OF JESUS

Social Centres are in a privileged position to make recommendations and relevant suggestions as to how the Society could support their growth and development and/or help solve their problems. For this reason, the last section of the questionnaire was aimed at collecting precisely this type of information. Centres were asked to sketch some possible solutions to the obstacles they face, solutions that could be implemented at the level of the Provinces, the Assistancies or of the global Society⁷¹. As with the previous open questions, we had to engage in a prior classification-exercise in order to identify the main "lines of action" identified by the centres. In Box 3.2 below we provide a short explanation of the categories used.

⁷¹ Many interesting and articulate suggestions have been formulated by those centres that answered this section of the questionnaire, although the number of answers has been lower in comparison to those of other sections. So as to do them justice, these answers will be presented and analysed in more detail in the following chapters; in the present section we will proceed to sketch a brief overview of the principal suggestions and to attempt an inter-Assistancy comparison.

From the Province:

This is the 'area of solution' that drew the highest number of responses from centres (Table 3.20 included at the end of the chapter): 73.24 per cent of sampled centres (86 per cent in ECE, 81 per cent in ALM, 77 per cent in ASM), even though one-third of all SCs did not reply to this question. There are mainly two areas, **personnel-formation and commitment-support**, where centres feel that the Province can be of help.

Jesuit personnel and formation were areas especially suggested by centres in ALS (62.5) and ASM (55.26). Centres in EOC and the USA feel they should receive more support. In EOC in particular, a very significant proportion of centres feel that they need the guidance and support of the Province. A smaller but important proportion (40 per cent) of centres in the USA feels the same.

More coordination and networking (EMR, ECE and USA) and financial help (EOC) are also expected by centres from their respective Provinces, although with less intensity than for the first two categories.

From the Assistancy

Less than a half of the sampled centres responded to this question (Table 3.21 included at the end of the chapter), a fact that could be interpreted as signifying that the **majority of centres do not feel that significant help can come from their Assistancy**. The most repeated request is for **coordination**. This is poignantly so in ECE (100 per cent), EMR (77.78), ALM (58.33 per cent) and EOC (50 per cent). Demands for

more support and guidance (especially in the form of guidelines to continue reflection on the Social Apostolate) seem important to 71.43 per cent of centres in ASO. A relatively smaller number of centres look to their Assistancy for financial help and Jesuit personnel and formation, although the latter is important in Africa (75 per cent).

From the Society

As we move away from the local reality, the expectations for help to solve difficulties seems to become **less important**: 58 per cent have not responded to this question.

Table 3.22 (included at the end of the chapter) shows the most selected options, and highlights two out of the five options that have elicited a relatively significant response from the SCs. About one-half of SCs that answered this question want **guidance and support from the Society in identifying and reflecting on key issues**, and for the **definition of a common strategic approach**. This request seems to be more important in ASM (64 per cent), ASO (44.44 pc) and ECE (50 per cent). This needs to be looked into.

A desire for greater coordination is shared by 38.9 per cent of the SCs. This seems to be a greater need in Africa and EOC (66.67 per cent), ALM and ECE. (53.33 and 50 per cent respectively).

The call for greater efforts to carry forward advocacy activities at the international level comes from Latin America: ALS (13 per cent) and ALM (12 per cent).

BOX 3.2 CLASSIFICATION OF SOLUTIONS-EXPECTATIONS	
Categories	Explanation
1. Financial	<ul style="list-style-type: none">• Direct financial support• Help in identifying donors and funding opportunities• Creation of a Social Apostolate Fund• Other
2. Coordination	<ul style="list-style-type: none">• Improve communication and coordination among centres and individuals on issues of common interest• Promote Networks (Regional/Global/Thematic)• Promote exchange of information and experiences• Other
3. Commitment & Guidance	<ul style="list-style-type: none">• Apostolic Planning• More attention and resources to SoAp and the cause of the poor• Clearly define orientations and strategic priorities of SoAp• Promote research and reflection on key issues of SoAp• Technical backstopping: programme management tools, planning evaluation etc• Other
4. Personnel-Formation	<ul style="list-style-type: none">• Allocate more Jesuits to the SC and SoAp• Training and Formation of Jesuit and lay personnel
5. Advocacy	Advocacy and Lobbying on regional and global strategic issues with government and international organisations

3.12 CONCLUSIONS

The profile obtained from analysing the questionnaires of the 212 sampled SCs, corresponding to 66 per cent of the total number of centres, while broadly confirming the findings of the analysis of Chapter 2, gives us a clearer and more articulate picture of the present status of SCs, of their role and their strengths, as well as their present and future challenges. It also points to some possible ways in which centres can be encouraged to continue developing their worth and their positive role. The analysis carried out in Chapter 3 aimed at presenting this broad picture by identifying general trends and making some inter-Assistancy comparisons. More detailed Assistancy and Province-wise analysis is offered in the second part of this study.

Activities

Most social centres work in the field of **socio-economic development**. Many are involved in **promoting democracy and rights**, especially in the two Latin American Assistancies and USA, and peace and justice, mostly in Africa. A relatively smaller number of centres are committed to proactively promoting and disseminating the social teaching of the Church, particularly in Central and Western European Assistancies. Some centres are also involved in activities related to personal care and assistance, especially in East Asia and Southern Europe. As already anticipated in the analysis of the database, **centres tend to focus on direct social action and formation**, while a **minority is involved in research**. Formation is a priority in Africa and Latin America and ECE; social action has top priority in Asia and Southern Europe, and the lowest in Africa Central Europe and USA; research is a priority in Western Europe and USA (together with formation), and also in AFR.

Personnel and Finances

The overall **mobilisation of human and financial resources is quite impressive**: approximately 7,000 people are actively involved at this very moment in the activities of the sampled 212 SCs. Approximately 4,300 of them are employees, 500 are Jesuits and the rest are collaborators. These data clearly show that **lay collaboration and involvement are crucial** for the operating and running of SCs, even though Jesuit involvement is still significant. More than half of the total staff working in these SCs is concentrated in ASM, and

approximately one-fourth in Europe and in Latin America. SCs are mostly small in terms of staff: approximately forty per cent of sampled centres fall into the small category (up to ten members of staff). It should be mentioned that one out of two small centres is very small, that is with a personnel of five or less. The remaining centres are evenly spread across the medium, large and very large categories (twenty per cent each).

In terms of average annual budget, they **mobilise approximately 85 million USD**. Allocation of financial resources is, not surprisingly, strongly biased towards the Assistancies of Europe and USA. **Centres in poorer countries**, especially those in ASM tend to **operate on very low budgets**. The main source of funding is international funds, own funds and grants from NGOs, usually from the North. Assistance from foreign sources comes mainly from two sources: that labelled in our study as “International” and the one called “NGO”. The dependence of Latin American, African and South Asian centres on foreign donors is evident: more than 50 per cent of funds of these Assistancies come from these two sources. Another important source is public funds. The Society’s contribution, although less relevant in percentage terms when one considers the total SCs budget, constitutes a major source for 23 per cent of sampled centres, generally small ones. This means that for **one out of every four SCs, the Society’s financial support is essential to their operations**.

Past trends and future expectations of expansion denote a growth pattern for the size of the centres. **Sixty-five per cent have increased their personnel over the past five years; and for half of these centres the increase has been significant**. The situation is less positive in ECE and EOC. ECE is the only Assistancy where the number of centres that have cut personnel is higher than the number of centres where there has been an increase. On the whole, SCs seem to be optimistic as far as future budget increases are concerned: 65.1 per cent of the sample has answered positively, and 33 in the negative. The most optimistic seem to be centres in ASM. Once again, in ECE the situation is completely reversed: no centre expects the funds to increase. The overall situation is cause for optimism, belying a widespread opinion that the SCs are in a state of decline or crisis.

Strengths

The profile of the SCs that emerges from our analysis brings to the fore several points about the strength of these organisations.

Given the overall level of confidence regarding the impact of their work, we could say that **centres have a positive impact on their beneficiaries**. Centres most confident about their impact are those from the US Assistancy, followed by those in EMR, ALM and ALS.

Centres have a **good reputation and positive relationship with partners and are well embedded in their realities**. The levels of both **collaboration and consultancy with civil society** organisations (governmental and non governmental, secular or religious) **are high for all Assistancies**. It seems these are practices well embedded in the culture of Social Centres, and as such they provide a precious space of contact between the Society of Jesus and the civil society. They are also **well inserted among the poor**: 61 per cent of all sampled SCs have chosen the high level of insertion. Interestingly, the level of insertion seems to be higher in those Assistancies where the priority of direct social action is also higher.

Through their formation and social action activities centres contribute to the formation of social leaders and actors of social change. Although research is undertaken by relatively few centres, it is generally well received.

Weaknesses

Many SCs perceive the **motivation and the efficiency of their Jesuit and lay staff to be their main strength**, but they also mention **lack of qualified Jesuit and lay personnel as one of their main concerns**. As regards Jesuit personnel, this is particularly felt in those Provinces where the Jesuits in the centres are ageing and replacements are not readily forthcoming, or where there is a lack of young and qualified Jesuits.

Finances are the other major source of worry for the centres. Almost 60 per cent of all centres feel that their budget is inadequate for their programmes and activities. This budget limitation is particularly felt in ALM, ALS, and EMR. In most cases, funding is unstable and insufficient, especially for those centres that rely on international or official development aid; these funds have been decreasing for the past few years and the decline is expected to continue in the future.

Furthermore, funds from international or official donors make the work of SCs donor-driven.

External difficulties are another big issue for a large number of centres: approximately **one in two centres faces problems linked to the political, socio-economic and cultural environment**. ASM centres are particularly affected by this problem, as are those in ALS. Although SCs do reasonably well in the area of organisation development, the fact that SCs without a charter or a statute comprise just less than 25 per cent of all SCs denotes a weakness in this respect.

Possible solutions proposed by centres

The most pressing request received from Centres is for **adequate and, most important, qualified Jesuit personnel**. Given the important role of lay people in successfully managing the centres, greater attention to their formation is suggested. Centres also seek more support from the Society in terms of guidance, moral support and orientation on key social issues. This request denotes a desire of many centres to be more integrated in the social sector planning of the Provinces or among themselves at the Province, Assistancy or global levels. They are of the opinion that more should be done at these different levels to improve collaboration, networking and coordination.

Based on these conclusions a summary of the strengths and weaknesses of Jesuit Social Centres SCs was submitted to Fr. General by the Assistancy Coordinators in May 2004 (see Box 3.3).

BOX 3.3

STRENGTHS AND WEAKNESSES OF JESUIT SOCIAL CENTRES**STRENGTHS OF JSCS⁷²**

We are grateful for these strengths that are at the service of the Society's mission. They will help in structuring the social sector and continue to show our commitment to be with the poor and learn from them.

(1) AS REGARDS THEIR GOAL AND THEIR WORK

The JSCs

- are relevant and have a positive impact;
- have played an important role in the formation of social leaders;
- are well supported by the people they serve; and
- are generally inserted among the poor.

(2) DIVERSITY among the social centres is an asset**(3) COLLABORATION WITH CIVIL SOCIETY:**

The JSCs

- show a high degree of collaboration;
- offer consultancy services to NGOs and other sectors of civil society;
- contribute to the formation of social leaders;
- create a space of contact between the Society of Jesus and civil society;
- are involved with social movements.

(4) RESEARCH

- This is undertaken by relatively few centres, but is generally well received.
- Some documentation centres have made special efforts to record and keep alive the memory of special historical events.

(5) INVESTMENT⁷³ OF THE SOCIETY IN TERMS OF

- Jesuits: about 450-500
- Collaborators and Employees: 10,000
- Annual budget: 90-100 million US \$

(6) PERSONNEL

- In many JSCs, the staff is committed and efficient.
- In a number of JSCs, lay people have proved to be highly competent directors.

⁷² The evaluation presented in this and the following section is based on the self-assessment done by 166 JSCs, included in the Draft-Report presented at the meeting of Coordinators, and was approved after a discussion.

⁷³ The figures are projections based on the sample of 166 centres.

WEAKNESS OF THE JSCs

(1) PERSONNEL

Many JSCs perceive the motivation and efficiency of the Jesuit and lay staff to be their main strength, but they also mention lack of Jesuit personnel as one of their main concerns:

- In some provinces Jesuits in the centres are aging and replacements are not readily forthcoming.
- In some provinces there is a lack of young and qualified Jesuits.

(2) FINANCES

- Funding for a good proportion of JSCs is unstable and insufficient.
- A large part of the funds for JSCs in developing countries comes from international agencies.
- Funds from international agencies have been decreasing these past few years, a decline that is expected to continue in the future.
- Funds from international agencies make the work of the JSCs donor-driven. Sometimes there is a mismatch between the types of projects the donors are interested in supporting, and those which the JSCs would really like to do.

(3) INTEGRATION

- A fairly large number of Social Centres are not integrated among themselves at the Province, national and international levels.

In some Provinces, there is lack of apostolic planning and implementation. In some cases, despite successful apostolic planning, the role of JSCs was not clearly specified.

FIGURE 3.7

Assistancy-wise distribution according to standard size (small, medium, large and very large)

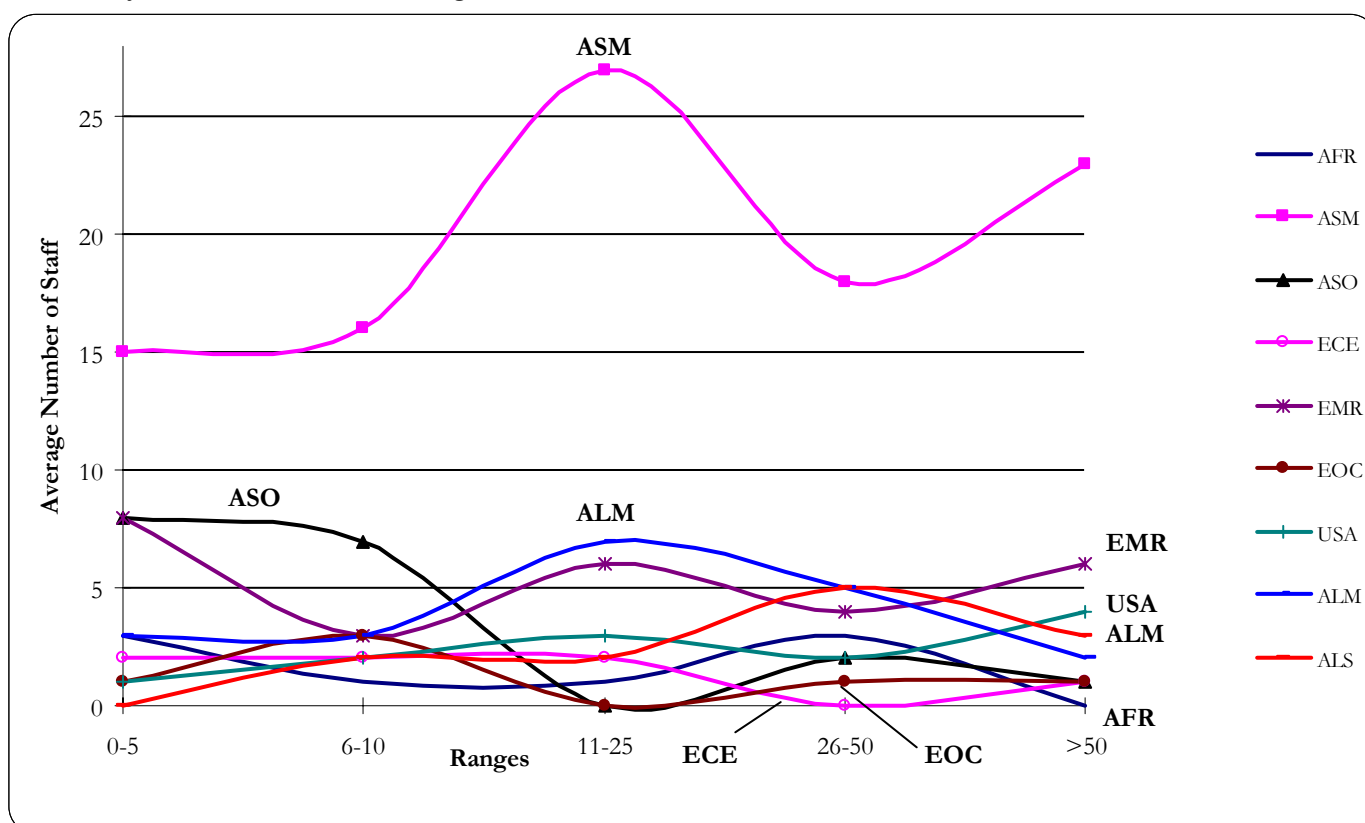


TABLE 3.4
Main areas of intervention of SCs across Assistancies (row percentages)

ASSISTANCY	Sample Size	Soc-Ec -Dev	Democ/ Rights	Peace	Sust Dev	Coop	Cat Soc Teach	Migra	Polit	Other	Total
Africa & Madagascar	8	37.50	6.25	25.00	6.25	6.25	6.25	0.00	12.50	0.00	100
Asia & Oceania	117	38.01	17.65	12.67	13.12	3.17	2.26	2.71	0.90	9.50	100
ASM	99	39.89	20.21	13.30	13.83	2.13	1.60	1.60	1.06	6.38	100
ASO	18	27.27	3.03	9.09	9.09	9.09	6.06	9.09	0.00	27.27	100
Europe	41	19.40	8.96	7.46	1.49	7.46	14.93	22.39	4.48	13.43	100
ECE	7	38.46	0.00	0.00	0.00	7.69	30.77	7.69	0.00	15.38	100
EMR	27	12.20	9.76	12.20	0.00	9.76	7.32	26.83	4.88	17.07	100
EOC	7	23.08	15.38	0.00	7.69	0.00	23.08	23.08	7.69	0.00	100
USA	13	30.00	30.00	6.67	0.00	3.33	13.33	3.33	0.00	13.33	100
Latin America	33	26.98	28.57	7.94	7.94	3.17	3.17	4.76	11.11	6.35	100
ALM	21	32.50	22.50	7.50	7.50	2.50	5.00	0.00	12.50	10.00	100
ALS	12	17.39	39.13	8.70	8.70	4.35	0.00	13.04	8.70	0.00	100

Notes:

(i) Since the SCs were asked to select two priority-activities, the total number of recorded responses (397) is greater than the number of responses, though not exactly double, some SCs having selected only one activity.

(ii) With the exception of the first column, the others show row percentages, that is, the percentage of those SCs in *one Assistancy* that have chosen the indicated activity. Shaded figures show values around and above 20 per cent.

(iii) Shaded figures indicate the highest (or very high) row value, that is, the preferred activity in each Assistancy. Percentages shaded with a trellis with embossed figures indicate the lowest row value, that is, the least preferred activity in each Assistancy.

(iv) The category 'other' contains activities such as personal care (assistance); jail; education and training; and social research.

TABLE 3.6
Level of insertion of SCs across Assistancies

	FOR THE POOR (LOW)			AMONG THE POOR (MEDIUM)			WITH THE POOR (HIGH)			TOTAL SCs
	N.	Per cent Ass.cy (row)	Per cent all (column)	N.	Per cent Ass.cy (row)	Per cent all (column)	N.	Per cent Ass.cy (row)	Per cent all (column)	
Africa & Madagascar	4	50.00	1.93	2	25.00	0.97	2	25.00	0.97	8
Asia & Oceania	13	11.11	6.28	15	12.82	7.25	89	76.07	43.00	117
ASM	6	6.06	2.90	12	12.12	5.80	81	81.82	39.13	99
ASO	7	38.89	3.38	3	16.67	1.45	8	44.44	3.86	18
Europe	20	55.56	9.66	10	27.78	4.83	6	16.67	2.90	36
ECE	6	100.00	2.90	0	0.00	0.00	0	0.00	0.00	6
EMR	10	40.00	4.83	9	36.00	4.35	6	24.00	2.90	25
EOC	4	80.00	1.93	1	20.00	0.48	0	0.00	0.00	5
USA	4	30.77	1.93	3	23.08	1.45	6	46.15	2.90	13
Latin America	6	18.18	2.90	4	12.12	1.93	23	69.70	11.11	33
ALM	6	28.57	2.90	2	9.52	0.97	13	61.90	6.28	21
ALS	0	0.00	0.00	2	16.67	0.97	10	83.33	4.83	12
All Assistancies	47	22.71	22.71	34	16.43	16.43	126	60.87	60.87	207

TABLE 3.7
Assistancy-wise distribution of publications (for one year)

Assistancies	Number of SCs	Total Number of publicat	Publ/SC Ratio	N. of Type (a) Research SCs with publication	Total N. of public.	Journals	Other (including books)	Publ/ Type (a) SCs ratio
AFR	8	9	1.13	5	5	4	1	1.00
ASM	99	40	0.40	11	11	8	3	1.00
ASO	18	11	0.61	2	2	1	1	1.00
ECE	7	8	1.14	3	4	2	2	1.33
EMR	27	33	1.22	6	9	5	4	1.50
EOC	7	6	0.86	3	3	3	0	1.00
USA	13	15	1.15	7	8	5	3	1.14
ALM	21	23	1.10	3	6	3	3	2.00
ALS	12	23	1.92	3	8	7	1	2.67
All SCs	212	168	0.79	43	56	38	18	1.30

Note: Shaded values indicate those values above the average: > 0.79 for all SCs and > 1.30 for 'research' centres.

TABLE 3.11 Total and average number of staff involved in SCs per Assistancy								
	SJ		EMPLOYEES		COLLABORATORS		SJ+EMPL.+COLLAB	
Assistancies	Total	Average per SC	Total	Average per SC	Total	Average per SC	Total	Average per SC
AFR	16	2.00	124	15.50	5	0.63	145	18.13
ASM	233	2.35	2,390	24.14	1,240	12.65	3,863	39.02
ASO	31	1.72	173	9.61	20	1.18	224	12.44
ECE	17	2.43	79	11.29	54	7.71	150	21.43
EMR	67	2.48	468	17.33	347	12.85	882	32.67
EOC	15	2.50	18	3.00	133	22.17	166	27.67
USA	18	1.50	239	18.38	294	24.50	551	45.92
ALM	44	2.20	409	20.45	46	2.30	499	24.95
ALS	34	2.83	420	35.00	56	4.67	510	42.50
All SCs	475	2.24	4,320	20.38	2,195	10.35	6,990	32.97
Note: Shaded figures indicate values above the average for all SCs (last row).								

TABLE 3.14 Origin of funding of SCs (percentage over the total annual budget)												
	(1)	(2)	(3)	(4)	(5)	(6)		(7)	(8)		(9)	
Assistancy	OWN	INT.NL	NGOs	GOVT	SJ	CHURCH	TOTAL	NGOs + INT	SJ> 50PER CENT	PER CENT	INT + NGOs >50per cent	PER CENT
AFR	20.77 (2)	65.45 (1)	5.41 (3)	3.60	2.97	1.80	100	70.86	2	25.00	5	62.50
ASM	17.80 (2)	44.94 (1)	4.46	13.21	14.68 (3)	4.93	100	49.40	30	30.30	33	33.33
ASO	35.70 (1)	20.34 (3)	3.45	22.20 (2)	3.52	13.97	99.2	23.80	4	22.22	6	33.33
ECE	59.32 (1)	4.34	1.45	5.34 (3)	3.35	26.21 (2)	100	5.79	2	28.57	2	28.57
EMR	33.44 (2)	2.66	4.57	51.64 (1)	5.72 (3)	1.97	100	7.23	4	14.81	0	0.00
EOC	33.38 (2)	5.62 (3)	0.00	1.91	59.09 (1)	0.00	100	5.62	3	42.86	1	14.29
USA	53.16 (1)	16.32 (2)	1.22	13.84 (3)	10.46	4.99	100	17.54	2	15.38	2	15.38
ALM	8.66	36.18 (1)	27.36 (2)	6.48	8.32	12.99 (3)	100	63.55	2	9.52	11	52.38
ALS	26.65 (2)	54.66 (1)	14.11 (3)	1.52	3.07	0.00	100	68.77		0.00	8	66.67
All SCs									49	23.11	68	32.08

Notes:

Columns one to six list the row percentages (Assistancy-wise) over the total budget in each Assistancy, that is financed by the sources noted in the table. For example, the first figure 20.77, for the African Assistancy, indicates that 20.77 per cent of the total annual budget of all the SCs in the Assistancy comes from their own resources. The meaning of the headings of various columns is as follows: C1 - Own resources; C2 - International donors; C3 - NGOs; C4 - Public funds; C5 - Society of Jesus; C6 - other religious organisations. Numbers in brackets below the percentages rank the three most important sources of funding Assistancy-wise. Column (7), with shaded figures, shows the row percentages over the budget financed by "international" sources (NGOs plus International). Column (8) shows the number of centres and the row percentage (Assistancy-wise) of centres whose total funding depends (more than 50 per cent) on the Society. Column (9) lists the same for centres whose funding depends (more than 50 per cent) on international donors plus NGOs resources.

FIGURE 3.12

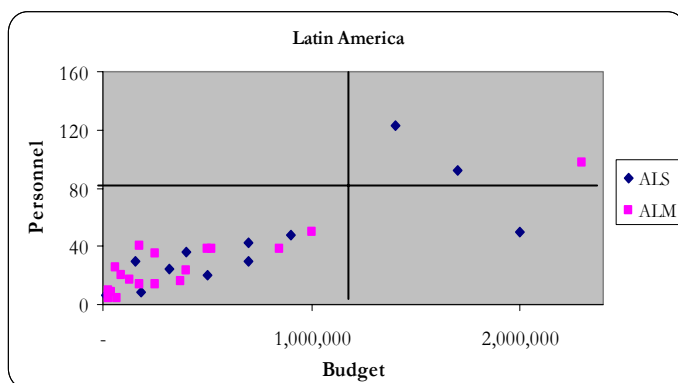


FIGURE 3.13

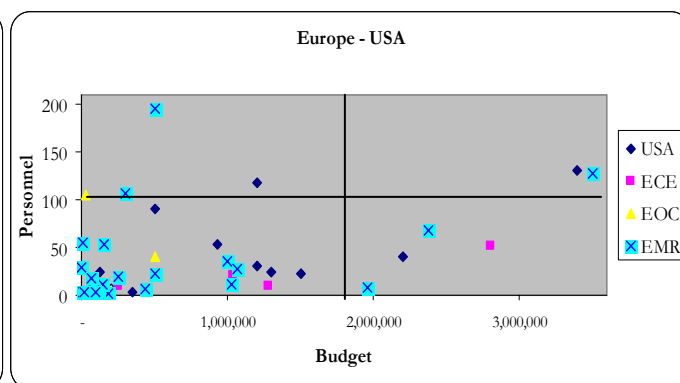


TABLE 3.17

Perceived impact on the beneficiaries

Assistancy	Very High		High		Medium (Average)		Low		Total Resp.	Non Resp
	N.	Per cent	N.	Per cent	N.	Per cent	N.	Per cent		
Africa & Madagascar	3	42.86	2	28.57	2	28.57	0	0.00	7	1
Asia & Oceania	22	18.97	59	50.86	33	28.45	2	1.72	116	1
ASM	15	15.15	54	54.55	29	29.29	1	1.01	99	0
ASO	7	41.18	5	29.41	4	23.53	1	5.88	17	1
Europe	10	25.00	21	52.50	7	17.50	2	5.00	40	1
ECE	1	14.29	4	57.14	2	28.57	0	0.00	7	0
EMR	9	33.33	14	51.85	3	11.11	1	3.70	27	0
EOC	0	0.00	3	50.00	2	33.33	1	16.67	6	1
USA	2	18.18	9	81.82	0	0.00	0	0.00	11	2
Latin America	4	12.50	23	71.88	4	12.50	1	3.13	32	1
ALM	2	10.00	15	75.00	3	15.00	0	0.00	20	1
ALS	2	16.67	8	66.67	1	8.33	1	8.33	12	0
All SCs	41	19.90	114	55.34	46	22.33	5	2.43	206	6

Note: (i) The percentages are calculated over the total number of respondents.

(ii) Shaded figures indicate values above the average for all SCs.

TABLE 3.20

Expectations. Province level

Assistancy	Percent of respondents over the sample	Financial	Coordination	Commitment and Guidance	Personnel-Formation	Other
		Per cent	Per cent	Per cent	Per cent	Per cent
Africa & Madagascar	75.00	33.33	0.00	50.00	33.33	0.00
Asia & Oceania	76.07	29.21	13.48	41.57	50.56	6.74
ASM	76.77	28.95	13.16	43.42	55.26	7.89
ASO	72.22	30.77	15.38	30.77	23.08	0.00
Europe	66.67	14.29	32.14	46.43	35.71	3.57
ECE	85.71	16.67	16.67	50.00	50.00	0.00
EMR	59.26	6.25	37.50	31.25	37.50	6.25
EOC	71.43	40.00	40.00	100.00	20.00	0.00
USA	61.54	37.50	37.50	75.00	0.00	0.00
Latin America	75.76	28.00	36.00	40.00	52.00	12.00
ALM	80.95	11.76	23.53	41.18	47.06	5.88
ALS	66.67	62.50	62.50	37.50	62.50	25.00
All SCs	73.24	26.92	21.15	44.23	44.87	6.41

Note: (i) The percentages are calculated over the total number of respondents to this question in each Assistancy (row percentages)

(ii) Shaded figures indicate values above the average for all SCs.

TABLE 3.21 Expectations. Assistancy level						
Assistancy	Percent of respondents over the sample	Financial	Coordination	Commitment & Guidance	Personnel-Formation	Other
		per cent	per cent	per cent	per cent	per cent
Africa & Madagascar	50.00	0.00	25.00	0.00	75.00	0.00
Asia & Oceania	47.01	20.00	40.00	41.82	12.73	7.27
ASM	48.48	20.83	39.58	37.50	14.58	8.33
ASO	38.89	14.29	42.86	71.43	0.00	0.00
Europe	42.86	5.56	72.22	33.33	11.11	0.00
ECE	57.14	25.00	100.00	0.00	0.00	0.00
EMR	33.33	0.00	77.78	44.44	22.22	0.00
EOC	57.14	0.00	50.00	50.00	0.00	0.00
USA	30.77	25.00	50.00	50.00	50.00	0.00
Latin America	54.55	33.33	50.00	38.89	5.56	5.56
ALM	57.14	25.00	58.33	33.33	8.33	8.33
ALS	50.00	50.00	33.33	50.00	0.00	0.00
All SCs	46.48	19.19	47.47	38.38	15.15	5.05
Note:						
(i) The percentages are calculated over the total number of respondents to this question in each Assistancy (row percentages) .						
(ii) Shaded figures indicate values above the average for all SCs.						

TABLE 3.22 Expectations. Society level						
Assistancy	Percent of respondents over the sample	Financial	Coordination	Commitment and Guidance	Personnel-Formation	Advocacy
		per cent	per cent	per cent	per cent	per cent
Africa & Madagascar	37.50	66.67	66.67	0.00	0.00	0.00
Asia & Oceania	41.03	10.42	25.00	60.42	3.42	4.27
ASM	39.39	12.82	25.64	64.10	1.01	5.05
ASO	50.00	0.00	22.22	44.44	16.67	0.00
Europe	33.33	0.00	42.86	35.71	4.76	2.38
ECE	28.57	0.00	50.00	50.00	0.00	0.00
EMR	29.63	0.00	37.50	37.50	7.41	3.70
EOC	42.86	0.00	66.67	33.33	0.00	0.00
USA	30.77	50.00	100.00	0.00	0.00	0.00
Latin America	63.64	14.29	52.38	33.33	0.00	15.15
ALM	71.43	6.67	53.33	40.00	0.00	14.29
ALS	50.00	33.33	50.00	16.67	0.00	16.67
Total	42.25	13.33	38.89	45.56	2.82	5.16
Note:						
(i) The percentages are calculated over the total number of respondents to this question in each Assistancy (row percentages)						
(ii) Shaded figures indicate values above the average for all SCs.						



SECOND PART

Assistancy-wise Study



CHAPTER 4

JESUIT SOCIAL CENTRES IN THE ASSISTANCY OF AFRICA & MADAGASCAR

4.1 INTRODUCTION

The African Assistancy groups 21 social centres located across its 6 provinces: Central Africa (ACE), Western Africa (AOC), Eastern Africa (AOR), Madagascar (MDG), Zambia-Malawi (ZAM), Zimbabwe (ZIM) and one region Rwanda-Burundi (RWB). Nigeria-Ghana (NIG) and Mozambique (MOZ) belong to the New York and Portuguese Provinces⁷⁴ respectively and do not have any social centre. ACE has the highest number of centres (5), followed by MDG (4 centres), AOC and ZAM (3 centres each).

From these 21 centres we received only 8 questionnaires (40 per cent of the total); this is one of the lowest reply-ratios among the Assistancies. Given this low coverage the analysis and conclusions of this chapter should be taken with caution. Table 4.1 explains the location of these centres.

The three oldest centres (CERAP-INADES, CEPAS and CEFOD) were established in French-speaking Africa in the sixties, shortly after the independence wave that swept across the continent, while the two Zambian centres (JCTR and KATC) were founded in the eighties. Three centres have been very recently created: Centre Social Arrupe in Madagascar, Jesuit Hakimani Centre in Kenya and the socio-cultural Centre of Urumuri in Rwanda.

4.2 ACTIVITIES

According to information provided by the questionnaires, African Social Centres are oriented largely towards **socio-political analysis and peace and justice issues**: the two main fields of intervention are in fact "Socio-economic development" (37.5 per cent of centres) and "Peace, Conflict Resolution, Justice" (25 per cent of centres), followed by "Politics"⁷⁵. The fields of intervention appear to be specific to Africa and very relevant to the present socio-political situation prevalent in most of the African continent, marred as it is by pervasive and long-lasting conflicts and characterised by weak democratic processes. The fact that so many centres have taken up the issue of conflict, peace and reconciliation indicates the effort being made to confront one of the main troubles afflicting the continent.

In terms of activities, SCs are chiefly engaged in **research** and **formation** activities, as is evident from table 4.2 in the next page.

In particular:

- All but one centre are involved in some type of research and publication activity. Most centres involved in research have a library/documentation centre, a service that appears to be central to the activities of most of these centres. Table 4.3 in the next page lists the main publications of African SCs (bulletins, reports, monographs, etc).

African Social Centres are oriented largely towards socio-political analysis and peace and justice issues

Prov	Name	Acronym	Country	Founded
ACE	Centre d'Etudes pour l'Action Sociale	CEPAS	DRC	1965
AOC	Centre de Recherche et d'Action pour la Paix	CERAP	Ivory Coast	1962 (INADES)
AOC	Centre d'études et de formation pour le Développement	CEFOD	Tchad	1966
AOR	Jesuit Hakimani Centre		Kenya	2004
MDG	Centre Social Arrupe		Madagascar	2004
RWB	Centre Culturel "Urumuri"		Rwanda	2004
ZAM	Jesuit Centre for Theological Reflection	JCTR	Zambia	1988
ZAM	Kasisi Agricultural Training Centre	KATC	Zambia	1986

⁷⁴ The process for an independent new province of Nigeria is almost in its final stages. Angola belongs directly to the Portuguese province. Morocco and Algeria belong to the French province. The province of the Near East (PRO) includes Lebanon, Egypt, Syria and Turkey and does not form part of the African Assistancy.

⁷⁵ One centre, KATC, is different from all the others in that it is an agricultural training centre for small farmers.

TABLE 4.2 Summary of activities	
Social Centre	Description
CERAS - DRC	Promotion of justice and of a just development through socio-economic and political analyses/studies, drawing inspiration from Catholic Social Teaching. The study of political transition in the DRC is the unifying element of analysis among the different sectors of the centre.
Centre Arrupe -Madagascar	Foreseen activities: animation and assessment of the social apostolate; seminars and conferences; publications; documentation and library service.
Hakimani Centre - Kenya	Formation; research & publication; advocacy; consultancy
CEFOD - Tchad	CEFOD is a place for critical reflection and studies, for dialogue, formation and information. Open to all, regardless of ethnic, political and religious affiliations, it aims at the socio-economic and political development of the country. It offers management training, information, monitoring & management activities to managers, men and women, coming from NGOs, civil society, public administration and private enterprises.
Centre Urumuri - Rwanda	Values of Rwandan culture: talks, conferences, movies, artistic performances, library.
CERAP - Ivory Coast	Politics, democracy and human rights - social action in urban setting - documentation and publication.
KATC - Zambia	Training in organic agriculture to farmers, government & extension officers, school teachers, NGOs (short courses: 5 days), publication, radio programmes.
JCTR - Zambia	We aim to foster, from a theological perspective based on a faith-inspired reflection, a critical understanding of current issues that will generate action for positive change. Our mission is to promote an inculturated faith (making our faith both more genuinely Christian and more authentically African), integral human development, gender equity, and empowerment of local communities in the work of justice and peace, and the integrity of creation (ecological respect and environmental justice).

- Formation is also a common activity in 6 out of 8 centres, and is carried out through different means, such as seminars and conferences; courses, on-the-job training.
- Only one centre, CERAP, explicitly mentions social action in the description of its activities. No single centre has a strong involvement in direct social action.

From the considerations above, it would appear that African SCs, especially the older ones, are built on the standard “European” model and are mostly devoted to reflection and analysis activities. Analysis of the questionnaires available suggests that direct social action, i.e. working directly with the most marginalised sectors of society, whether through personal care or through empowerment, is not common among the

African centres. This orientation is backed by the analysis in Chapter 2.3 (covering the entire population of SCs), which indicates that African centres are, among all the Assistancies, relatively less engaged in social action.

4.3 PERSONNEL AND BUDGET

The number of **personnel** involved in the sampled African SCs is quite limited: **in all**, 16 Jesuits are working in the 8 centres, with 124 employees and 5 volunteer collaborators. The employees are mostly concentrated in three centres. The number of volunteers is dismally low and concentrated in a single centre. Given the relatively small number of active Jesuits in Africa, however, the commitment of Jesuit personnel to the Social Centres is not so small.

In comparison with other Assistancies, however, the total number of personnel (including collaborators) is the second lowest (after EOC), and the same is true of the projected estimate of total number of personnel (accounting for the relatively small number of AFR centres). As evident from tables 4.4 and 4.5, the distribution of personnel is far from homogeneous: the three new centres fall in the very small category (with a personnel lower than 5), only one other centre falls in the small category, one in the medium category; the remaining three are in the large category

TABLE 4.3 Publications	
Social Centre	Main Publications
CEPAS	* Revue Congo-Afrique (10 numbers) * Publication of Monographs on specific social themes
Centre Arrupe	* Journal Lakioa et Madagascar (since 1930)
Hakimani Centre	* Points of View (quarterly) - Bulletin of Jesuits of Eastern Africa
CEFOD	* Tchad et culture (monthly) * Revue Juridique Tchadienne
Centre Urumuri	-
CERAP	* Débats, Courrier de l'Afrique de l'Ouest
KATC	* Sunrise (bimonthly)
JCTR	* Quarterly Bulletin and Policy Briefs

TABLE 4.4 Centre-wise distribution of personnel by categories					
CENTRE	SJ	EMPL	COLL	VOL	TOT
CEPAS	1	0	5	0	6
Centre Arrupe	1	2	0	0	3
Hakimani	3	0	0	0	3
CEFOD	2	41	0	0	43
Centre Urumuri	2	2	0	0	4
CERAP	4	32	0	0	36
KATC	2	35	0	0	37
JCTR	1	12	0	0	13
TOTAL	16	124	5	0	

TABLE 4.7 Distribution of Social Centres by main source of funding			
SOURCE	PER CENT ON TOT BUDG	N. OF SC	N. OF SC >70 PER CENT
SJ	2.94	2	0
Church	1.81	1	0
NGO	5.43	1	0
Public	3.62	1	0
International	65.34	4	3
Own	20.86	5	0

TABLE 4.5 Social Centres by personnel-size	
Size	N. of SCs
Small (0-10)	4
Medium (11-25)	1
Large (26-50)	3
Very Large (>50)	0
Na	0

The main sources of funding for African SCs are international donors, contributing 65 per cent of the overall budget (Table 4.7), while their own funds come second as a source of financing (21 per cent). The new centres are financed wholly by the Society.

(with a personnel between 26 and 50). The three biggest centres alone (CEFOD, CERAP and KATC) account for 80 per cent of total personnel.

The total annual **budget** of African SCs is 2,200,000 USD; the average budget per centre is 368,000 USD. It is interesting to note that it is on the same scale as the average budget in ALM. The distribution of the budget among the sampled centres is not homogeneous (Table 4.6). CEFOD is a very large centre with a budget of over 1,000,000 USD, which is almost half of the total budget. The three new Social Centres account for a very minor portion of this budget. Hakimani Centre has an annual budget of 10,000 USD. The other two centres provided no information regarding budget size, but from the low number of personnel we may infer that it is quite limited.

TABLE 4.6 Annual budget	
CENTRE	ANNUAL BUDGET
CEPAS	180,000
Centre Arrupe	-
Hakimani Centre	10,000
CEFOD	1,000,000
Centre Urumuri	-
CERAP	330,000
KATC	200,000
JCTR	500,000
TOTAL	2,220,000

4.4 TRENDS AND PERSPECTIVES

The growth pattern of African SCs is not very bright: only 3 centres, that is, less than half the sampled centres, have experienced a growth in personnel (in the case of JCTR personnel the increase has been five-fold). One centre, CEFOD (the centre with the highest personnel, at present in a period of internal reorganisation while faced with a decrease in its funding sources) has cut down its personnel. Three centres complain of lack of personnel – JCTR, the centre with the biggest personnel growth – thinks itself understaffed by 100 per cent.

Further, future perspectives of budgetary growth are not positive; quite the contrary in fact. Only one centre foresees an increase in budget. Four other centres consider their budget to be adequate. In addition, at least three centres depend on one single funding source for more than 70 per cent of their annual budget and in all three cases these are international sources. The table below (Table 4.8) summarises this information concerning personnel and budget.

The future growth pattern of African SCs is not bright

TABLE 4.8 Summary of budget and personnel information					
Centre	Personnel	Budget	Variation personnel	Understaffed	Foresee incr. budget
CEPAS	Small	Small	0	10	0
Centre Social Arrupe (*)	Small	-	50	-	10
Jesuit Hakimani Centre (*)	Small	-	0	-	30
CEFOD	Large	Large	-5	0	0
Centre Urumuri (*)	Small	-	new	-	10
CERAP	Large	Medium	20	0	10
KATC	Large	Medium	40	10	0
JCTR	Medium	Medium	500	100	0
Note: Figures in the last three columns indicate the variation in percentage. The negative sign (-) shows that there has been a fall.					

From this table we see that the newly established centres, marked by (*) run on low budgets, have small staff and tend to rely on external funds or on Jesuits funds. The first source makes them vulnerable to the vagaries of Development Aid and international donors; the second constrains their growth since SJ funding is naturally limited and holds little prospect for growth. Older centres are relatively bigger in size, although their growth prospects are uncertain – probably due to their financial dependence on international sources.

The main **changes** experienced by the centres evolved around organisational issues but also touched the mission and the vision of the centres – in some cases bringing about a major redefinition of the institution – such as in the case of CEFOD, CERAP and KATC (Table 4.9).

4.5 STRENGTHS AND DIFFICULTIES

Centres assess the impact of their interventions on beneficiaries as very positive: all centres – with the exception, understandably, of the new ones – consider it “high” or “very high”.

The number of centres involved in consultancy/collaboration activities is very high (7 out of 8 centres), denoting a good linkage of the centres with their surrounding realities. As regards organisational development, if we do not take into account new centres that have hardly started their activities, all centres score very well in this respect. If we also take into consideration newly founded centres, we find that they are neither equipped with a clear organisational structure nor with a mission statement. This probably indicates, as will be confirmed later, that these centres are starting out with a relatively low level of operation and organisational structure.

TABLE 4.9 Main strategic changes			
CENTRE	CHANGES	MISSION	ORGAN/STRUCT
CEPAS	Organisational: structure by areas of intervention		✓
Centre Arrupe	Set the vision; set objectives; set structure	✓	✓
Hakimani Centre	Centre in creation; set objectives; define structure	✓	✓
CEFOD	New director, new member in the Board of Director, strengthen relationship with personnel		✓
Centre Urumuri	-		✓
CERAP	Re-thinking of intellectual production and formation	✓	
KATC	Change in the message: organic agriculture; emphasis on one district	✓	
JCTR	Clarification of mission; better M&E, log frame planning, wider outreach	✓	

The main **strength** of the African centres is that they feel supported by the Society, in particular by their province; also, the quality of their personnel and the reputation they enjoy are important assets⁷⁶.

According to the centres the major **difficulties** encountered are financial and personnel-related (Table 4.10). Almost all centres complain about financial difficulties, particularly related to diminishing donors' funds. Five centres complain about personnel problems; four of these explicitly mention lack of Jesuit personnel as a problem.

As regards the proposed solutions (Table 4.11), centres ask for more collaboration among provinces, especially with a view to tackling the Jesuit personnel problem (CEPAS, KATC and JCTR), but also for more networking and fund-raising efforts (Centre Arrupe, CEPAS, CEFOD). Centres feel that another way to tackle the issue of Jesuit personnel is to raise the awareness of Jesuits vis-à-vis the social sector, and to offer more focused formation programmes for young Jesuits (Centre Arrupe, CEFOD and JCTR).

4.6 CONCLUSIONS

Despite some active innovation (for example, the creation of new centres, or the re-organisation processes initiated by a few of the older centres), African SCs show a **certain degree of fragility**, both in terms of finances and Jesuit personnel. The latter in particular is the element that poses the most pressing question mark, one that will determine the sustainability of JSC in Africa. This is especially the case given the fact that many of these centres are experiencing a transition, with new young African Jesuits taking up the responsibility of managing the centres.

This element requires some reflection, evaluation and planning at the level of the Provinces and Assistancy. Possible avenues to be explored could be: a concerted effort at the inter-provincial level for the re-allocation of Jesuits to the social sector and, within the social sector, to the provinces most in need, and the designing of joint formation programmes for young Jesuits.

African SCs are strongly oriented toward research and documentation. The fact that a number of centres have taken up the issue of conflict, peace and reconciliation indicates the effort to confront one of the main issues afflicting the continent. What is missing is a **stronger link with grass-roots**. This could be achieved with the help of other Jesuit centres or other institutions of civil society involved, for instance, in socio-pastoral work, perhaps through parishes in rural areas. The impressive network of collaborations that most centres enjoy indicates that there is some potential in this direction.

⁷⁶ For details see Table A 4.1 CD.

TABLE 4.10 Difficulties				
CENTRE	DIFFICULTIES			
	EXT.	PERSONNEL	FINANCIAL	OTHER INTERNAL DIFFICULTIES
CEPAS	-	Low quality of personnel	Procurement of funds	Need more space
Centre Arrupe	-	Lack of Jesuits		
Hakimani Centre	-		Finance	
CEFOD	-	Handing over to new Jesuits	High communication costs, decreasing funds from international donors	
Urumuri Centre	-		Procurement of funds	
CERAP	-		Wages of lay personnel	
KATC	-	Jesuit replacement	Finances of donors pull out (at the moment not a problem)	
JCTR	-	Only one Jesuit	Financial accounting and reporting are weak	work overload; crowded office space; need to strengthen management structures

TABLE 4.11 Proposed solutions			
	Province	Assistancy	Society
CEPAS	Financial help; promotion of income-generating activities	Collaboration at inter-provincial level to send qualified Jesuits	Financial help (FACSI or a similar fund to be created by SJS)
C. Arrupe	Raise awareness of Jesuits. Push for a concrete commitment At the province level : promote networking		
Hakimani	Help in funds procurement	na	na
CEFOD	Formation of young (Jesuits?)	Allocate young qualified Jesuits	Promote collaboration with other centres, fund-raising from other centres and/or provinces
Urumuri	na	na	na
CERAP	na	na	na
KATC	Provincial to continue support and advice	Send a young Jesuit from DRC to help Zambia-Malawi, encourage young Jesuits to work in rural areas	na
JCTR	New Jesuits – Sensitise young Jesuits	Recruit Jesuit from other Provinces	na



CHAPTER 5

JESUIT SOCIAL CENTRES IN THE ASSISTANCY OF SOUTH ASIA

5.1 INTRODUCTION

The South Asian Assistancy (ASM) is one of the Society's biggest in geographical terms and as regards the number of active Jesuits working there. It also has the highest number of Jesuit Social Centres (102) spread across 4 zones: the Southern Zone, where there are 31 centres; the Central Zone with 19 centres; the Western Zone with 22 Centres; and the Northern Zone with 27 Centres⁷⁷. In addition there are two national centres (Indian Social Institute in New Delhi and Bangalore) and one zonal centre in its initial stage for the Central Zone. This last in the Central Zone called Bagaicha is located in Ranchi, the capital of the newly founded state of Jharkhand.

It should be mentioned that the Assistancy is not limited to India alone, but also includes the Provinces of Nepal and Sri Lanka. The latter has started some social work in Pakistan.

The number of questionnaires considered for this analysis corresponds to almost the total number of ASM Social Centres: 99 questionnaires over 102 listed social centres⁷⁸. This is the highest reply-ratio recorded among all of the Assistancies, implying that almost one third of questionnaires received are from the ASM Assistancy. It is, in all likelihood, a sign of good coordination between the Assistancy Coordinator and the Centres, but it is also a sign of the readiness on the part of the centres to make their voice heard, and of a certain expectation of support from the Society.

The distribution of centres that have responded to the questionnaire across zones and provinces is given in Figure 5.1 and Table 5.1.

The distribution of SCs within the different zones and provinces shows some differences:

- The highest density of centres is in the

FIGURE 5.1

Distribution of sampled centres across Zones (percentage of total centres in the Assistancy)

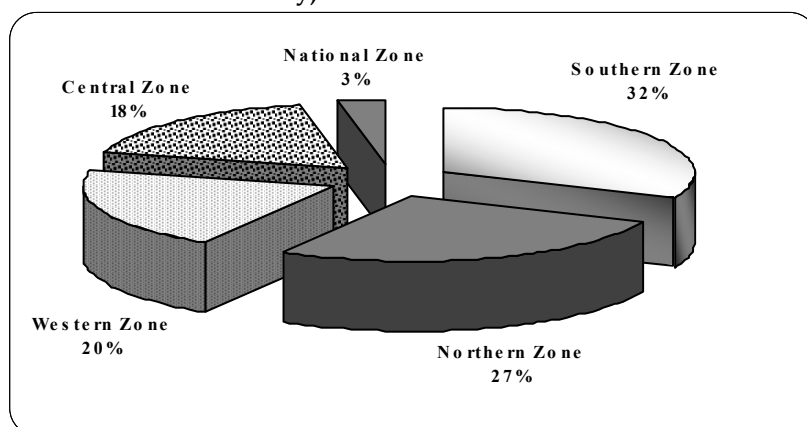


TABLE 5.1

Province-wise distribution of SCs

Southern Zone		Central Zone		Western Zone		Northern Zone	
Prov.	N. of SCs	Prov.	N. of SCs	Prov.	N. of SCs	Prov.	N. of SCs
AND	4	DUM	4	BOM	9	CCU	1
KAR	5	HAZ	5	GOA	1	DAR	6
KER	9	JAM	2	GUJ	7	PAT	11
MDU	10	MAP	2	PUN	3	DEL	4
SRI	3	RAN	5			KHM	2
						NEP	4
Total	31		18		20		27

Southern Zone, followed by the Northern Zone.

- Within the Southern Zone, KER and MDU seem to have the greatest number of Centres, while a somewhat even distribution of centres appears among the various Provinces in the Central Zone.
- In the Western Zone, GOA and PUN seem to have been facing difficulties in developing SCs.
- In the Northern Zone, SCs from PAT dominate, while CCU has only one centre.

The distribution of centres across zones partially reflects the relative density of Jesuit presence across ASM- as measured by the number of Jesuits of each Province/Zone (see table 5.2 below). The Southern Zone has

⁷⁷ The distribution of Provinces across Zones is as follows. Southern Zone: AND-KAR-KER-MDU-SRI; Central Zone: DUM-HAZ-JAM-MAP-RAN; Western Zone: BOM-GOA-GUJ-PUN; and Northern Zone: CCU-DAR-PAT-DEL-NEP-KHM.

⁷⁸ The three missing centres are Jan Sevamandal and Shilpalaya of BOM Province and XIDAS (MAP). The latter actually sent the questionnaire, but the analysis had already been drafted by the time it arrived.

the highest density, both of Jesuits and of Social Centres. In the Central Zone the number of Jesuits is relatively higher than the number of Social Centres, and the reverse is the case in the Northern Zone. We shall anticipate however that, on average, Social Centres in the Central Zone are bigger in terms of personnel (Jesuit and lay) and budget. The relatively lower number of centres should not necessarily be considered as a sign of a weak commitment to the social apostolate in this area.

TABLE 5.2 Relative density of SCs and Jesuits in ASM							
Southern Zone		Central Zone		Western Zone		Northern Zone	
per cent of SCs	per cent of SJ	per cent of SCs	per cent of SJ	per cent of SCs	per cent of SJ	per cent of SCs	per cent of SJ
32.29	31.06	18.75	29.52	20.83	18.91	28.12	20.48

The overarching objective of ASM centres is to facilitate and build up people's movements

Social Centres in ASM are relatively young as they were created mostly in the 70s and the 80s. As will be evident in the course of the analysis, the overarching objective of ASM centres is to facilitate and build up people's movements. That is, mobilisation and organisation at the grassroots level and fighting for their rightful place in the society at large is the main agenda of these centres. Different strategies of interventions are followed, from education (non-formal or remedial) and formation of self-help groups (SHG), to awareness raising, training in mobilisation and organisation, issue-based struggles, action-oriented research, advocacy and lobbying. Almost 80 per cent of centres are rural based and it is only in the recent past that some urban centres have come up.

The two Indian Social Institutes (ISI), located in Delhi and Bangalore, continue to serve as leading social centres in North and South India respectively. Besides the two ISIs, there are many small and very small social centres, a large number of them the result of individual initiatives. ASM social centres considered as a whole would constitute an impressive platform, and yet, it appears- in the words of the Assistancy Coordinator of the Social Apostolate - that these centres have a long way to go in building up synergies.

Secular and Church groups expect a great deal from Jesuit Social Centres. They look up to Jesuits to provide a larger secular platform for civil society's movements and actions. The recent emergence of a new

Jesuit-supported platform - the South Asian People's Initiatives (SAPI) - is an example of the aggregation potential of Jesuit centres for opening up new avenues of joint social action such as building solidarity movements, promoting large level campaigns and lay leadership.

An extensive evaluation of Jesuit Social Action in South Asia was carried out in 1999. This evaluation, a milestone for the Assistancy and the social sector, produced an Evaluation Report⁷⁹ and a document called *Walking with the Poor*.

5.2 ACTIVITIES

Analysing the summary description of activities provided by the centres⁸⁰, we have identified five main categories of activities in which the centres operate (with any single centre likely to operate in different activities).

These are:

Support to Civil Society. This includes the big majority of centres (84 per cent). Given the great variety of interventions in this field, we have divided this category into three sub-categories. These are:

- i. **Formation/Empowerment** (79 per cent of all centres), which includes activities for the creation, support and formation of groups and movements, and self-help groups for the defence and promotion of the rights of minorities or marginalised groups. It also includes participation in wider networks with other organisations, and the setting-up of information and documentation centres or information points.
- ii. **Advocacy/legal action** (33 per cent of all centres), which entails both direct legal advice and support to groups/individuals who are victims of abuse, as well as legal training and awareness activities in favour of marginalised groups (dalits, adivasis and women). Advocacy is carried out through lobbying, monitoring and campaigning, mostly at state or national level.
- iii. **Cultural preservation** (12 per cent of all centres), which includes formation, information and research activities aimed at safeguarding and disseminating local cultures and traditions (mainly adivasi).

⁷⁹ JESA Evaluation Commission, *JESA Evaluation Report*, 1999, New Delhi.

⁸⁰ See Table A.5.1 and A.5.1a in the Annex CD for details and province-wise classification.

It should be noted that several centres involved in support to civil society activities as described above are explicitly devoted to human rights promotion and defence, be it through formation/empowerment or advocacy/legal advice. These centres correspond to 19 per cent of all social centres.

Education/Vocational Training. This category includes activities related to formal/non formal education, popular education, vocational and job training. They are meant chiefly for young people and women, but also adults in general. 77 per cent of centres provide some sort of education/training.

Development/Rural (53 per cent). In this category we included traditionally “developmental” activities carried out by local NGOs, ranging from health and sanitation programmes and watershed management, to income-generating activities, micro-credit and rural savings schemes. In the majority of cases these activities fall in with rural development aims: supporting agricultural development, and therefore small farmers, labourers and rural communities through training and research; sustainable agriculture programmes; environmental protection; support to farmers’ unions and cooperatives, and support to traditional and organic agriculture.

Social Services (26 per cent of centres). This entails provision of basic goods and services, such as shelter, food and primary health care for the homeless, street children, the handicapped, drug de-toxification and rehabilitation centres

Research (24 per cent). This includes Social Analysis, but also, though to a lesser extent, agricultural and environmental research, and study of cultures and religions. Most often it is a complementary activity, carried out in tandem with others. Only a few centres in ASM are exclusively devoted to research as illustrated in the analysis of the focus of activities later in the chapter.

The absolute and relative distribution of activities is given in table 5.3.

It appears that ASM Social Centres pursue social justice mostly by working for, and with, local groups and communities through empowerment, formation and advocacy. Another field where they seem to be

TABLE 5.3

Distribution of Centres according to main activities

Activity	N. of SC	per cent of SC
Support to Civil Society	83	84.0
Formation/Empowerment	78	78.8
Advocacy/legal action	33	33.3
Cultural preservation	12	12.1
Education - Vocational Training	76	76.8
Development/Rural	52	53.0
Social Services	26	26.3
Research	24	24.2

particularly strong is education and vocational training.

Again, if we look at the categories of activities across Zones (Table 5.4), civil society support and education are the activities that figure prominently across all of them, although support to civil society is more common in the Central Zone and relatively less common in the Northern Zone. The Central Zone seems to be relatively more involved in research activities and less involved in social services provision. The Southern Zone is next the to the Central Zone in research activities.

TABLE 5.4

Zone-wise distribution of activities (percentage of centres in each Zone)

Zones	Civil Society	Edu/ VT	Social Services	Research	Devel.
Southern Zone	87.10	80.65	29.03	25.81	64.52
Central Zone	94.44	77.78	16.67	44.44	50.00
Western Zone	85.00	70.00	30.00	10.00	55.00
Northern zone	70.37	77.78	29.63	11.11	44.44
Overall	84.00	76.80	26.30	24.20	53.00

Reading this in the light of the recommendations of the JESA Evaluation Report yields some further insight. In this report it was urged that “social action”, defined as the “direct involvement in the struggle of the oppressed and the marginalised for structural changes”, should become “the primary option of the Jesuit social apostolate”, while social services and developmental activities, less effective in achieving social change, “should be confined to the most urgent needs”⁸¹. The analysis of the activities above clearly indicates that SCs are **gradually moving towards “social action” through “support to civil society”, while social services tend to take a more marginal role.** This type of re-orientation or transformation is more

⁸¹ JESA Evaluation Report, pp. 12-13.

The average number of Jesuits per centre is high (2.4)

visible in the Central Zone, where the relative number of centres involved in civil society support is the highest of all the Zones and provision of social services the lowest. This re-orientation is relatively less visible in the Northern Zone.

A trait common to the activities of the South Asian Social Centres is the **target group**, i.e. the people for whom the Jesuits, and the centres, work. For the great majority of centres these are in fact the tribal groups (where specified, Dalits), also identified as rural groups or communities (details about target groups are available in table A.5.1 in the Annex CD). Since the majority of tribals live in the rural areas of India it follows that most centres are rural centres.

In the Central and Southern Zones, 78 and 55 per cent of centres respectively declare that they are working with Dalits or tribal groups and individuals (Table 5.5). Centres in the North seem to be more oriented to working with women and children (52 and 26 per cent of centres respectively). In the Western Zone too, women form an important priority target group (25 per cent of centres). The Central and the Southern Zones show less attention to this group.

TABLE 5.5

Zone-wise distribution of Centres according to target groups

Zones	Women	Dalits/ Tribals	Youth/ Children
Southern Zone	6 (19)	17 (55)	9 (29)
Central Zone	1 (6)	14 (78)	3 (17)
Western Zone	5 (25)	8 (40)	4 (20)
Northern Zone	14 (52)	6.00 (22)	7.00 (26)
Overall	26 (27.08)	45 (46.88)	23 (23.96)

Note: Figures in round () brackets represent percentages of Centres dealing mainly with each target group to the total number of Centres in the zone.

As highlighted in Chapter 3, South Asian Social Centres are **strongly focused on direct social action and formation** (60 and 40 per cent of centres respectively declare it as their main focus of activity). Only 11 centres declare reflection to be their main focus. It should be noted however that 74 per cent of centres indicate that they are involved in varying degrees in some reflection activities. This suggests that research activities are mostly complementary or “ancillary” to direct

action or formation activities. It may also be concluded that the two national centres (ISIs) in New Delhi and Bangalore are expected to concentrate on research and act as reference poles for other smaller centres.

5.3 PERSONNEL AND BUDGET

Personnel

Compared to other Assistancies, ASM Social Centres mobilise the highest absolute number of personnel, both lay and Jesuit. As is evident from Table 5.6, the **average number of Jesuits** per centre working in ASM centres is **quite high (2.4)** as compared with other Assistancies; this also holds for the **average number of employees and collaborators** (although it should be noted that the latter are concentrated in 19 centres, mainly working in training or formal/non formal education).

The number of volunteers is instead relatively small⁸² (Table 5.7). This might indicate either that the old Gandhian spirit of voluntary work has been by now supplanted by a more “professional” NGO approach, or that there are organisational/administrative limitations to involving volunteers in the centres’ activities.

Twenty-six per cent of SCs are managed by Jesuits without employees, but only with the help of collaborators (21 per cent) or even volunteers (5 per cent). So, although volunteers are not significant in number in the whole of the Assistancy, they are still vital to the functioning of at least five SCs.

Table 5.7 groups centres according to personnel-size. We note that although there is an even spread among the different categories (small-medium-large-very large), the concentration is at the lower end of the spectrum: 58 per cent of ASM centres work with personnel of 25 or less, that is, they belong to the small – medium size. Furthermore, as much as one quarter of these centres, i.e. 15 per cent of total ASM centres, belongs to the very small category, with personnel of 5 or less.

If we look at the personnel size across the different zones we note that:

- The average number of Jesuits working in

⁸² We may add that 78 per cent of all volunteers in ASM are concentrated in only 3 centres: Arrupe Legal Foundation, Research and Training Centre (HAZ); Taru Mitra (PAT); and Bihar Dalit Vikas (PAT). We may also note that 63 per cent of all centres in ASM do not have any volunteers.

TABLE 5.6 Distribution of personnel by type and Zone										
	All ASM		Southern Zone		Central Zone		Western Zone		Northern Zone	
Personnel	N.	Average	N.	Average	N.	Average	N.	Average	N.	Average
Jesuits	233	2.35	77	2.48	54	3.00	37	1.85	53	1.96
Employees	2,390	24.14	706	22.77	327	18.17	785	39.25	495	18.33
Collaborators	1,240	12.65	210	6.77	640	35.56	220	11.00	168	6.22
Volunteers	1,442	-	-	-	-	-	-	-	-	-
Total	5,305		993	32.03	1,021	56.72	1,042	52.10	716	26.52

TABLE 5.7 Distribution of Centres by number of personnel (SJ+empl.+collab.)										
	All ASM		Southern Zone		Central Zone		Western Zone		Northern Zone	
	N.	% on ASM	N.	% on zone	N.	% on zone	N.	% on zone	N.	% on zone
Very Small (0-5)	15	15.15	7	22.58	1	5.56	2	10.00	4	14.81
Small (0-10)	31	31.31	13	41.94	5	27.78	3	15.00	9	33.33
Medium (11-25)	27	27.27	11	35.48	4	22.22	5	25.00	6	22.22
Large (26-50)	18	18.18	4	12.90	1	05.56	4	20.00	9	33.33
Very Large (>50)	23	23.23	3	9.68	8	44.44	8	40.00	3	11.11
Total	99	100	31	100	18	100	20	100	27	100
Note:										
(1) This analysis does not consider the three centres (ISI-Delhi, ISI-Bangalore and Bagaicha) that are not located in a particular Province.										
(2) The category 'Very Small' is a sub-category of the category Small; the percentages of the shaded row are included in the next row and hence the column totals of percentages do not add up to 100. (3) Percentages are calculated on the total number of Centres in a Zone.										

SCs is particularly high in the Central Zone (3 Jesuits), and relatively low in the Western Zone.

- The Western Zone has instead a relatively high number of employed personnel (39 employees on average - almost one-third of the total employed personnel in the Assistancy), while the lowest number of employees is in the Central Zone.
- The Central zone has, on average, the highest number of lay and Jesuit personnel. These centres heavily rely on **collaborators** rather than **employees** (2 out of 3 persons in the staff is a collaborator, on average). This might be due to financial and administrative constraints. The fact that financial constraints are relatively high in this zone (see below) might indicate that the first hypothesis is the prevailing one.
- The Western and the Central Zones have a relatively higher number of large and very large centres (50 and 60 per cent of centres respectively). If we look at the distribution across provinces, we note that Bombay and Gujarat do not have any small centre (see table A.5.2 in the CD Annex).
- The zone with the highest percentage of small and very small centres is the Southern Zone followed by the Northern Zone (42 per cent and 33 per cent respectively).

Budget

ASM centres operate, in general, on very low budgets: together they mobilise 7,620,500 USD - 82,832 USD on average for each centre. Table 5.8 shows that the distribution of resources is quite uneven across the different zones: centres in the Central and Western Zones have a considerably higher average budget, while centres in the Southern Zone have the lowest relative budget.

This information, matched with the data on personnel in the above paragraph, would seem to confirm that centres in the Southern and in the Northern Zones are on average smaller than their neighbours in Central and Western India -in terms of both personnel and resources.

Overall more than **one third of centres operate on very small budgets** (less than 15,000 USD) and only **nine centres** have a budget of 200,000 USD or higher: four of them are located in the Central Zone (three of them in RAN Province), two in the

Centres operate generally on low budgets

TABLE 5.8 Annual budget (USD)				
Annual Budget	South	Central	Western	North
Total	1,133,040.00	2,835,648.83	1,768,469.00	1,399,323.00
Average	39,070.34	157,536.05	110,529.31	53,820.12

Almost two thirds of existing centres increased their personnel over the past five years

TABLE 5.9 Distribution of Centres by budget size (USD)								
	Southern Zone		Central Zone		Western Zone		Northern Zone	
Annual Budget (USD)	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone
Small (<80,000)	24	77	9	50	11	55	21	78
Medium (80,000-200,000)	4	13	5	28	3	15	4	15
Large (200,000-500,000)	1	3	3	17	1	5	1	4
Very Large (>500,000)	0	-	1	6	1	5	0	-
na	2	6	0	-	4	20	1	4
Total	31	100	18	100	20	100	27	100
Very Small (<15,000)	14	45	4	22	4	20	11	41

Western Zone, while the Southern and the Northern have only one each⁸³. As the table above shows, in the South 45 per cent of centres operate on a budget lower than 15,000 USD. In the Central and Western zone this percentage is halved to 20 per cent (Table 5.9).

In the Southern Zone the percentage of small budget centres goes up to 77. The provinces with the smallest centres are MDU and KER in the Southern Zone and PAT in the Northern Zone (for Province-level data see table A.5.2 in the CD Annex). If we look at the source of funding (Table 5.10), we see that ASM centres depend mainly on international funding (45 per cent of total budget), own funds (18 per cent), and Society's funds (15 per cent). In spite of the high level of collaboration with NGOs and other institutions in civil society, funds received from these sources are very limited.

TABLE 5.10 Social Centres: origin of funds		
Origin Funds (3)	per cent of total budget	N. of SCs
SJ	14.68	63
Church	4.93	11
NGO	4.46	17
Public	13.21	35
International	44.94	70
Own	17.80	51

5.4 TRENDS AND PERSPECTIVES

Personnel and Budget

Jesuit Social Centres in the Assisnancy are **growing and expanding**: almost two thirds of existing centres increased their personnel over the past five years against a mere 15 per cent of centres that decreased it.

TABLE 5.11 Variation in staff		
Variation personnel	N. of SCs	per cent of total SCs
Increased	63	63.64
Decreased	15	15.15
No change	11	11.11

The Northern Zone is the zone with the highest number of centres that have increased their personnel lately; the Southern Zone, on the other hand, is the one with the highest number of centres which have decreased personnel. The perception of being understaffed is felt by the vast majority of centres, but particularly among those of the Central Zone (which, it may be recalled, is the zone with the highest average number of personnel – both Jesuit and lay); the centres in the Northern Zone – where a relatively higher number of centres have increased personnel – feel less understaffed than those in the other zones.

Among the centres that have reduced personnel⁸⁴ we singled out three which seem to be undergoing a rather critical phase:

⁸³ These are CENDERET (JAM), Animation Rural Outreach Service (RAN), Xavier Institute of Social Service – XISS (RAN), Kishore Nagar (RAN) for the Central Zone; Behavioural Science Centre – BSC (GUJ) and Social Centre (PUN) for the Western Zone; Dr Ambedkar Cultural Academy (MDU) for the Southern Zone and Bihar Dalit Vikas Samiti (PAT) for the Northern Zone. The ninth is ISI, Delhi, which does not belong to any of the zones.

- **Sanskriti, Institute of Cultural Research and Action (KER)**, which has reduced its personnel by 50 per cent and has a low self-assessment (impact and relevance). It is going through a difficult period due to change in Jesuit leadership resulting in a reduction of funds and uncertainty about the future of the centre.
- **Center for Information, Training, Research and Action (AND)** was created in 2001 and has laid off 50 per cent of its personnel. There is only one Jesuit left to manage the centre with the help of a collaborator. Though entirely sponsored by the Society, its expectations of future growth are positive.
- **Manthan, Centre for Awareness, Action and Training (PAT)**. The centre has decreased its personnel by 50 per cent, and is run by three Jesuits and six collaborators. It has a very small budget and relies entirely on public funds.

Strategic Changes

The main strategic changes undertaken by the centres over these past few years can be grouped into three (non-exclusive) broad categories⁸⁶ (Table 5.14),

TABLE 5.14 Strategic changes undertaken		
Changes	N. of SC	per cent of answers*
Vision – methodological approach	48	71.6
Development of new activities - areas of work	30	44.8
Networking	18	26.9
(*) Note: the percentages are calculated out of the total number of answers received. Only 67 per cent of ASM Social Centres have answered this question		

Changes in vision or in methodological approach. Most of the changes fall in this category (49 per cent of ASM SCs or 72 per cent of answers): that is, they entail

TABLE 5.12 Variation of personnel across Zones								
	Southern Zone		Central Zone		Western Zone		Northern Zone	
Var Personnel	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone
Increased	16	52	13	72	13	65	20	74
Decreased	7	23	3	17	1	5	4	15
No Change	4	13	0	-	2	10	3	11
na	4	13	2	11	4	20	0	-
Understaffed	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone	N.	per cent on Zone
Yes	11	35	10	56	9	45	13	48
No	12	39	2	11	6	30	12	44
na	8	26	6	33	5	25	2	7

In general, centres are optimistic about future budgetary growth (Table 5.13): 80 per cent foresee an increase in budget – even if expected increases are on the whole quite modest. Overall, centres have low diversification of funding sources: 65 per cent of centres rely only on one or two sources and 50 per cent of centres rely for more than 70 per cent of their budget from one single funding source⁸⁵.

TABLE 5.13 Foreseen budget changes		
Response	Foresee increase in budget	
	N. of SCs	Per cent of total SCs
Yes	79	79.80
No	13	13.13

“strategic”, long term changes. One notices a gradual shift towards a more focused approach, namely empowerment of tribal groups, especially women and the youth. We offer below a sample of responses testifying to this:

“Focusing our activities to the most oppressed groups among Dalits and others” - IDEAS (MDU); *“Socio-economic and cultural empowerment of the tribals, women, children, unorganized and illiterate youth”*- AROUSE (RAN).

Shanti Seva Mandal of the BOM province, for instance, focused its efforts on:

“tribal self-rule, women’s empowerment and right for public food distribution system”. This was done by taking up “the struggle of the Adivasis to get compensation for land, which was

⁸⁴ A summary of information about these Centres is available in Table A.5.3 in the CD Annex.

⁸⁵ See Table A.5.4 in the CD Annex.

⁸⁶ For details see table A.5.5 in the CD Annex.

The overall profile is quite dynamic

acquired by the Government for the construction of the Highway”, or by “providing migrant child labourers at the brick-kiln site an occasion to study by opening a school there”.

Empowerment is strictly related to an increasingly active and direct participation by beneficiaries. Thus, in many cases, a more participative approach and increased contact with grassroots is explicitly sought, as is clear from the quotations below:

“The Social Centre has moved from the thrust in economic development to integrated community development. The focus is more on women’s empowerment and tribal development” - Social Centre (PUN);

“To get the people to contribute to their own development” - Maharashtra Prabodhan Seva Mandal (BOM);

“We have made a conscious attempt at promoting public participation into the programme. From being a charitable society, ‘Sneharam’ has become more participatory in structure”- Sneharam Social Welfare & Charitable Society (KER).

In some cases, shifts in vision are clearly the result of an attentive analysis of problems and needs, such as in the case of these two centres in the Northern zone:

“The Centre feels that we cannot remain aloof from the erupting labour problems in the tea plantations. We are initiating a study on strategies for the long term employment of tea garden labourers” - Loyola Vocational Training Centre (DAR);

“The inclusion of culture studies and analysis [is important] for better understanding of benefactors and planning” - Jeevan Sangham (PAT).

In some other cases they refer to organisational changes:

“We had to modify our hopes of creating and promoting over a wide area an organization of Dalits; it is now restricted to areas where we ourselves work” - Prerana Resource Centre (HAZ);

CENDERET (JAM) states that it has instead *“repositioned itself through decentralisation; now it has 4 regional resource centres addressing the local realities, this is emphasizing more on our endeavour to reach the target groups easily and to learn more about the socio-economic, political and environmental situation to address the issues”.*

Development of new activities/areas of work. This generally implies expansion or the introduction of new activities (30 per cent of centres corresponding to 45 per cent of answers). Several centres have started

new training programmes and formal and non-formal education activities. Some others have initiated poverty-alleviating projects. ISI Delhi, for instance, has opened a new unit dedicated to Human Rights:

“One of the major strategic changes has been the involvement of the Institute in human rights issues. Though this has been one of the focuses of the Institute in the past too, by starting a unit of Human Rights a special focus and thrust have been given”.

Networking. Almost one third of the centres that answered this question (to be precise, 18 centres) indicate that they have initiated or strengthened collaborations over these past years with other organisations, mainly NGOs or public administration agencies. We note, however, that no centre specifically mentions collaboration with other Jesuit centres; this might be an indication of a lack of cooperation and communication among Jesuit SCs. Collaboration is often seen as a means of overcoming and thinking beyond local boundaries; networking is also an important ingredient of movement creation and support – especially for dalits and adivasi groups. One of the centres stresses *“Networking with other like minded NGOs and Human Rights groups” - Udayani Social Action Forum (CCU);* another says, *“We collaborate with other groups in their struggle in an issue-based way” - Sona Santal Samaj Samiti (DUM).*

5.5 STRENGTHS AND DIFFICULTIES

The **overall profile** of centres that emerges from the previous paragraphs is **quite dynamic**: most have increased personnel and seem to be optimistic about future prospects of growth. The changes implemented by the centres illustrated in the paragraph above reflect a dynamic and flexible reality. Although centres are generally small, 70 per cent of them have formal status (mainly as trusts or NGOs). Their organisational level is quite good: 68 per cent fulfil all three organisational best-practice criteria, and 81 per cent have fulfilled at least two out of the three best practices.

Taken as a whole, centres show **clarity of perspective** (facilitating and building up people’s movements and participating in the struggle for the people), a **strong closeness to well-defined priority groups** (dalits, tribals, women, unorganised workers, youth and children), and pervasive links with other groups.

The self-assessment of **impact is quite high**: 70 per cent of centres feel that the impact on beneficiaries is high or quite high. Only one centre feels that it is low.

The main strengths of centres⁸⁷ (Table 5.15) – as seen by themselves – are their good reputation and the **good relationship with grassroots and beneficiaries** (72 per cent of centres). This somehow confirms the strong vocation of ASM Social Centres to work directly with, and for, the people. Also, the quality of the work is deemed to be an important asset of centres (60 per cent of centres). Several centres have mentioned specific successful initiatives, such as cultural activities, empowerment or legal support. Only one-third of centres consider quality of staff as a strength factor; this might be indicative of limitations in the quality and motivation of SC personnel, as the analysis of the difficulties of the centres will verify. Similarly, the fact that **only 22 per cent of centres mention their Jesuit identity or support from the Society as a strength factor** might be indicative of a tenuous connection with the Society.

South Asian centres also denote several **weaknesses** and experience **difficulties**⁸⁸ that jeopardize their future development. We have divided these difficulties into four categories (Table 5.16).

The two main difficulties of ASM SCs refer to **external obstacles** (i.e. relating to harsh socio-economic conditions, lack of dialogue with governmental counterparts, religious fundamentalism) and **limitations of personnel**. Financial and other internal constraints are relatively less problematic – although they still affect approximately one-third of centres.

In Table 5.17 we show the absolute and relative number of centres for each category of difficulty and corresponding to each zone. The last column on the right shows how many centres experience difficulties somehow related to the Society (including lack of support, lack of SJ personnel, and lack of finances from the Society).

- Central and Western Zones are the regions where external obstacles have the highest incidence on centres.
- The Western Zone and, to a lesser extent, the Central Zone are also the regions that have the best relationship with their

TABLE 5.15

Main strengths of SCs

Strengths	N. of SC	per cent of answers
Quality of work - Methodology	60	60.6
Reputation – partners	71	71.7
Staff - Motivation and quality	35	35.4
Clear Vision - SJ charisma and identity	22	22.2

TABLE 5.16

Difficulties of SCs by category

Difficulties	N. of SC	per cent of answers*
External Difficulties	61	65.59
Socio/Economic/Religious environment	28	45.90
Government/Politics	13	21.31
SJ-related (support/understanding)	11	18.03
People-related	5	8.20
Personnel Related	58	62.36
Jesuit staff	29	50.00
Local/Qualified/Motivated personnel	25	43.10
Insufficient/overwork	10	17.24
Formation/Commitment	9	15.52
Financial	39	41.94
Expansion	6	15.38
Dependence	4	10.26
Continuity	3	7.69
Other Internal Difficulties	36	38.71

(*)Note: the percentages for each macro-category of difficulties (grey lines) are calculated out of the total number of answers received (93 over 99 questionnaires); the percentages of the sub-categories (white lines) are calculated out of the total number of centres that fall under the respective macro-category

TABLE 5.17

Distribution of SCs by main difficulty and by Zone

	EXTERNAL	PERSONNEL	FINANCIAL	INTERNAL	SJ RELATED
SOUTHERN	18 (62.06)	18 (62.06)	17 (58.62)	10 (34.48)	14 (48.28)
CENTRAL	13 (72.22)	14 (77.79)	8 (44.44)	7 (38.89)	3 (16.67)
WESTERN	13 (72.22)	9 (50.00)	6 (33.33)	8 (44.44)	2 (11.11)
NORTHERN	16 (64.00)	15 (60.00)	8 (32.00)	8 (32.00)	7 (28.00)
ASM Ass.CY	61 (65.59)	58 (62.36)	39 (41.93)	36 (38.70)	28 (30.10)

(*) Note: percentages, in brackets, are calculated out of the total number of answers received for each zone (Southern: 29; Central: 18; Western: 18; Northern: 25). The total number of answers received for the whole Assistancy (bottom row) also includes the three Assistancy-based centres that do not belong to any specific Province.

⁸⁷ For more details see Table A.5.6 in the CD Annex.

⁸⁸ For more details see Table A.5.7 in the CD Annex.

External difficulties are linked to the harsh cultural and socio-economic conditions

respective Jesuit authorities/counterparts: SJ-related difficulties, whether concerning personnel, finances or external support, are low (10 and 17 per cent of centres respectively).

- The Central Zone is also where personnel problems are relatively higher.
- The Southern Zone is the region where centres have most financial problems (55 per cent) and the greatest number of problems related to the Society (45.16 per cent)
- In Western and Northern Zones only 30 per cent of centres have financial problems – against an average of 40 per cent at the Assistancy level.
- There is a high concentration of centres with external problems in some specific Provinces⁸⁹, namely MAD and SRI in the South, HAZ and DUM in the Central Zone, BOM and GUJ in the West and PAT in the North. Almost all centres from these provinces complained about such problems.

Having given a general idea of the main difficulties faced by centres, we take each category for a more detailed analysis.

The majority of external difficulties are linked to the harsh cultural and socio-economic conditions of priority groups and of the population at large such as, for instance, poverty, ignorance, the oppressive caste system, internal migration. These factors, magnified by the effects of globalisation and privatisation, and unopposed by political powers, negatively influence long-term strategies and the results of initiatives taken by the centres, and sometimes pose physical limits to their operation. The following are some of the responses testifying to such a state of affairs:

“The people are so poor that they often need only economic help. Making them understand and taking them beyond that is a struggle, especially in the initial stage. Though organising a people’s movement is the goal, it takes time and money to direct effort towards that. The effect of globalization and privatization on the poor.”
Udayani Social Action Forum (CCU).

“A never ending line of dalit communities are still in the traditional feudal caste structure, compounded by Naxalite activity and globalization and communalism. The people themselves internalize the dominant oppressing ideology. In coal mining areas, protective measures to help displaced people (limited as they

were) have weakened under the pressure of corporate neo-liberalism. The State and the corporations collaborate against the people.”
Prerana Resource Centre (HAZ)

“Since the dalit people are landless coolies, they depend greatly on the landowners and upper caste people. Since there are no educated people among the dalits, they are not able to find alternative jobs. The dalit women are united and yet they are still under the clutches of dalit men, and thus not in a position to decide for their society”, People’s Education and Action at Kodai Hills (MDU).

“Opposition from vested interests and exploiters have been sucking the blood of the people. Because of regular sicknesses like malaria and kalazar, we are often incapacitated and unable to do our work. Some of the active workers have died of malaria. Under the influence of globalization and its values, the younger generation clamours for the glamorous aspects of life and electronic goods” -
Sona Santal Samaj Samiti (DUM).

“Dependence of the people on the organization and their reluctance to use their resources to manage their problems”, is noted by the Rajpipla Social Service Society (GUJ)

Opposition of political and economic forces to social change, inefficiency and apathy of governmental authorities are a major problem for a high number of centres, spread across the four zones:

“Apathy of the general public. Non-cooperation from the governmental agencies” as noted by Tarumitra Forum for Environment (PAT), also becomes open opposition from local authorities or political parties:

“Opposition from the government and local bureaucracy” is recorded by the Behavioural Science Centre (GUJ).

In one case at least bureaucratic obstacles were particularly exasperating: *“Due to some technical lapses the government cancelled the registration of the organization. Therefore the functioning was at low level for the past couple of years”* says the Gandhian Society Villages Association (MDU).

Religious fundamentalism – often linked with dominant political forces – is also a relevant external obstacle– especially in the Western Zone (BOM and GUJ) and the Northern Zone (KHM). Given below are observations made by different centres:

“We are in a region that is the main target of the fundamentalist forces. So there is suspicion about our being a religious organisation. We need to keep a secular profile but the religious groups

⁸⁹ See Table A.5.7 in the CD Annex.

expect us to keep a high religious profile.” - North Eastern Social Research Centre (KHM).

“Gujarat is inflicted with religious intolerance and fanaticism; it is insensitive to minorities, considered outsiders within their own land and a threat to nationalism. Due to our open and firm stand against all human rights violence, the organization has become an irritant to the State machinery and powerful lobbies and thus faces the possibility of being targeted” - Legal Aid and Human Rights Centre, LAHRC (GUJ)

In some limited cases, these fundamentalist forces stop short of physically preventing activities, as is evident from the following remarks:

“There have been subtle threats to stop the work at the village level. We are accused of converting the tribals.” Shanti Seva Mandal (BOM).

“Often the problems come from the affected groups such as political parties, economically well-off exploiters of the tribals and fundamentalist groups who are against such empowerment and their only excuse is to brand us as people who go to convert.” Udayani (CCU).

Another important obstacle that we have labelled as external, but that is in fact internal to the Society and should be studied with much attention, relates to the **difficult relationship that some centres (at least 11) have with SJ authorities/counterparts**. These centres, mostly concentrated in the Southern and Central Zones⁹⁰, feel that the Society’s authorities do not support them in their pursuit, that they do not unite in their struggle or even share their vision. In most of these cases the Society is seen as paying lip service to social justice and the cause of the marginalised.

Shanti (SRI) has “the feeling that the Society remains uncommitted, with no sign that anyone, superiors included, have any interest in this kind of ministry among the slum/shanty dwellers, who constitute little over 50 per cent of the Colombo population”.

Guru Kripa Society (DEL) goes as far as to lament “lack of understanding and support from the SJ authorities. The Society of Jesus exploits the organization for propaganda only”.

Prerana Resource Centre (HAZ) feels that “the centre is not a main-line activity of the Province. The methodology (promotion of Peoples’ Organizations) is not understood by the Province administration, which would rather see Church

organizations work directly for the people.”

One centre clearly states that SJ authorities do not make enough of an effort to collaborate with them: “The 5 Provincials do not see the situation, our intervention, the kind of infrastructure we need, in the same way. Essentially there is a lack of consensus. The handful of Jesuits directly and fully involved in social action in the 5 Provinces of the Central Zone are men who are very conscious of their own charisma, competence and it is difficult to bring them together so as to function as a team” (Bagaicha – Interprovincial centre of Central Zone)⁹¹.

As regards **personnel**, half the centres say that they are **in need of more Jesuit personnel**. This is one of the most pressing factors that should be considered by the Society. It is not only a request for more Jesuits, but more especially, for **qualified and motivated** Jesuits, capable of holding managerial positions. Here are some of the observations that were made regarding this matter:

“[There is] lack of Jesuit personnel who could be part of the Institute and undertake various initiatives. Though the South Asian Assistancy has many Jesuits, not many are willing to come to a common house of this nature, many are not trained in social sciences and many are not able to undergo a rigour that is demanded of men who come to this institute” (ISI).

“Lack of sufficient number of Jesuit staff with managerial skills-” -Solar Alternatives (PAT).

“Frequent change of Jesuit persons” - Jnana Jyothi (KAR).

The other half of all centres are in need of personnel in general – most of them have a hard time recruiting qualified people at the local level (25 centres):

“Qualified and trained staff are not available locally” - Sneharam (KER).

“Persons capable of interfacing among grassroots struggles, socially relevant research and policy making” - Social Watch (MDU).

Several centres also mention the weak quality and commitment of their actual staff – mostly due to lack of formation: “Inexperience of staff”, according to the Tarumitra Forum For Environment (PAT); “Lack of motivation among the staff” according to the Socio Religious Centre (KER).

Pressing need of more qualified and motivated Jesuits

⁹⁰ Six of them are in the Southern Zone (SRI, KER, MDU) and three in the Central Zone (HAZ). The remaining two are in DEL and BOM province.

⁹¹ This situation seems to have changed after the agreement for the construction of the new centre by four Provincials (Editor’s note).

Financial difficulties have been mentioned by 38 centres, corresponding to 39 per cent of SCs. These centres are more likely to be found in the Southern Zone, where the percentage goes up to 55 per cent, and in the Central Zone, with a percentage of 44 per cent. Province-wise these centres are concentrated in MDU in the South and in MAP and RAN in the Centre.

Financial constraints are mainly related to general lack of funds. In some cases (6 centres) this lack prevents centres from expanding their activities. Some of the responses are given below:

"Lack of finance for starting new activities", Action for Human Rights and Liberation (MDU).

"Flow of funds almost stopped. So no new programme could be evolved" Gandhian Society Villages Association (MDU).

"Financial problems, especially for research and for vocational and technical training of poor youth of both sexes" Satyodaya Centre for Social Research & Encounter (SRI).

Competition among NGOs for donors' funds is also a problem:

"We are in an expanding region that opens an average of four centres a year. The little money that is available goes to these centres and the social sector is expected to look after itself. So we find it difficult to pay a good salary to our staff and have to keep them on annual contract" North Eastern Social Research Centre (KHM).

In some other cases, as is evident from the remarks quoted below, it is a matter of lack of continuity of funding (3 centres):

"There is lack of continued financial assistance from the Government" Loyola Vocational Institute (DEL).

"Sustainability is a challenge. How long will the donor agencies continue to support us?" Dr Ambedkar Cultural Centre (MDU).

Sometimes it is a case of a loss of autonomy vis-à-vis the donors (4 centres):

"Very few agencies are coming forward for cultural activities" Samskriti (KER).

"Lack of funds and the insistence of the funding agency to show tangible results and fast self-reliance", Rajpipla (GUJ).

The category of 'other' includes different types of difficulties inherent to the

organisation and structure of the centres, that is, internal difficulties. The main problem here seems to be linked to lack of, or inadequate infrastructure, mainly premises and other facilities (8 cases). Centres also feel that their capacities are inadequate, especially when it comes to mobilising and animating groups (6 cases):

"We have difficulty in mobilizing the community towards demanding service-delivery from Government", Loyola Vikas Kendra (KAR).

"It is difficult to identify dalit leaders to organize a Movement. Dalit leaders can be unreliable. The question is how to keep up the momentum of women's associations", People's Education and Action at Kodai Hills (MDU).

"Problems are often too large to deal with", Loyola Vocational Training Center (DAR).

Some centres feel that their planning and strategic skills are weak (3 cases):

"So far there has been no clear strategy, though the vision was clear" JOHAR (DUM),

"Severe disjuncture between the stated objectives of the centre and the actual work of the members", Human Resource Development Research Centre (NEP).

At the close of this overview we would like to present the comments submitted by ISI Delhi. As an Assistancy-level centre it is in the best position to represent, analyse and summarise the complex challenges faced by ASM centres:

"... the Indian Social Institute is [...] at the crossroads on the one hand, to continue to build interface between [...] activism and well founded research, national and regional concerns and nation building and rural reconstruction. On the other hand, the ISI is at the crossroads to respond to fast changing local, national and international issues in a multi-pronged, multi-layered and in the most meaningful way [...]. : Moreover, the space for civil society is shrinking at a faster rate today than before⁸⁹. It is at this juncture that the ISI, like any concerned citizen of this country, is called upon to strive to maintain democratic, plural, egalitarian traditions of this country. It is this emerging reality that is calling for deeper comprehension and response.

In a world where competition and consumerism are becoming very dominant, it is difficult to maintain a group of staff who combine payment and commitment; research and action; reflection and intervention. The demand on the institute is very high since it tries to respond to the issues of common people. Hence, lots of time, money and

⁸⁹ This comment should be taken with caution since it was written before the change in Government that took place following the 2004 general elections.

energy have to be invested in networking, advocacy and lobbying. The ISI is constantly called upon to continue to collaborate with like-minded individuals, institutions and organisations to uphold humanity itself. How well equipped all those are who are associated with the institute, is something that needs to be constantly evaluated."

5.6 SOLUTIONS

A high percentage of centres – 82 per cent – answered the question on how their Province could help them in overcoming their difficulties. A smaller percentage answered the question as to how the Assistancy or the Society could help them (38 and 45 per cent respectively). This probably indicates that centres feel help should, and could, come in the first place from the Provincial authorities. The results and solutions suggested are shown in Table 5.18 below:

TABLE 5.18 Solutions to difficulties						
Solutions	Province level		Assistancy level		Society level	
	N. of SC	Per cent of SC*	N. of SC	Per cent of SC*	N. of SC	Per cent of SC*
Answers	81	81.82	45	45.45	38	38.38
Type of solutions	N. of SC	Per cent of answers	N. of SC	Per cent of answers	N. of SC	Per cent of answers
Support/Leadership/Vision	48	59.26	24	53.33	23	60.53
Financial support	18	22.22	11	24.44	5	13.16
More Jesuits	40	49.38	9	20.00	2	5.26
Formation	13	16.05	1	2.22	5	13.16
Network/collab	12	14.81	19	42.22	11	28.95
Advocacy/policy	1	1.23	2	4.44	6	15.79
Not clear	1	1.23	2	4.44	3	7.89
(*) Note: percentages are calculated out of the total number of questionnaires received						

The analysis of proposed solutions highlights a univocal request for **support and leadership**, made at all three levels (province, Assistancy and universal society). This is, we feel, a most important finding and a useful indication for SJ governing and coordinating bodies. Although centres appear to be very independent in the management and running of their operations, a vast majority needs the support and backing of the Society vis-à-vis a hostile political and religious environment (see external obstacles), and a fast-changing socio-economic context which calls for innovative analysis and instruments for social change.

Also, centres ask their Provinces and the universal Society of Jesus to **clearly and explicitly commit themselves to the plight of the poorest** and to the social apostolate, and to make an effort in understanding local needs and circumstances that determine in many cases the practical problems faced by the centres ("Social Action has to be brought into the priority list of the province" – Jisu Ashram, DAR)

Univocal request for support and leadership

At the Assistancy and Society levels the request is towards a definition and an analysis of macro or global level issues. By virtue of having an international dimension and a global view, the central government of the Society is in the best position to carry on **advocacy** and lobbying for the rights of the marginalized, and for the same reason to support and promote **networking** and collaboration within the social apostolate with other NGOs and among different apostolic sectors. Some of the responses are given below:

"Some attempts have been made to network with the social action, research and documentation centres at the Assistancy level. This needs to be carried forward further." ISI Delhi.

"Networking with like-minded people towards building a better world. Issue based reflection as Jesuit body." Udayan (CCU);

"Promoting, facilitating and supporting international networking and advocacy for various issues such as Human Rights." SXSSS (GUJ).

As a corollary, centres turn, not unexpectedly, to the Province, and ask for **more Jesuits** (40 centres, corresponding to 49 per cent of replies) who are qualified and motivated. This request is often

**Need of
qualified and
motivated
Jesuits**

accompanied by demanding specific **training and formation** programmes for social centres personnel; that is, not only formation for Jesuits in the Social Apostolate but also for the rest of the personnel. This suggests that the whole Jesuit formation process should be more sensitive to social apostolic needs, as may be seen from these remarks:

"Hence, serious attempts have to be made to identify Jesuits, train and equip them, and enable them to perform for few years in the national centre so that when they return to their province they would be able to link up with the national issues." ISI Delhi

"The Society (in the Province) needs to seriously re-think its commitment to the social apostolate and allocate personnel for this ministry (motivate personnel for this ministry). At present there is a dearth of fresh talent coming into this field, compounded by the fact that it is also losing personnel to other provinces (or the Assistancy). Also, many a time this ministry and the pastoral ministry work at cross purposes (proselytizing image coming in the way of development). The 'option for the poor' should cut across the ministries; in this light, institutions that do not fully meet this criterion should be reviewed and the priority reaffirmed. Secondly, in keeping with the directives of GC 32 and 34, lay leadership should be encouraged in social centres. This will check the tendency of individuals developing a vested interest in the institutions they 'create'. BSC (GUJ).

Of the Society, centres ask especially for a stress on the importance of the preferential option for the poor so that this message heard at the province level. They also ask for guidance and technical support. Here are some of their voices:

"Greater and continued stress at the Society level on the necessity for all Jesuits to be in solidarity with the poor, for some Jesuits to be in participation with the poor, and to say this a lot more clearly than it is being said now. As an international organization, to collectively approach the question of neo-liberalism (globalization)." Perana Resource Centre (HAZ).

"[The Society should] insist on making the faith-justice dimension more realistic and relevant. [It should] demand from the provincials proper planning for the province and to listen to the people in the field as regards their problems and grassroots situations, so that at the society level training of the younger people can be more focused and relevant." Rajpipla (GUJ).

"Help, as far as possible with financial resources when it is really needed and make an appropriate mechanism in the Society for this. The society could help the centres, on request, to identify appropriate funding agencies." READ (PAT).

5.7 CONCLUSIONS

The overall profile of centres that emerges from our analysis is **dynamic**. Centres distributed all over the Assistancy seem to have a clear and common perspective, namely facilitating and building up people's movements and participating in the struggle for the people, a strong closeness to well-defined priority groups (dalits and tribals, especially in the Central and Southern zones; women, especially in the North, and the youth) and pervasive links with other organisations. It would seem that centres are also gradually moving towards a more focused approach: empowerment of target groups coupled by a more participative effort and increased contact with grassroots.

Centres generally have a **good reputation** for the quality of their work and a good relationship with grassroots and beneficiaries. This somehow confirms the **strong vocation of ASM Social Centres to work directly with, and for, the people**. Centres in the Assistancy are growing in terms of personnel and are in general optimistic about future budgetary growth – even if expected increases are on the whole quite modest.

At the same time, centres, apart from the ISI and a few others, tend to be quite **small both in terms of personnel and budget** – particularly in the South, less so in Central and Western India. **A large number of them are the result of individual initiatives**: one quarter of SCs are managed by Jesuits without employees, but only with the help of collaborators or even volunteers. This factor undoubtedly constitutes a limitation to the impact that these centres can have on beneficiaries. One way to overcome this problem could be through cooperation and collaboration among them. Unfortunately, however, networking among Jesuit centres is still limited and there is a long way to go in building up synergies.

As for expansion and expectations of growth, there seems to be also a **generalised mood of pessimism as regards the socio-political environment, personnel, finances, and collaboration**. These are also the major obstacles faced by South Asian centres, the hostility from reactionary and fundamentalist forces in particular, the helplessness of the marginalized, and serious constraints in recruiting qualified and motivated personnel. The lack of qualified Jesuit personnel is deeply felt by the centres. Financial constraints are

relatively less problematic – although they still affect approximately one-third of centres, especially in the South. Religious fundamentalism is particularly worrying for centres in the Western and the Northern zone.

Some strong solutions have been brought forward by the centres. A fairly large number of centres, concentrated mostly in the Southern and Central Zones, feel that the Society's authorities do not support them in their pursuit, that they do not join them in their struggle or even share their vision. They therefore **seek support and leadership** (at the Province, Assistancy and Society level). They feel that the Provincial and Society authorities should clearly and explicitly commit themselves to the plight of the poorest.

South Asian centres also ask for **more Jesuit staff capable of holding managerial positions** (especially at the Province level). This could be achieved by initiating specific formation programmes and by encouraging young Jesuits to become interested in the social sector. They also ask for more financial support, for an active stand in promoting of networks and collaborations, and **more advocacy and lobbying** efforts, especially at the international level. A more pro-active stand of the Society on these lines would not only help centres greatly but also strengthen their Jesuit identity, which could otherwise tend to weaken.



CHAPTER 6

JESUIT SOCIAL CENTRES IN THE ASSISTANCY OF EAST ASIA & OCEANIA

6.1 INTRODUCTION

The South East Asia and Oceania Assistancy, spread over two continents, is marked by the strong political, socio-economic, cultural and language differences characteristic of East Asian countries. In most of these countries, Christians are a minority, and the presence of the Society of Jesus, although dating back several centuries, is fragmented. ASO is composed of 5 provinces where the Jesuit presence is somehow more structured and organised (China-Taiwan, Philippines, Japan, Indonesia and Australia); 5 regions (Malaysia-Singapore, Thailand, Korea, Vietnam and Micronesia⁹³); and 3 missions (Cambodia, East Timor and Myanmar).

This fragmentation is also reflected in the social sector and in the characterisation of SCs⁹⁴. The Assistancy Coordinator was designated only in 2003, after more than ten years during which this position lay vacant. This may well be the reason why ASO is the only Assistancy lacking a social apostolate catalogue. A different language is spoken in each province, a factor that probably has an impact on communication and coordination within the Assistancy.

The only updated assessment of the social sector in ASO available to SJS prior to the study was the report prepared by Fr Wyriono SJ on the occasion of the Assistancy Coordinators meeting of the Social Apostolate in 2003⁹⁵; and even this report, given the lack of homogenous and objective data, is based more on educated guesses than on a scientific analysis. From this report we learn that the ASO Moderator estimated the total number of Social Apostolate Institutions (a category broader than that of Social Centres) to be 49⁹⁶. The database of Social Centres used for the present analysis lists, instead, 55 Social Centres; in all likelihood, not all are Social Centres according to the definition given in

Chapter 1 and used for this report. According to Fr Wyriono, the social sector in ASO has been characterised by a strong “community development approach” – at least until 1992 – and by a close interrelationship with pastoral ministries. Challenges identified for joint action have been: (1) migrant workers; (2) human development; (3) human rights; (4) values in East Asia; (5) indigenous peoples; and (6) globalisation. SCs are characterised by a tendency to work independently, perhaps as a consequence of the loose formal coordination for the social apostolate at Province and Assistancy level⁹⁷.

The **coverage** of the responses to the questionnaires is **very low** compared to the number of centres identified in the database: only 18 centres out of a total of 55 sent their responses. The reply-ratio is only 32 per cent- the lowest among all Assistancies, with no replies from important provinces in the social sector in ASO such as the Philippines⁹⁸. We suggest therefore that the analysis of questionnaires provided in this section be taken with great caution as they are not representative of the whole set of social centres in ASO. Furthermore, the data in the questionnaires are not really satisfactory in matters of detail and completeness. The presence of Australian and Japanese SCs, so different from the centres of other provinces and regions, also makes it difficult to compare inter-provincial data. This is especially true of data on budget and personnel for Australian centres. For this reason, a distinction has been made in some cases between Australian centres and other ASO centres.

**Social sector
has been
characterized
by a close
relationship
with pastoral
ministries**

⁹³ Micronesia officially belongs to the New York Province.

⁹⁴ For an assessment of the Jesuit involvement in the social sector in East Asia, see Ando Isamu SJ, ‘Social Involvement of Jesuits in the East Asian Region’, *Promotio Iustitiae*, n. 81 2003/5, pp. 12-15

⁹⁵ *The East Asia & Oceania Assistancy Report 2003* is available for consultation at the Social Justice Secretariat.

⁹⁶ They were classified as follows: 9 social research and publications centres, 19 advocacy and human development centres and 21 direct action institutes for the poor.

⁹⁷ “...these social centres enjoy working as independent bodies without too much intervention from their respective provincials while the busy provincials hope the same thing”.

⁹⁸ A note on SCs in the Philippines, based on data received independently of the questionnaires, has been added in the Annex A.6.5, CD).

6.2 ACTIVITIES

A characteristic that emerges quite clearly from the analysis of activities of responding centres is the fact that SCs in the ASO Assistancy are oriented towards the **provision of social services and personal care**. If we look at the **focus of intervention** in Table 6.1 below, we see that:

SCs are either small or large

- 11 centres out of the responding 18 (61 per cent) focus on direct social action (that is, in relative terms, the majority of their interventions fall under this type of activity rather than formation or research), and eight of these 11 centres devote more than 50 per cent of their activities to direct social action.
- Four centres (22 per cent) focus on formation and two on research.
- The two research centres state that more than 50 per cent of their activities are in this field. They are Uniya (ASL), focusing on social justice issues and 'aboriginals' rights; and Sophia University Institute for Social Justice (JPN), focusing on social justice and refugee problems (Table 6.2 in the following page). These two centres are located in the two most affluent economies of the Assistancy.

Micronesian Seminar and Ministry Programme in community development; Nuruk Community (KOR) for farmers; and Social Services Centre (TAI) for people with HIV/AIDS.

Four centres are involved in research and information/documentation services: besides Uniya and the Institute for Social Justice, whose main focus is research, the two Micronesian centres also provide some research and documentation services. Five centres are involved in development activities such as the implementation of minor development projects, broad agricultural training, and support to workers' cooperatives.

The limited size of ASO centres is reflected in the low number of publications. Only 10 centres (slightly more than 50 per cent) have some sort of publication, the majority of these being communication instruments such as newsletters, not in-depth publications.

TABLE 6.1
Focus of intervention

Rank	Reflection	Per cent of SC	Social Action	Per cent of SC	Formation	Per cent of SC	NA
1st priority	2	11.11	11	61.11	4	22.22	1

If we group centres by **category of activities** we obtain Table 6.2. This shows that as many as 12 centres (67 per cent) are involved in the **provision of social services and personal care** to the poorest and disadvantaged in the form of shelter, food, education and basic health, implementation of small sanitation and water projects, but also counselling assistance or help in finding employment (for a summary description of the centres' activities see Table A.6.1 in the CD Annex). The recipients of these services are mostly the urban poor, the homeless, marginalised young adults and migrants.

Advocacy and group support make an important category of activity (7 centres, corresponding to 39 per cent of total centres). Two Australian centres (Uniya and Jesuit Social Services) carry out advocacy for marginalised groups while the remaining centres support the formation of self-help groups or community development actions:

6.3 PERSONNEL AND BUDGET

The size of ASO SCs varies greatly among the provinces and across centres and is characterised by the presence of either small or large centres:

1. The 18 responding SCs employ overall 173 people, have 20 collaborators and work with the help of 135 volunteers. If we count only the non-Australian social centres (15 out of 18), the number of employees falls by more than two-thirds, to 55. The average number of employees per centre is 6, while the average of Australian social centres is 39.3.

If we group centres into categories of different sizes on the basis of their personnel, we find that, while in Australia 2 centres out of three fall in the Large-Very Large category (with 25 employees or more) and one in the Very

TABLE 6.2 Social Centres by category of activities							
Country	Social Centre	Social services/ personal care	Advocacy - Groups Support	Research & informati on	Formation	Develop ment	Target Groups
Australia	Corpus Christi Community	√					socially marginalised people
Australia	Uniya		√	√	√		civil society, aboriginals
Australia	Jesuit Social Services (JSS)	√	√				socially marginalised people
East Timor		√				√	rural communities
Vietnam	Vietnam Service	√				√	poor
Macau	Casa Ricci Social Services	√				√	poor
Indonesia	Taman Tani Centre (KPTT)				√	√	rural populations
Japan	Jesuit Social Center		√		√	√	civil society, foreign workers
Micronesia	Micronesian Ministry Pr.	√	√	√			migrants
Micronesia	Micronesian Seminar		√	√			Micronesian pop.
Japan	Inst. for Social Justice			√			refugees
Hong Kong	Inst. of Educational Leadership				√		teacher - businessmen
Korea	New Fountains Youth Community	√			√		young adults at risk
Korea	Nuruk Community	√	√				farmers
Thailand	Prison Ministry	√					foreign prisoners
Thailand	Social Services Centre	√	√				children / AIDS victims
Korea	Independence Gate Community	√				√	poor / domestic workers
Indonesia	Soegijapranata Social Foundation	√					civil society, poor
Total N. of Centres		12	7	4	5	6	
Per cent of total number of Social Centres in the Assistancy		67	39	22	28	33	

Small category (less than 5 employees), in the rest of the Assistancy 93 per cent of centres fall in the Small category. Seven of these centres (corresponding to 47 per cent of all centres) fall in the Very Small category (see Table 6.3 below). Only one centre falls in the Large category (Taman Tani Centre in Indonesia).

A similar pattern may be noticed in the budget size distribution (Table 6.3).

2. The overall annual budget of the three Australian centres is 2,5 times higher than that of the 15 remaining centres, while their average budget is 11 times bigger (USD 1,863,333 vs. USD 158,015). Not surprisingly, therefore, more than 50 per cent of centres outside Australia have an annual budget not bigger than 100,000 USD (Table 6.4), and almost 88 per cent of centres (14) have a budget smaller than 400,000.

TABLE 6.3 Distribution of SCs (excl. Australia) by number of staff		
Size	N. of SCs	Per cent of total SCs
Very Small (0-5)	7	46.67
Small (0-10)	14	93.33
Medium (11-25)	0	0.00
Large (26-50)	1	6.67
Very Large (>50)	0	0.00
na	0	0.00
Total	15	

TABLE 6.4 Distribution of SCs (excl. Australia) by budget size		
Annual Budget (Size)	N. of SCs	Percentage of total SCs
Small (<100,000)	8	53.33
Medium (100,000-400,000)	5	33.33
Large (400,000-600,000)	-	0.00
Very Large (>1,000,000)	1	6.67
Na	1	6.67
Total	15	

6.4 TRENDS AND FUTURE PROSPECTS

Future personnel and budget prospects are optimistic

The majority of centres have increased their personnel over these past few years (Table 6.5). In Australia this holds true for two out of three centres, while in the rest of the Assistancy, for two out of eight centres (53 per cent); in two of these cases the increase has been a major one. In two centres the number of personnel has decreased: Micronesia Ministry Program (minus 50 per cent) and Micronesia Seminar (minus 30 per cent). However, while the latter, with staffing and budget constraints, has prospects for future growth (foreseen budget increase of 20 per cent) and scores “very high” in the self-assessment (both in terms of impact on beneficiaries and relevance to initial goal), the former, operating on a very restricted personnel basis, does not foresee a budget growth, and does not feel understaffed. Furthermore, its self-assessment of relevance and impact is

– Uniya (ASL) and Institute for Social Justice (JPN) - do not expect an increase in their budget. Uniya, as compared with the other two Australian centres, seems to be the one facing more uncertainties: not only does it have the lowest budget and personnel size, but it has no financial growth prospects, doubtless due to its heavy reliance on funds from the Society for its operations. The fact that it is one of the few centres carrying out research in the Assistancy makes a more detailed examination of these issues worthwhile.

TABLE 6.6 Expectations of budget increase		
Foresee Budget Increase	N. of SC	Percentage
Yes	9	50.0
No	7	38.89
Na	2	11.11
Total	18	100

Budget growth perspectives are optimistic: nine out of the 16 ASO centres that have answered the relevant question indicate that they foresee a budget increase over the next few years (Table 6.6). With the exception of the Prison Ministry in Thailand, which expects a 100 per cent budget increase, the increase predicted is within the 7–20 per cent range, which is quite limited. It is interesting to note that the two social research institutions covered by this analysis

The principal financing source mentioned by Australian centres is “own funds” and public grants⁹⁹. By contrast, in the rest of the ASO Assistancy 72 per cent of the SCs finances come from international donors. The second source of funding is the Society itself, contributing to 7 per cent of overall ASO centres (excluding Australia). Four centres in particular depend on the Society’s financial commitment, among them Uniya in Australia, and Soegijapranata in Indonesia, which depends on the Society for 90 per cent of its annual budget. Overall, the financial diversification of centres is quite low, with nine centres out of 18 relying for more than 70 per cent of their annual budget on one single financial source.

TABLE 6.5 Variation of personnel and perception of being understaffed					
Variation in Personnel	N. of SC	Percentage	Understaffed	N. of SCs	Percentage
Increased	10	55.56	Yes	7	38.89
Decreased	2	11.11	No	9	50.00
No Change	5	27.78			
Na	1	5.56	Na	2	11.11
Total SCs	18		Total SCs	18	

⁹⁹ See Table A.6.2 in the CD Annex.

6.5 STRENGTHS AND WEAKNESSES

From the overview of SCs in ASO given above, it appears that on average these centres are quite weak in terms of personnel and budget. We may add that these weaknesses are matched by a loose formal structure:

- Of all responding SCs, 44 per cent of do not have a formal juridical status; if we do not count Australian social centres this percentage goes up to 53 per cent.
- The organisational level of SCs, measured according to organisational best-practice criteria, is not satisfactory either: only 40 per cent of centres attain the highest organisational level and 2 centres have no organisational structure whatsoever. What is noticeably lacking is a clear definition of the centres' mission, objectives and procedures.

In the light of what has been sketched above, it comes as no surprise to see¹⁰⁰ (Table 6.7) that centres consider **personnel and financial difficulties** their main obstacles (55.5 per cent and 50 per cent of cases respectively).

That financial obstacles are chiefly connected with lack of funds is evident from the remarks quoted below:

"We are running on a very low budget", Hong Kong Institute.

"We don't have regular financial support; raising funds for criminals is not easy" Prison Ministry (TAI).

"Infrastructure costs are crippling the organisation financially, fundraising falling far short of projected needs", Jesuit Social Services (ASL).

[How to] "become more self-sufficient financially, especially with regard to the salaries of the lay staff". Jesuit Social Centre, Tokyo.

In 6 cases out of 10, personnel-related obstacles refer to lack of Jesuit staff.

The Jesuit Social Centre in Tokyo mentions *"difficulties to obtain a younger Jesuit who could replace the present director"*;

while for the Micronesian Seminar:

"The main challenge is to take on the vast range of issues that we are asked to address with the limited staff that we have. By limited I mean not only in terms of numbers, but also experience and range of interests. We are a group of well-meaning

Centre	External	Personnel	Financial	Other Internal
Corpus Christi Community	√	√		√
Uniya				√
JSS			√	
Noel Keizo YAMADA				
Vietnam Service		√	√	
Casa Ricci		√		
KPTT	√		√	
Jesuit Social Center	√	√	√	
Micronesian Ministry program				
Micronesian Seminar		√		
Institute for Social Justice				√
The HK Intl Inst.			√	√
New Fountains Youth Community	√		√	√
Nuruk Community	√	√	√	√
Prison Ministry	√	√	√	√
JESS	√	√	√	
Indipendence Gate Community	√	√		
Soegijapranata Social Foundation, Yogyakarta		√		
Total Number	8	10	9	7
Percentage	44.44	55.56	50.00	38.89

amateurs attempting to do professional community education work. Then, too, there is the problem of finding a successor to the present director, a Jesuit".

Another comment is the following:

"The work is innovative both in Church and society and employees and volunteers are still learning the basics of basic Christian communities and community organization among the poor. The Jesuit pastor has been sent on mission to this work from the Seoul Archdiocese but no other Jesuit has yet expressed an interest in collaborating full-time in the apostolate", Independence Gate Community (KOR).

Some centres are going through a transitional phase and face uncertainty about the future direction or role of the centre.

"Consider carefully its future in terms of its focus and preferred methodology. With the departure of Frank Brennan and with no likely Jesuit replacement, the future of Uniya is at a cross roads." Uniya (ASL)

The Institute of Social Justice says, *"Since Sophia University is at present in a state of reorganisation, it is not clear at all what role our university will play in the future".* Both Uniya and ISJ are research-oriented organisations. Other organisations face difficulties related to the external socio-political environment. Nuruk Community, a Jesuit organisation

¹⁰⁰ See A.6.3 in the CD Annex for a summary description.

supporting small farmers in Korea, deplores the difficult situation of farmers in the country, worsened by “very short-sighted Government farming policies which are harmful to farmers, e.g. FTA with Chile. Most people are almost totally unaware of the importance, necessity and even the existence of farmers and their difficulties”.

Vis-à-vis these external difficulties the centre has limited human resources and organisational skills. In other words they find it difficult “to sink roots in the rural farming society and culture. All three of us do everything; it would be helpful to delineate areas or work and responsibilities. We need some kind of mechanism for deeper sharing among ourselves”

SC Tokyo notes:

“The fact that Christians in Japan are a tiny fraction of Japanese society is both a big obstacle and at the same time a challenge to offer a different and more dynamic face of evangelization, with regard to increasing social involvement of Christians in Japanese society. The fact that we are under the umbrella of a religious moral corporation presents obstacles to develop further”.

JESS (TAI) observes:

“Another serious difficulty is that the Society of Jesus has no institutional basis in terms of work that brings revenue, like a School or College, and that we do not have a territory for work. It means that we cannot find economic support from the Society, and that any work undertaken has to be done with much care and sensitivity to public relations with many people and organizations, public and private, religious, etc. Some of us are missionaries, foreigners, in a majority Buddhist milieu. We have no presence among the Muslims in the South of Thailand”.

In terms of help the Society could provide¹⁰¹, SCs in ASO mention that they would like more understanding and support from their respective provinces and that such support should also translate into financial and personnel support.

Suggested solutions range from the creation of a Jesuit Foundation in Australia (JSS - ASL), or a support fund (JESS - TAI) to easing financial constraints, to allocation of more Jesuit personnel, and to their formation and sensitisation. Others state:

There is a need “to emphasise the value of Jesuits living with people from disadvantaged backgrounds”. Corpus Christy Community (ASL).

“the Province (Provincials) should recognize that

it must continue the financial support of the Centre, as a visible sign of the Jesuit commitment to the promotion of justice ministry”. (Tokyo JSS).

Several solutions put forward denote a will and a **need to network** with other Jesuit organisations on matters of common or global concern. The proposal of Nuruk Community is particularly engaging:

“the Province should understand that farmers are the most isolated sector of our society” and should “propagate this fact to Jesuits in the Region and to people served by our apostolates”, that is “support the Jesuit Nuruk community's work with farmers. The Curia should correlate the experiences of farmers and researchers in order to come up with a response of the whole Society to the problems of farmers, who are among the most marginalized people on our planet”. More emphasis should be put on “researching the social and economic effects of new liberalism and globalisation on farmers” (Nuruk Community - KOR).

The Hong Kong Institute says:

“We would like to develop cooperation with similar Jesuit or non-Jesuit institutions promoting the same values, especially business ethics”.

In some cases there seems to be some **distance between the provincial administration and the centres**. Answers from the centres suggest neglect on the part of the Provincial and other authorities of the Society during the last few years in terms of support, coordination and promotion of the social sector and social centres. This could be traced back to the weak coordination between the social sector in ASO and the different provinces. Support expected at the Assistancy and the General Curia level is in terms of networking, coordination and orientation (it may be noted that fewer centres expect support from the Assistancy or the General Curia than from the Province).

Among uncertainties and a certain pessimism about the future of the social apostolate, there appears also a **clear awareness of the centres' strengths** and positive features¹⁰², first and foremost the good quality of the work performed by the centres (72 per cent of centres mention it) and the good relationship with stakeholders and beneficiaries (61 per cent). Only six centres (33 per cent) see in the quality and motivation of the staff or in their Jesuit identity a point of strength.

¹⁰¹ See Table A.6.3 in the CD Annex for a summary of suggestions provided by the centres.

¹⁰² See Table A.6.4 in the CD Annex.

6.6 CONCLUSIONS

The profile of SCs is strictly linked to the status of the Social Apostolate in the Assistancy, which has experienced a **decline** over the past 10 years. With the exception of some bigger and more organised centres, SCs are still strongly focused on the **provision of social services** and the implementation of small development projects, and characterised by a loose formal structure, low budgets, difficulties in fund raising and personnel constraints. In some of the smaller regions, social centres are still closely **linked with the activities of the pastoral apostolate** (Vietnam, Micronesia and Thailand). From our assessment it appears that the bigger and older social centres are also going through a crisis and/or a re-organisation of their structures and rethinking of their role within the social sector.

There are important differences among the centres in the Assistancy, not only with regard to their size, but also the nature of their activities. For example, some centres are rural-based (e.g. in Korea) and actively fighting the negative impact of neo-liberal policies on agriculture; other centres are instead concentrating on a project approach. This is surely connected with the position of

the Church in the different Provinces, but that may not be the only reason for the difference in the type and nature of the social engagement. Another determining factor that shapes the centres could be the **cultural**, non-Christian character of most of these countries.

Answers from the centres reflect the feeling that over the last few years there has been **some neglect** by the Provincial and other authorities of the Society in terms of support, coordination and promotion of the social sector and social centres. The coordination of SCs at the Assistancy level has been very weak for the last decade. Now that a new Assistancy Coordinator has filled up the post that lay vacant for ten years, there is hope of better organisation and more coordination.

The task is not easy, given the cultural, social and political differences that characterise this Assistancy. Distance seems to act as a powerful deterrent for networking. It will rely for its success on the capacity of the provinces and the Jesuit authorities to devote more energy to the work of Social Centres.



CHAPTER 7

JESUIT SOCIAL CENTRES IN THE ASSISTANCIES OF EUROPE

7.1 INTRODUCTION

Although Europe is divided into four Assistancies, for the purposes of this study we will analyse European social centres together in one section. To facilitate the exposition they have been grouped at times into Northern and Southern European Centres, with Northern Europe comprising the Central and Western European Assistancies (ECE and EOC)¹⁰³. This will facilitate our analysis and also reveal some features common to the centres from the “North” and “South” of Europe.

There are 57 social centres in Europe – 16 in Northern Europe (NE): 7 in ECE and 9 in EOC; and 41 in Southern Europe (SE). Our analysis is based on the data obtained from 41 questionnaires received, 14 for NE and 27 for SE. The coverage, corresponding to 74 per cent of the centres¹⁰⁴, is satisfactory.

The distribution of sampled Social Centres across the European Assistancies and Provinces is provided in Table 7.1 at the end of the chapter.

In addition to the above centres we should mention OCIPE Warsaw, the only centre of the Eastern European Assistancy, that for statistical reasons has not been taken into account in our analysis. OCIPE Warsaw could be regarded as a “traditional type” social centre. It focuses on Catholic Social Teaching and EU matters. It carries out mostly training and formation activities through courses and conferences as well as reflection/research, disseminated through a number of regular publications. OCIPE’s overall budget is approximately of 60.000 USD per year and its employed personnel amounts to 4 employees (including two Jesuits), plus some collaborators and volunteers. OCIPE does not foresee any increase in budget and did not experience a growth in personnel over the past five years.

OCIPE has made an effort to increase the involvement of lay personnel in its activities and to become more active in its collaboration with governmental and ecclesiastical organisations. OCIPE Warsaw however does not seem to play a relevant

role in the apostolic plan of its Province, Northern Poland (PMA) and this is reflected in what is perceived to be an “underinvestment on the part of the Province regarding OCIPE staff”. Also the lack of collaboration with other social centres is a limitation to the centre’s development.

7.2 ACTIVITIES

The main differences between Southern and Northern European centres are evident from the activities they implement. A brief overview of these is offered in the following paragraphs.

South Europe

South European centres are involved mainly in migration related issues; 11 centres (41 per cent) have listed migration as their main area of intervention. With respect to the focus of intervention, 63 per cent of centres list **direct social action**, 37 per cent **formation** and 22 per cent **research** (see table 7.2). Centres whose main thrust is research are: Fondazione Centro Astalli and Aggiornamenti Sociali (ITA), Centro Social Ignacio Ellacuria (LOY), Centro de Estudios para la Integración Social y Formación de Inmigrantes – CeIM (ARA), Fundación Seminario de Investigación para la Paz, SIP (ARA); Cristianismo y Justicia (TAR), all in the Spanish provinces. Centro Astalli and CeIM focus mainly on migration/refugee issues, SIP on peace studies, while the others deal with broader general cultural and socio-political issues.

South European centres are involved mainly in migration

TABLE 7.2

Social Centres main activity. South Europe

Reflection	Percentage of SCs	Social Action	Percentage of SCs	Formation	Percentage of SCs
6	22.22	17	62.96	10	37.04

Examining in greater detail the description of activities¹⁰⁵, we have grouped the centres according to five categories of activities (see table 7.3 at the end of this chapter). These are: (i) Formation/Awareness Raising; (ii) Social Services/Personal Care; (iii) Social Research/Analysis & Information;

¹⁰³ EOC also comprises the Canadian CSU and GLC Provinces.

¹⁰⁴ The coverage is complete for the Central European Assistancy.

¹⁰⁵ For a summary description please refer to table A.7.1 in the CD Annex.

North European centres are involved mainly with research/information

(iv) Support to Civil Society; (v) and Development Cooperation. As clearly evinced in Table 7.3 (at the end of the Chapter), centres are engaged mainly in Social Services and Formation. By formation we mean training activities such as courses (formal and non-formal), seminars, and conferences not only for the general public (civil society) but also for specific groups like volunteers, social assistants, teachers, school children or immigrants.

In Southern Europe there are two large NGOs that function partially as funding agencies for other Social Centres or NGOs in developing countries. These are Alboan (LOY) and Entreculturas (ESP).

In Italy the social service vocation is particularly strong: 13 centres out of the 15 listed are involved in the provision of personal care services. Although the different ways in which this assistance is provided indicate a creativity and an effort that goes beyond the mere provision of assistance (such as projects of gradual social reinsertion for homeless families), we notice that probably not all of these centres fully match the definition of a Social Centre as given in Chapter 1.

Support to civil society is mainly carried out through networking activities with other local organisations, and only in a few cases through advocacy. A feature of Southern European Social Centres is that only a small amount of applied research is undertaken – especially compared with Northern Europe, where, as we shall see, the situation is almost the exact opposite. We also note that none of the centres is linked to a University – even though in Spain there exist several Jesuit academic research institutions focusing on social sciences and social analysis. It would appear that these academic institutions are not institutionally linked with the social sector.

The principal target groups of Southern European centres are **migrants, refugees and other marginalised groups** (such as women, minors and poor people in general). There are also a couple of centres focusing on other specific target groups, such as detainees, victims of usurious practice and addicts.

North Europe

Socio-economic and political development, and issues related to Catholic Social Teaching (CST) are the main areas of intervention for Northern European Centres. The centres are relatively less involved in migration issues compared with their Southern neighbours (only four centres, three of which are in EOC). This is the region where centres fall back upon CST for their action and analysis and where collaboration and consulting activities most often involve the Church and church-related organisations. It would seem that there is a privileged link between Northern European Centres and the Catholic Church.

With respect to the focus of intervention, 57 per cent of centres have selected formation, 42 per cent (6 centres) research (Table 7.4).

Three out of the six centres that have selected research as their main focus devote more than 50 per cent of their activities to research. These are:

1. Hungarian Institute for Sociology of Religion Kerkai Jeno Intézet (HUN): the focus is 100 per cent research;
2. Heythrop Institute for Religion, Ethics and Public Life (BRI);
3. Centre Justice et Foi in Canada (GLC).

The Heythrop Institute and Centre Justice et Foi belong to the EOC (although the latter is located in Canada), and devote more than 80 per cent of their resources to research/analysis.

Looking in greater detail at the description of activities¹⁰⁶, we see that the range of activities implemented by the centres is smaller than those of EMR, and can be grouped into only 3 categories of activities (see Table 7.5 at the end of the chapter):

- i. research/information,
- ii. formation and
- iii. advocacy/support projects.

The number of centres involved in research/information is particularly high – not only in comparison with Southern Europe but with other Assistancies as well. At least six centres carry out academic research. Northern European Centres generally belong to the “traditional” social centre type of institution, a fact that is reflected in their names (Jesuit Centre for Social Faith and Justice - JCSFJ in CSU, Centre Justice et Foi - CJF, Jesuit Faith and Justice Centre JFJC in HIB, Centre AVEC in

TABLE 7.4 Social Centres main activity. North Europe					
Reflection	Percentage of SCs	Social Action	Percentage of SCs	Formation	Percentage of SCs
6	42.86	5	35.71	8	57.14

¹⁰⁶ For a summary description please refer to Table A.7.2 in the CD Annex.

BME, Centre of Faith and Justice in MAL. Unlike their Southern neighbours, they have very little involvement in direct social action such as provision of social services or accompaniment to groups. With a few exceptions, centres do not have a specific target group: their activities, primarily information collection and analysis, are aimed at a general public. The exceptions are Centre of Faith and Justice, Ireland, targeting marginalised groups, and Centre Justice et Foi, Canada, targeting, among others, migrants. Jesuitenmission (GER) is an organisation partially devoted to financing projects in third world countries.

7.3 PERSONNEL AND BUDGET

Personnel

Table 7.6 (at the end of the chapter) shows that differences among centres have been analysed from the perspective of staff-size.

Regarding the **different categories of personnel**:

- Overall, in Europe there are 99 Jesuits working in Social Centres, 2.4 Jesuits on average for each centre. The average is consistent across the three Assistancies.
- There are 565 employees, 13.8 on average per centre. It should be noted however that 82 per cent of them are employed in Southern European Centres (that have on average 17.3 employees); in Northern Europe the average is significantly lower: 6.93 employees per centre.
- The number of collaborators is almost as high as that of employees and their distribution is homogeneous across the continent. This suggests that European Social Centres tend to rely on external professional collaborations, a fact that may have something to do with the nature of research activities (requiring specialised skills), but also perhaps with the high costs of employment.

Regarding the **different sizes of personnel**:

- Almost half of the European centres belong to the small category (with a personnel of up to ten members): they are relatively more common in Northern Europe, but very small centres are relatively more common in Southern Europe;

- in ECE there are only three types of centres: small, medium, very large, and no large centres;
- in EOC there are only three types of centres: small, large and very large, but no medium sized centres.

Budget

The overall annual budget of European centres amounts to 24,985,942 USD¹⁰⁷. A large portion of this budget (72 per cent) comes from Southern European centres, which can avail themselves of more financial resources. The average budget of a North European centre is 468,257 USD, while in SE it is 668,832 USD. We analyse the financial situation of European Centres in detail with the help of Table 7.7 (at the end of the chapter).

Regarding **budget size**:

- EOC has the highest percentage of small centres and no large or very large centres.
- EMR has the lowest percentage of small centres and the highest percentage of very large centres.
- ECE has the highest percentage of large centres and no medium centres.

To sum up, EOC centres are, on average, small; EMR centres are, on average, larger, although they are present in each category size. In ECE centres are either small (and these comprise the majority) or large-very large.

In Table 7.8 we list the names and budgets of the 11 large-very large centres in Europe (i.e. with a budget of 1,000,000 USD or more).

Regarding the **source of funding**:

- An inter-Assistancy analysis tells us that the predominant source for ECE SCs is 'own' funds, for EOC SCs, it is SJ, and for EMR SCs, public funds.
- There is a greater spread across different sources for ECE (receiving from all sources); less spread for EOC (mainly own funds and from SJ); less spread for EMR (own and public funds).
- We note that contributions from SJ in EMR and ECE are very low.

¹⁰⁷ The annual budgets of Alboan and Entreculturas were calculated to be equal to 25 per cent of their total revenue, given that it included funds allocated to other social centres across the globe.

**In North Europe
centres have
increased
personnel.
In South Europe
centres have
reduced it**

- In ECE 26 per cent of funding comes from the Church, while EOC SCs do not receive any funds from the Church. This data confirms the privileged link with the Catholic Church highlighted above.
- The analysis of the origin of funding for EMR¹⁰⁸ reveals that the main source of funding seems to be public funds (33 per cent of overall EMR funds), the second source (21 per cent) being own funds. The Society's financial commitment is limited to 3,6 per cent - but with 4 centres heavily relying on this source (which covers more than 50 per cent of their separate budget).

TABLE 7.8
Social Centres with a large and very large budget (USD)

PROV	CENTRE	BUDGET
ITA	San Marcellino	1,000,000
ARA	CeIm	1,024,800
ASR	KSOE	1,037,000
ITA	Centro Astalli	1,069,580
GER	Jesuitenmission	1,281,000
LOY	Alboan	1,750,000
ITA	Fond. Antiusura	1,964,200
ITA	Fond. S.Ignazio	2,375,427
ESP	Entreculturas	2,750,000
GER	HPH	2,800,000
ARA	Nazaret	3,500,000

7.4 TRENDS AND PERSPECTIVES

This section will summarise information about the past trends and future perspectives of European Social Centres derived from data on budget growth expectations, variation of personnel and the main changes implemented by the centres over these past years¹⁰⁹. By looking at all the "dynamic information" provided by the questionnaires we get some idea of the possible development and actual status of the Centres.

Personnel

As regards the variation in personnel experienced by centres over these past five years, the data show a remarkable difference between centres in SE and those in NE.

- In SE 63 per cent of centres have increased their personnel and only 3 centres

experienced a cut.

- In NE only 29 per cent of centres have increased their personnel while 5 centres have experienced reduction - in some cases of a significant portion of staff. If we single out the ECE, the situation is even more clear-cut: one third of centres (3 out of 9) have reduced their personnel, two of them drastically (Breuning Inst. by 100 per cent and OCIPE Hungary by 60 per cent). Numbers of personnel have grown only in two centres and that too by only 10 per cent, which is quite a limited growth. In this Assistancy the analysis of variations in personnel indicates stagnation, if not a crisis, at least in some centres.

Table 7.9 at the end of this chapter presents more details of centres that have reduced their personnel. Two of these centres, HPH (GER) and Fond. Sant'Ignazio (ITA), belong to the very large budget category, while the others belong either to the medium or small category.

The two centres mentioned above - both research-oriented centres - do not have any budget growth expectation. Furthermore, OCIPE has a low self-assessment of impact on beneficiaries, laments the lack of a Director and mentions financial instability. Breuning Institut, which has no employees but operates effectively thanks to a Jesuit and several collaborators, also mentions lack of funds. In EMR, Popoli Insieme, a very small Italian centre assisting migrants and refugees, seems to be in a situation similar to that of the two German centres, with no budget growth expectation and a significant cut in personnel. The centre is characterised by a weak structure in that it is based mostly on volunteer work and handicapped by a lack of qualified personnel as well as funds.

In the five other less remarkable but still interesting cases, reduction of personnel is accompanied either by future budget growth expectation or by some strategic plans for improving future activities. It should be noted that in EMR no Spanish centre mentions a reduction in personnel.

Budget

Besides working on smaller budgets, Northern European Centres may be facing more serious financial problems. They have a lower diversification of funding sources

¹⁰⁸ The analysis is not altogether accurate since three centres -among them Entreculturas, a centre with one of the highest budgets - have not provided information as to the origin of their funding. The budgets of these three centres together account for 36 per cent of the overall budget at the Assistancy level.

¹⁰⁹ A synoptic table with static and dynamic personnel and budgetary data of European Centres may be found in Table A.7.3 in the CD Annex.

than those of Southern Europe¹¹⁰, although this does not necessarily imply a financial difficulty. Also, their budget growth perspectives are less optimistic¹¹¹.

In NE, 71 per cent of centres foresee a budget increase and 57 per cent consider that their budget is adequate, considering their workload. A distinction should be made here regarding the two Assistancies of Northern Europe. The situation of ECE stands out in that **no centre foresees a budget increase**, while things look better for EOC. In SE the situation is different: 59 per cent of centres foresee an increase in their budget; and 52 per cent feel that their funding does not match their needs.

As regards **the main changes** undertaken by European centres over these past five years (for details see Table A.7.4 in the CD Annex), these have gone largely in the direction of **improving the quality of the services**, e.g. by furthering advocacy efforts (Jesuitenmission), or by increasing involvement with other humanitarian organisations and movements (Centre AVEC).

Some centres have opened up **new sectors** or explored **new areas of research**. Examples of these are the foundations of social sciences, business ethics, equity and redistribution issues, and international financial markets (Institut for Gesellschaft, HPH, Breuning Inst. in GER), but also ecology (JCSFJ – CSU), new forms of poverty, problems of refugees and migrants (Fond. Sant’Ignazio – ITA, Fund. San Juan del Castillo – TOL).

Other strategic changes concern **organisational changes**, such as:

- the “*establishment of a board of management with specific responsibility for the articulation of an as yet unfinished strategic plan*” (CFJ-HIB);
- better definition of the centre’s structure, especially for EMR centres, such as Fondazione sant’Ignazio, Fabbrica dei sogni, Figli in famiglia, Aggiornamenti Sociali, Comunità Emmanuel, Fondazione Antiusura (ITA); but also Spanish centres such as Fundación Amoverse (TOL), SIP (ARA), Loyolaetxea (LOY);

- reorganisation of human resources, by introducing lay employees or younger staff: CJF (GLC) Aggiornamenti Sociali (ITA), Cristianisme y Justicia (TAR).

CFJ Ireland describes the changes in perspectives it has gone through in these words:

“From living in inserted community with the poor to simply viewing things from the perspective of the poor; from wanting to change nation-wide structures of injustice to commenting on them; from Jesuit activism to a strategic organisational statement of mission and goals”.

A fair number of Southern European Centres have also made an effort to increase networking and cooperation with similar organisations.

7.5 STRENGTHS AND DIFFICULTIES

Overall, European Centres show a high degree of “institutionalisation”: an average 80 per cent of centres have a formal legal status. In Southern Europe this percentage goes up to 93 per cent. European centres assess their impact on beneficiaries positively: 76 per cent of centres value their impact as Very High or High (Figure 7.1). While for Southern European centres this percentage goes up to 85, the situation in Northern Europe is different: the percentage of centres assessing their impact as High or Very High goes down to 57 per cent. Some reasons for this relatively weak self-confidence will be presented in the following section on difficulties.

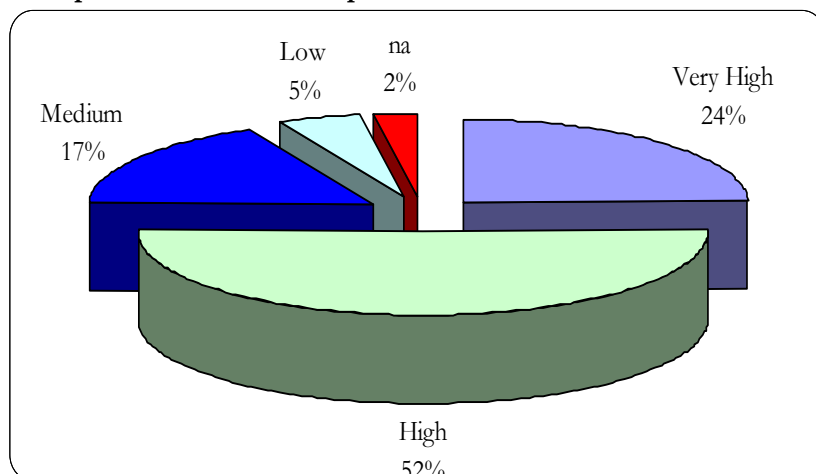
In any case there is a clear awareness among European Social Centres that the quality of staff and the reputation of centres, together with good relationships with partners and beneficiaries, are important assets¹¹². Many centres also recognise the quality of their work, referring in particular to the methodologies adopted and the capacity to answer expressed needs.

¹¹⁰ In NE, 57 per cent of centres derive more than two-thirds of their budget from only one source and 86 per cent of centres have only one or two sources of financing. In SE the percentage of centres depending for more than 70 per cent of their budget on one source only is smaller (48 per cent, mainly own and public funds), as is the percentage of centres with a low degree of diversification (with 56 per cent of centres having only 1 or 2 sources of funding).

¹¹¹ See Table A.7.3 in the CD Annex.

¹¹² For details see table A.7.5 in the CD Annex.

FIGURE 7.1
European Social Centres. Impact



South Europe

What strikes one first about the perceived challenges and difficulties of Southern European Centres is the fact that financial or personnel problems, although present, are not overarching (see Table 7.9 at the end of the chapter¹¹³). Southern European Centres are faced with other types of internal as well as external difficulties.

Internal challenges are linked chiefly with the organisation of their work, with the identification of activities that are appropriate to the needs of the beneficiaries, and with building a strong and stable identity for the centre. Several centres are also concerned about approaching changes in leadership.

In Italy particularly, we see that social centres have a strong vocation to social assistance and are generally small in size. Also, they are strongly linked to the local reality: organisational, methodological and financial constraints limit the possibilities of growth and consolidation. Thus Fabbrica dei Sogni mentions that its main challenge is *"how to face the gradual growth of the Association"*. Fond. Sant'Ignazio, one of the biggest centres of the Province, mentions its difficulty in *"keeping pace with the needs of the local reality"*. Aggiornamenti Sociali, devoted to socio-political analysis and information, is concerned instead with the approaching leadership change and with the overall re-organisation of the centre.

In Spain, Fundación San Juan del Castillo remarks that *"the risk is to restrict oneself to*

assistentialist activities, without addressing the root causes". Similarly, bigger institutions mention the need to better define their activities (*"Better articulation of our different areas of work, advocacy and educational activities, and linking our work with organisations in the South"* - Alboan), or to better define the identity of their organisation (*"Develop and strengthen the identity and spirit of the organisation. The challenge is to build an effective and well-organised centre with a strong identity"* - Entreculturas).

All this indicates that the first important element to emerge in characterising European Social Centres has to do with the challenge of defining or redefining the centres' own identity. We will come back on this issue when dealing with Northern European centres' difficulties.

In Southern Europe there is also a higher incidence of external difficulties, especially in Italy. Here many organisations - working at the local level - have to liaise with local institutions and public authorities, and find this task difficult and frustrating for reasons of bureaucracy, lack of flexibility, and other such issues. Furthermore, a fair number of centres in Southern Europe depend on volunteer work; for some centres this might be a problem in itself, while for others the problem is the dearth of volunteers, or the inadequate formation of such volunteers. Alboan mentions the difficulty of forming personnel so that it can adapt to the new challenges of a growing organisation, while *Aggiornamenti Sociali* needs to recruit new personnel in order to overcome the emergency situation - but is facing financial constraints. Funding does not seem to be a major problem for most other centres.

In terms of **suggested solutions** that could be implemented by the Society, centres are more likely to indicate solutions at the Province level (60 per cent of centres), rather than at the Assistance and universal Society level (30 per cent)¹¹⁴.

A total of 11 centres ask for more **"commitment"**, entailing orientation, support, leadership and accompaniment. Entreculturas asks to be accompanied in the discernment process, in supporting the reflective dimension and the capacity of creating social impact. *Aggiornamenti Sociali* asks for:

¹¹³ For a more detailed description see Table A.7.6 in the CD Annex.

¹¹⁴ The full text of the proposed solutions can be found in Table A.7.6 in the CD Annex and a table summarising the answers in A.7.6a of the CD Annex.

“clearer apostolic priorities and better planning in order to achieve a more effective use of resources, especially human resources; and to allow for future strategies of renewal. More coordination of publishing initiatives (such as magazines) at the European level (where EMR presence is weak) could lead to more effective use of resources and could represent an appropriate answer to the new social challenges brought about by the European integration”.

A total of 8 out of 24 centres also feel that **“coordination”** (entailing networking initiatives and improvement of information flow) could help them overcome some of their difficulties, and help build links with other centres, exchange information and ideas. Centro Astalli asks for a

“greater networking effort by strengthening communication and collaboration among Jesuits in the same field, by setting up inter-provincial teams to carry out social activities, and also for training for lay collaborators”.

Entreculturas believes that networking can be supported at different levels:

“Within each province networking can be supported by connecting people and institutions committed to work for international justice. At the Province and Assistancy level the effort should go in the direction of supporting education to solidarity through schools, parishes, reflection centres. At the international level networking efforts could go in the direction of facilitating common answers and strategies to global challenges, e.g. define a common project for Africa or be present in globalised instances”.

In order to solve **“personnel”** problems, centres feel the Society should dedicate more energy to the **formation of Jesuits** destined for work in the Social sector and, to a lesser degree, of lay people.

Fondazione Astalli feels that the Society *“should devote more efforts to formation of people assigned to work in the social sector”*. Loyolaetxea proposes that the Society could help by

“assigning and forming Jesuits and lay collaborators with reflection and analytical skills in the social sector and by accompanying them in the discernments that this choice will bring to their lives; by linking centres in the Province and in the Assistancy, promoting individual formation programmes and highlighting our analytical dimension and our capacity to have a social impact”

Fabbrica dei Sogni suggests that it would be good to

“share the formative spiritual legacy of the Society through training activities [and] provide technical advice on areas that can be of common interest to institutions working in the social sector, such as volunteers training, but also legal and administrative advice”.

North Europe

Table 7.10 at end of this chapter shows that in Northern Europe **financial difficulties** are again at the forefront and experienced by 64 per cent of centres, followed by personnel related problems and other internal difficulties (57 per cent). External difficulties seem to weigh on the centres, although to a lesser degree.

Most centres refer to a decrease in funding or to greater instability of funding, which puts them in a difficult situation, jeopardising the development of new activities and even the preservation of the status quo. Funding problems make it difficult to retain paid personnel and thus have a direct impact on personnel composition. Some centres however also mention lack of Jesuit staff, made more acute by the ageing of Jesuits.

Together with the centres lamenting the lack of Jesuit staff, the number of centres with SJ-related difficulties goes up to 9, corresponding to 63 per cent of NE centres. CJF explicitly mentions *“the inactive relationships of our Province within the Assistancy”*.

A difficulty identified by several centres is related to an **“identity crisis”**, linked with the “secularisation” of western societies and the growing apathy towards faith-justice issues. Many SCs of Northern Europe seem to be having a hard time finding a new and meaningful role in a changing society.

The Jesuit Centre for Faith and Justice (CSU) notes the following:

“Decline of the status of the Church in public life at all levels. No ecclesial voice is strong and clearly effective in this social climate. Respect for religion and its influence diminished in social and political circles. Very modest shared vision and support for faith and justice work in the Province”.

“Too few ‘high profile’ activities launched by the Centre or shared in with other groups. Insufficiently high profile of the Centre in the

Increasing problems of identity

public eye due to lack of a central focus in our work geographically and in areas of involvement"

"Leadership in this area of our work in this Province needs strengthening, especially in research and social activism".

On the same lines, its French-speaking neighbour, Centre Justice et Foi, laments a *"weakness of the Jesuit social sector (fewer Jesuits available) and less and less clarity about it"* and believes that it will *"have to find a younger new public"*.

OCIPE Brussels states, *"over the past years OCIPE's mission has become more and more blurred"*.

HPH (GER) has to deal with *"a growing secularized society, diminishing influence and acceptance of the local church in the society"*.

Jesuit Faith and Justice (MAL) is challenged by *"apathy in society/culture for justice issues", coupled by a "lack of effective backing from the Province"*

From the above quotations we see that the **problem of identity**, already highlighted by EMR centres, **comes out with even greater clarity**. It is as if some centres in Northern Europe are struggling to find their role in society, to get close to the people, to assert or even to identify their Christian nature or their Ignatian charism. This is most probably linked to the socio-cultural changes that have taken place in Western societies, of which the most important is the widespread process of *"secularisation"* and the mounting criticism to which the Catholic Church has been subjected. These phenomena have probably undermined the role and importance of Church-based social centres of the traditional type, such as the ones in Northern Europe. This would also explain why the issue of identity has come out particularly in EOC and ECE Assistancies.

A possible solution to this problem involves going through the process of redefining the European Social Centres' role and specificity in the light of the new challenges that Europe is facing today. It is likely that this challenge will have to be taken up and sustained by younger generations of Jesuits and collaborators and therefore particular attention will have to be paid to formation and approaching changes in leadership.

Centres feel that the Society could help them overcome their difficulties in several ways:

Allocating young and qualified Jesuits to work in the centres:

"A young Hungarian Jesuit should be destined to work with me" (Hungarian Inst.); *"Funding, more personnel, and more active interest in this area of Jesuit involvement",* (CJF); *"Giving sufficient Jesuit staff to the Centre"* (HPH).

Coordinating the work of different centres:

"It would also be useful to join in projects with other Centres; continued work in strategic positioning and continued development of lay collaborators. Further networking and benchmarking of social centres against each other. Dissemination of the current research being carried out by Society's Social Secretariat", CFSJ (HIB).

"Strengthen links with other social centres, scholastics from other provinces" Centre AVEC (BME).

"We profit from networking with our Jesuit institutions in Europe. It is important to keep this network going", HPH (GER).

"Increased collaboration ... may prove to be helpful. Any positive changes, given the decline in numbers and the current decline of apostolic attraction to the area of justice work in the Society, should be aimed at collaborative work" JCSFJ (CSU).

Helping centres identify the main priorities of the social apostolate:

"Continuing discernment and dialogue. Formulation of policies that reflect the priority of the social apostolate is given on paper... Continuing elaboration of support for the centrality of the preferential option for the poor in the SJ" JFJC (MAL).

"A greater emphasis for this kind of work, and, in general, for the social apostolate" Hungarian Inst.

7.6 CONCLUSIONS

Southern and Northern European Centres have **differing features**: in Northern Europe Centres generally belong to the “traditional” social centre type of institution. Politics and socio-economic development issues are their main areas of intervention, and research their main focus. Northern Europe is the region where centres are relatively more involved in **Catholic social teaching** and where the links with the Church and church-related organisations appear to be stronger (this applies particularly to ECE). In Southern Europe, on the other hand, they are more focused **on social action and formation**. In Italy the social service vocation is particularly strong: although the different ways in which this assistance is provided indicate an effort that goes beyond the mere provision of assistance. We have mentioned that probably not all of these centres fully match the definition of a Social Centre as given in Chapter 1.

EMR centres are on average larger than those in ECE and EOC, both in terms of personnel and budget. They also seem to have better growth trends than centres in the North. In ECE in particular, growth has been stagnant and prospects of future budgetary growth are low. **In Northern Europe, financial difficulties are at the forefront**: most centres refer to a decrease in funding or to an increased instability of funding. Centres also mention personnel related problems, such as lack of Jesuit staff that is made more acute by the ageing of Jesuits.

Northern European Centres seem to be going through an “identity crisis”, linked with the “secularisation” of western societies and with the growing apathy towards faith-justice issues.

A possible solution to this “identity” problem will probably come through the redefinition of European social centres’ role and specificity in the light of the new challenges that Europe is facing today. It is likely that this challenge will have to be taken up and sustained by the younger generation of Jesuits and collaborators and therefore particular attention will have to be paid by the Society to formation of young Jesuits for work in the social sector, with an emphasis on managerial skills.

Southern European Centres are also trying to define their identity but more pressing difficulties are those linked to **organisation of their work** (particularly in Italy), the identification of activities that are appropriate to the needs of the beneficiaries, and with building a strong and a stable Jesuit identity for the centre.

Centres ask for more Jesuit support, entailing orientation (identification of the main priorities of the social apostolate), leadership, formation of Jesuits, but also coordination of the work of different centres.

TABLE 7.1
Distribution of Social Centres across the European Assistancies

Ass.cy	Prov	Centre
ECE	ASR	Katholische Sozialakademie Österreichs (KSOE)
ECE	GER	Oswald v. Nell-Breuning-Institut
ECE	GER	Jesuitenmission
ECE	GER	Institut für Gesellschaftspolitik
ECE	GER	Heinrich Pesch Haus
ECE	HUN	OCIPE Hungary
ECE	HUN	Hungarian Inst. for Sociology of Religion
Total ECE: 7		

Ass.cy	Prov	Centre
EOC	BME	Centre AVEC
EOC	-	OCIPE - Belgium
EOC	BRI	Heythrop Institute
EOC	CSU	Jesuit Centre for Social Faith and Justice
EOC	GLC	Centre Justice et Foi
EOC	HIB	Centre of Faith and Justice
EOC	MAL	Jesuit Faith and Justice Centre
Total EOC: 7		

Ass.cy	Prov	Centre
EMR	ARA	Fundación de la Comunidad Valenciana (CeIM)
EMR	ARA	NAZARET
EMR	ARA	Seminario de Investigación para la Paz
EMR	CAS	Instituto Fe y Desarrollo
EMR	LOY	Alboan
EMR	LOY	Centro Social Ignacio Ellacuria
EMR	LOY	Loiolaetxea
EMR	BET	Voluntariado de Marginación P. Claver
EMR	TAR	Cristianisme y Justicia
EMR	TOL	Fundación San Juan del Castillo
EMR	TOL	Fundación Amoveise
EMR	ESP	Entreculturas
EMR	ITA	Comunità Emmanuel
EMR	ITA	Associazione San Marcellino
EMR	ITA	Progetto Scampia
EMR	ITA	Comunità Marana'-Tha
EMR	ITA	Aggiornamenti Sociali
EMR	ITA	Popoli Insieme
EMR	ITA	Sesta Opera San Fedele
EMR	ITA	Fondazione S. Ignazio
EMR	ITA	Fondazione Antiusura
EMR	ITA	Figli in Famiglia
EMR	ITA	Associazione Fabbrica dei Sogni
EMR	ITA	Jesuit Encounter Training/ Essay Review
EMR	ITA	Ambulatorio CVX
EMR	ITA	Centro Astalli - (JRS, Italia)
EMR	ITA	Fondazione Centro Astalli
Total EMR: 27		

TABLE 7.3 Distribution of SCs by type of activities. South Europe						
Centre	Target Group	Social Services/ Personal Care	Social Research/ Analysis	civil society support	Formation/ awareness raising	Development Cooperation
Comunità Emmanuel	dependents, disabled, migrants	√			√	√
Associazione San Marcellino	homeless	√			√	
Progetto Scampia	poor neighborhoods	√			√	
Comunità Marana'-Tha	minors, women	√		√		
Aggiornamenti Sociali	civil society		√		√	
Ass. Popoli Insieme	migrants/ refugees	√			√	
Sesta Opera San Fedele	imprisoned people	√			√	
Fondazione S. Ignazio	marginalised groups	√			√	
Fond. S.G. Moscati Antiusura	victims of usurious practice	√		√		
Ass. Figli in Famiglia	minori donne	√				
Fond. Centro Astalli	migrants/refugees		√		√	
Ass. Fabbrica dei Sogni	minors/migrants	√				
Jesuit Encounter Training/JER	social workers	√			√	
Ambulatorio CVX (RC)	Migrants	√		√		
Ass. Centro Astalli (JRS)	Refugees	√			√	
Instituto Fe y Desarrollo	civil society				√	
Alboan	development cooperation/civil society		√	√	√	√
Centro Social Ellacuria	civil society		√		√	
Fund. San Juan del Castillo	marginalised, migrants	√				
Fundación Amoveise	minors/women	√				
CeIM	Migrants		√		√	√
Nazaret	migrants, women, social workers	√			√	
Seminario de Investigación para la Paz	civil society		√	√	√	
Loiolaetxea	migrants, imprisoned	√				
Voluntariado de Marginación P Claver	Volunteers			√	√	
Entreculturas	dev coop/civil society			√	√	√
Cristianisme i Justicia	civil society, migration		√		√	
Total		17	7	7	18	3
Percentage to the Total number of JSCs of the Assistancy		63.0	25.9	25.9	66.7	11.1

TABLE 7.5 Distribution of SCs by type of activities. North Europe				
ECE	Target Group	Formation	advocacy - support projects	research / information
OCIPE Hungary	civil soc./ Church	X		X
Jesuitenmission	dev. countries		X	
KSOE	civ.soc/marginalised	X	X	X
Institut für Gesellschaftspolitik	civil society/Church	X		X
Heinrich Pesch Haus	civil society	X		
Hung. Inst. for Sociology of Religion	civil society	X		X
Oswald v. Nell-Breuning-Institut	civil society			X
EOC				
Centre for Social Faith and Justice - CSU	civil soc/ refugees	X	X	
Jesuit Faith and Justice Centre - HIB	civil society/poor	X		
Heythrop Institute	civil society	X		X
Centre of Faith and Justice - MAL	civil.soc/marginalised		X	X
Centre Justice et Foi - GLC	civil soc./migration		X	X
Centre AVEC	civil society	X	X	X
OCIPE Belgium	civil society			X
Total		9	6	10
Percentage to the total number of Social Centre in the two Assistancies		64.30	42.90	71.40

TABLE 7.6 Distribution of European SCs by personnel-size								
	Europe		ECE		EOC		EMR	
Personnel (1)	N.	Average	N.	Average	N.	Average	N.	Average
Jesuits	99	2.41	17	2.43	15	2.50	67	2.48
Employees	565	13.78	79	11.29	18	3.00	468	13.43
Collaborators	534	13.02	54	7.71	133	22.17	347	12.85
Volunteers	1,901		37		3		1,861	
Size (2)	N.	Percentage	N.	Percentage	N.	Percentage	N.	Percentage
Small (0-10)	19	46.34	4	57.14	4	57.14	11	40.74
Medium (11-25)	8	19.51	2	28.57	0	0.00	6	22.22
Large (26-50)*1	5	12.20	0	0.00	1	14.29	4	14.81
Very Large (>50)*2	8	19.51	1	14.2	1	14.29	6	22.22
na	1	2.44t	0	0.00	1	14.29	0	0.00
Total	41	100	7	100	7	100	27	100
Very Small (0-5)	11	26.83	2	28.57	1	14.29	8	29.63

Note: The table is divided into two parts.
The lower part (2) shows the absolute and relative distribution of European SCs according to personnel size (Jesuits + employees + collaborators). Percentages are column percentages. Thus the "very small" size includes centres with a personnel of 5 or less; Small of 10 or less; Medium with a personnel comprised between 11 and 25 etc.

*1 The Large centres are: CeIM (ARA), Alboan (LOY), Associazione San Marcellino (ITA), Associazione Antiusura (ITA), Centro Astalli - JRS (ITA);

*2 The Very Large centres are: Fondazione Sant'Ignazio (ITA), Entreculturas (ESP), Heinrich Pesch Haus (GER), Nazaret (ARA)

TABLE 7.7 Distribution of European SCs by budget-size (USD)								
	Europe		ECE		EOC		EMR	
Budget (1)	Amount	Average	Amount	Average	Amount	Average	Amount	Average
	24,985,942	938,682	5,508,000	786,857	1,047,600	174,600	18,058,472	668,832.31
Budget Size (2)	Number	per cent of Total SCs	Number	per cent of Total SCs	Number	per cent of Total SCs	Number	per cent of Total SCs
Small (<300,000)	24	58.54	4	57.14	5	71.43	15	55.56
Medium (300,000-1,000,000)	6	15	0	0.00	1	14.29	5	18.52
Large ¹ (1,000,000-2,000,000)	6	15	2	28.57	0	0.00	4	14.81
Very Large ² (>2,000,000)	4	10	1	14.29	0	0.00	3	11.11
na	1	2	0	0.00	1	14.29	0	0.00
Origin of Funds (3)	per cent of total budget	Number	per cent of total budget	Number	per cent of total budget	Number	per cent of total budget	Number
SJ	7.31	17	3.35	3	59.09	5	3.64	9
Church	6.86	5	26.21	3	0.00	0	1.25t	2
NGO	3.75	7	1.45	3	0.00	0	2.91	4
Public	40.23	21	5.34	3	1.91	1	32.90	17
International	3.12	7	4.34	2	5.62	1	1.69	4
Own	38.74	30	59.32	5	33.38	3	21.31	22
Note: The table is divided into three parts. The upper part (first two rows) - Budget (1)- shows the total and average budget of SC for each Assistancy in USD. The middle part - Budget Size (2) - shows the absolute and relative distribution of SC according to budget size and across Assistancies. Percentages are column percentages. The "small" size includes centres with a budget of 300,000 USD or less, etc. The lower part (3) shows the contribution of each funding source to the cumulated budget of each Assistancy's SCs and the number of centres that are financed by each source.								

TABLE 7.9 Centres having experienced a staff reduction					
Centre	Prov	Size of Reduction (per cent)	SCs Understaffed (per cent)	SCs Foreseeing budget Increase (per cent)	SCs with Insufficient Budget (per cent)
Ocipe.	HUN.	-60	0	0	0
H. Pesch Haus (HPH)	GER	-5	0	0	0
Nell-Breuning Inst	GER	-100	100	0	100
CSFJ	GLC	-25	65	50	0
CJF	CSU	-10	20	0	10
Agg.ti Sociali	ITA	-25	15	0	15
Ass. Popoli Insieme	ITA	-50	50	0	50
Fond. S.Ignazio	ITA	-7	30	10	10

TABLE 7.10 Types of difficulties encountered. South Europe				
Centre	Difficulties			
	External	Personnel	Financial	Other internal
Amb CVX	√			
Centro Astalli	√			
Fabbrica dei Sogni	√	√		√
Ass. Figli in Famiglia	√			
Ass. Popoli Insieme		√	√	
Ass. San Marcellino	√			
Aggiornamenti Sociali		√	√	√
Comunità Emmanuel				√
Comunità Marana' -Tha	√			√
Fond. Centro Astalli	√			
Fond. Antiusura			√	
Fond. S.Ignazio	√			√
Jesuit Encounter Training				
Progetto Scampia		√		
Sesta Opera San Fedele	√			
Alboan	√	√		√
CeIM				√
Centro Social I. Ellacuria				
Cristianisme y Justicia		√	√	
Entreculturas				√
Fundación Amoverse	√			√
Fund. San Juan Castillo				√
Fund. SIP		√		√
Instituto Fe y Desarrollo				√
Loiolaetxea		√	√	√
Nazaret	√			
Voluntariado Pedro Claver		√	√	
Total	12	9	6	13
Percentage to the Total SCs of the Assistancy	44.4	33.3	22.2	48.1

TABLE 7.11 Types of Difficulties Encountered. North Europe						
		Difficulties				
		External	Personnel	Financial	Other Int.	SJ related*
OCIPE Hungary	Hungary	√		√	√	√
Jesuitenmission	Germany					
KSOE	Austria		√	√		√
Institut für Gesellschaftspolitik	Germany	√	√	√	√	√
Heinrich Pesch Haus	Germany	√		√		
Hung Inst Sociology of Religion	Hungaria	√				
O. v. Nell-Breuning-Institut	Germany		√	√		
Centre Social Faith and Justice	Canada Sup	√	√	√	√	√
Jesuit Faith and Justice Centre	Malta	√	√	√	√	√
The Heythrop Institute	UK			√	√	
Centre of Faith and Justice	Ireland		√		√	√
Centre justice et foi	Canada	√	√		√	√
Centre AVEC	Belgique		√	√		√
OCIPE - Belgium	Belgium				√	√
N. of Centres		7	8	9	8	9
Per cent of total ECE+EOC centres		50.0	57.1	64.3	57.1	64.3
* refers to lack of SJ personnel and lack of adequate support from the Society						



CHAPTER 8

JESUIT SOCIAL CENTRES IN THE ASSISTANCIES OF LATIN AMERICA

8.1 INTRODUCTION

The social centres of Latin America have played a central role in shaping the Society's social sector and determining its essential characteristics both on this continent and at a global level. Father Arrupe gave a strong impulse to the Centres for Social Research and Action (CIAS); their statutes were drawn up and published in December 1966. It is not surprising then that from the 60s onwards, the CIAS have taken an ever more active and committed role in the various local and national situations where they were placed. The development of their lines of intervention and reflection were much affected by the particular socio-political situations through which many Latin American countries passed and continue to pass. This is why it is both useful and important to interpret the facts of our enquiry jointly for the two Assistancies of the Conference of Provincials of Latin America (CPAL) in the light of the history of these countries and the development of the centres¹¹⁵. CPAL groups the two Assistancies of Latin America as Southern Latin America and Northern Latin America.

It should be borne in mind that for many years the majority of Latin American countries were under military dictatorships, especially the countries of the Southern Assistancy (ALM). This can explain the characteristics of these centres in the context of the general situation, especially their cautious implementation of programmes with a political dimension. In the Northern Assistancy (ALS) political action has perhaps been more intense: action in the field of Human Rights, critique of governments, relations with left-wing political groups and popular and social movements, and commitment to processes of peace and reconciliation. Centres in ALS have also been active in relating to a situation of poverty through productive projects such as corporate enterprises.

One may draw a diagram of the process experienced by these centres in recent years, analysing three major stages to help explain their characteristics and development.

i. Beginning

It may be traced to the period when some Centres were set up and concentrated on the study and teaching of the Social Doctrine of the Church, while some Centres had received a commission from the Church to train pastoral social agents. But very soon, under the influence of the movement that developed in Latin America in connection with the Medellín Conference (1968), it turned out that the changing interpretation of the Church's social doctrine was not shared by the bishops, and little by little the Centres lost their support. This was the first step the Centres took to become increasingly secular and avoid problems with the *Magisterium*. Under the influence of General Congregation 32, Decree 4 in particular, Jesuit solidarity with popular movements (some of them revolutionary) became more radical, and tensions and conflicts with the Church increased, together with internal ones within the Society. A moment came when some of the Centres decided to stop working on issues related to religious aspects and dedicate themselves wholly to research in the political, economic and social sciences, abandoning theological and even moral issues so as to avoid problems with the hierarchy. We are speaking of the 60s and 70s.

ii. Growth

During the 80s the Centres became stronger. The situation in Central America attracted much support at Assistancy level and regional meetings were held with some regularity to exchange analyses of the international situation and of the situation that developed after the triumph of the Sandinista revolution in Nicaragua. It was soon decided to hold joint seminars. They started by sharing methods used in the Centres of the Assistancy to analyse reality. Then a seminar was held with wide participation from the whole of America on Neo-liberalism at a time when this was beginning to gain special strength; thereafter, a seminar on civil society, for many countries were returning to democracy and the importance of training to improve participation in politics was beginning to be realised. Many Centres grew and played an important role in the region, becoming reference points for Christians committed to

The Social Centres of Latin America have played a central role in shaping the Society's social sector

¹¹⁵ The following paragraphs on the historical evolution of the Social Centres in Latin America have been prepared by Jorge Julio Mejía SJ, Assistant of the Conference of Latin American Provincials (CPAL) for the Social Apostolate.

**Towards the end
of the 90s the
Society's
presence has
diminished**

popular communities. This was especially the case with leaders of Basic Communities, which had opted strongly for movements dedicated to social justice. The price they paid was very high. Perhaps the most painful moment was represented by the martyrs of the UCA in El Salvador; among the many others may be counted Rutilio Grande, Sergio Restrepo, Mario Calderón, and Luis Espinal¹¹⁶.

iii. Change and Crisis?

Towards the end of the 90s several things happened which would strongly affect the profile, task and size of the social centres: the failure of the Sandinista revolution, the crisis of socialism, and the change among supporting agencies in priorities for development, especially in Europe. There has been a huge *volte-face* in the sensibility of the Society regarding problems of social justice. The younger generation has other concerns and no longer dreams of work for justice, communities of insertion or commitment to popular groups. In addition, training in the social sciences has become less important in formation programmes. Other concerns like culture, inter-religious problems and the environment have assumed more importance and issues of gender and ethnicity (are very prominent. Many Jesuits in the Centres, especially some of the most committed, have left the Society. With such changes taking place, the Society's presence in the Social Centres began to diminish notably. Fewer were destined to special studies. European agencies dependent on the Church stopped financing projects emanating from the Centres since the approval of the bishops was required and the bishops withdrew their support of the Jesuit centres. So in many ways these Centres were greatly reduced. Some even disappeared.

Our analysis, based on the responses in the questionnaires, will begin from this point and try to shed some light on the present situation of the centres and their future prospects.

According to the database there are on the whole 53 Social Centres in Latin America (Table 8.1). The majority of these, 37 in number, are from the Southern Latin American Assistancy (ALM); and 16 are from the Northern Latin American Assistancy (ALS). On the other hand, the proportion of replies to the questionnaire is higher in ALS

than in ALM (75 per cent of the database centres returned the questionnaire to 56.8 per cent of ALS). In general, for all of Latin America the coverage of 62.2 per cent is satisfactory. It should be added that the quality of responses provided by the questionnaires is very good, especially with regard to open answers. We believe that this adds credibility to our analysis.

TABLE 8.1 Sample size			
Assistancy	Number of SCs (Data base)	Responses received (Sample)	Per cent
ALM	37	21	56.8
ALS	16	12	75.0
CPAL	53	33	62.2

More in detail, the coverage of centres in the Provinces of Peru, Colombia and Southern Brazil is complete. It is also good for the Provinces of Mexico (4 out of 5 centres), Central America and the District of the Amazon (3 out of 4), but less satisfactory in the Provinces of Chile (1 centre out of 6) and Bahía (2 centres out of 7), and from the centres of Central Brazil and the Region of Mato Grosso we have no replies at all.

Finally, we note that at least four out of the 33 centres that filled in the questionnaire have been created in the past two years: 3 in ALM and 1 in ALS.

8.2 ACTIVITIES

Analysing the priority actions of the Latin American (LA) SCs in Chapter 3 we concluded that formation and social action are by far the main priority focus of these centres and that only 7 centres focus on research-information (see §3.3). These are the Brazilian Instituto Humanitas Unisinos (IHU) and Centro de Pesquisa e Apoio aos Trabalhadores (CEPAT); Fundación Centro de Investigación y Acción Social - CIAS (ARG); Universidad Centroamericana "José Simeón Cañas", El Salvador (CAM); Fundación Centro Gumilla (VEN); Servicio Jesuita a Migrantes (SJM-MEX), and the Centro de Investigación y Educación Popular in Colombia (CINEP).

However, when we study the activities implemented by the different centres in further detail¹¹⁷, we find that as many as 58

¹¹⁶ Ignacio Ellacuría S.J., Segundo Montes S.J., Amando López S.J., Juan Ramón Moreno S.J., Joaquín López y López S.J., Elba Julia Ramos and Celina Mariset Ramos, assassinated in El Salvador on the 16th of November 1989. Fr Rutilio Grande S.J., assassinated in El Salvador on the 12th of March 1977, Sergio Restrepo S.J., assassinated in Tierralta Colombia on the 1st of June 1989. Mario Calderón in Bogotá, Colombia on the 19th of May 1997.

per cent of ALS centres, and 50 per cent centres of ALM are involved in some sort of **research-reflection** exercise, often accompanied by formation-information activities. This type of research is aimed chiefly at providing a socio-political diagnosis of present situations, or may focus on specific issues such as peace processes, human and civil rights, local cultures, poverty and development and similar issues. This should not come as a surprise: in keeping with their names, a good deal of “applied” social research and analysis takes place across the centres; this analysis is then channelled through formation and other interventions provided by social centres.

The range of activities implemented by Centres in LA, beside the already mentioned research-formation activities, is very wide. It focuses on:

- support to civil society, grass-roots groups, and community-based organisations,
- rural development interventions,
- human rights promotion and
- income-generating activities.

Predominant for 40 per cent of centres of LA are interventions in support of developing a democratic civil society and of **specific groups or movements** (Table 8.2 at the end of the chapter), from community-building and promotion of active citizenship, empowerment, and awareness raising to provision of advice and support in land issues and disputes, improvement of living conditions, etc. This information echoes the data presented in Chapter 3 concerning the high degree of cooperation with civil society groups characterising LA SCs.

Forty percent of centres in ALM and 33 per cent in ALS are involved in **rural development** activities, working for the improvement of the quality of life of *campesinos* and indigenous populations. At least seven centres carry out work for the **promotion of civic and human rights**. We note that in ALM human rights work is always linked with actions targeting the well being of *campesinos* and indigenous peoples: CDH Manaus (BAM), CIPCA (BOL) and CEOP-Ilo (PER). In ALS the four centres working on human rights issues, be

they of indigenous people, political opponents or migrant workers, are all located in the Province of Mexico.

At least seven centres, five of which are in ALM, work for the **economic advancement** of local populations such as small farmers and rural producers, but also urban micro and small entrepreneurs and craftsmen. They provide technical training, business incubation services and credit facilities.

Campesinos and indigenous communities (these two groups often coincide) are the predominant target group of CPAL SCs, followed by urban poor, migrants, and workers¹¹⁸.

Campesinos and indigenous communities are the predominant target group of CPAL SCs

8.3 PERSONNEL AND BUDGET

Personnel

The average number of employees in Latin American SCs is relatively high compared to that of other Assistancies and is also relatively well distributed across centres: 20.45 employees in ALM and 35 in ALS. Also, the number of Jesuits working in Social Centres is relatively high (in ALS corresponds to 2.8 Jesuits per centre - the highest of all Assistancies).

Examining the size of personnel¹¹⁹ in ALM centres in detail, we note the following (Table 8.3)¹²⁰:

- thirteen centres, the majority of ALM centres, belong to the small-medium personnel category: 62 per cent of centres having a personnel of 25 or less (including SJ, employed personnel and collaborators);
- a significant number (33 per cent) still falls into the large-very large category. The two very large centres are CIPCA (BOL) and CIPCA (PER) with a personnel of 97 and 50 respectively;
- three of the six small centres are in Brazil: these are SARES, Equipe Itinerante and CEPAT. The first two of these do not employ personnel and rely on Jesuit staff and collaborators only;
- three Social Centres, two of which are in Peru (CEOP-ILO and SEA) and one in Chile (CREAS) do not have any Jesuit personnel.

¹¹⁷ See Table A.8.1 in the CD Annex for a summary description of the activities in each centre.

¹¹⁸ For more details see Table A.8.1 in the CD Annex.

¹¹⁹ Unless otherwise specified the term personnel includes Jesuit and employed personnel together with collaborators.

¹²⁰ For Province-wise data see Table A.8.2 in the CD Annex.

TABLE 8.3 Distribution of SCs by number of personnel				
	ALM		ALS	
Size	No. of SCs	Percentage of SCs in Assist	No. of SCs	Percentage of SCs in Assist
Small (0-10)	6	28.57	2	16.67
Medium (11-25)	7	33.33	2	16.67
Large (26-50)	5	23.81	5	41.67
Very Large (>50)	2	9.52	3	25.00
Na	1	4.76	0	0.00
Note: Shaded figures indicate the maximum column value or the most common type of centre in each Assistancy.				

The ALS and ALM Assistancies have a strong dependence on external funding

In ALS the dimension of centres is on average larger¹²¹ (Table 8.3):

- 67 per cent of centres fall under the large-very large category; ALS has the highest average number of employees per centre of all Assistancies;
- there are only two small centres, located in Mexico (CODEHUTAB and SJM-MEX); and
- two out of the three very large centres are in CAM Province (UCA y NITLAPAN) while the third, CINEP is in COL Province.

Budget

We have already sketched the budgetary characteristics of the LA SCs in Chapter 3. The total budget amounts to 16,227,418 USD and the average per centre is 491,740 USD. We remember here the remarkable difference in overall and average budget size between the two Assistancies: The average ALS budget is almost twice that of ALM.

Not surprisingly, if we classify SCs according to different budget categories (Table 8.4 at the end of chapter¹²²), we find that **centres in ALM are more highly concentrated at the lower spectrum of the budget categories**: 48 per cent of centres of ALM have a small annual budget (up to 200,000 USD). They are mostly concentrated in Brazil (BAH, BAM and BRM). The two very large centres are in BOL and PER Provinces (CIPCA, also the biggest centre of ALM in terms of personnel).

In ALS the distribution of centres is **more**

even across the different categories (approximately 25 per cent of centres for each category). The three largest centres are CINEP, UCA and NITLAPAN, while the smallest centres are SJM, CODEHUTAB (MEX) and Gumilla (VEN)

The two Assistancies have in common a strong dependency on external funding, which implies a significant **financial vulnerability** (of which more will be said in the next section while analysing the perceived weaknesses of centres). Both Assistancies in fact are largely dependent on international donors' funds. This is **especially true of ALS** with 54.66 per cent of the total budget coming from international donors (see Chapter 3). In this regard it is worth mentioning that 6 out of the 12 ALS centres receive funding from international donors and this amount accounts for 70 per cent or more of their budget¹²³. The second funding source in ALM is NGOs (mostly based in rich countries), which provide 27 per cent of the total budget, while in ALS it is "own funds". Funds from NGOs, coupled with funds from donors, cover about 65 per cent of the two Assistancies' budgets.

8.4 TRENDS AND PERSPECTIVES

Personnel & Budget

Although the majority of centres in LA have experienced a growth in personnel over the past five years, a **relevant proportion of centres have still not experienced any growth at all**. A similar statement could be made for projected budget growth (with the caveat that this information is subjective and probably not always realistic). Detailed information of past and future growth perspectives, combined with the (perceived) level of being understaffed and under-budgeted is provided in Table 8.5 (at the end of the chapter).

What follows is a detailed analysis of the data included in the table.

In ALM:

- The number of centres that have not experienced growth in personnel is slightly higher than 50 per cent (11 centres over 21). Six centres in particular have decreased their personnel to the tune of 10 per cent or more – in one

¹²¹ For Province-wise data see Table A.8.2 in the CD Annex.

¹²² For Province-wise data see Table A.8.2 in the CD Annex.

¹²³ These are the three SCs of Colombia (CINEP, PxP and IMCA) and three centres of Mexico (Centro ProDH, Codehutab and FCyE).

particular case this decrease has been 50 per cent. The centres that have been most affected by this phenomenon are those of PER, where five out of its nine centres have not recorded any growth and three out of nine¹²⁴ (CCAIJO, CIPCA and SAIPE), a decrease. CIPCA in particular has recorded the strongest decrease although it still remains one of the biggest centres of the CPAL. Other centres that have decreased personnel are CIAS (ARG) and CIPCA (BOL). For those that have experienced it, growth has been quite relevant (in the range of 30 per cent of more of personnel- in the case of CEPAT in BRM the increase was in the order of 100 per cent). We note here that the growth record of Brazilian centres is positive for all but one centre: Instituto Humanitas of UNISINOS.

- 12 centres out of 21 foresee an increase in budget, but for only four of them is the projected increase higher than 25 per cent. They are: CESSAM (BAH), SARES (BAM), CEPAT (BRM) and IED (PER).
- Nine centres estimate that their budget is insufficient by 25 per cent or more vis-à-vis their actual workload: four centres are in Peru, four in Brazil and one in Argentina.

In ALS:

- The personnel situation is more positive in this Assistancy: eight centres, corresponding to 67 per cent of centres, have increased their personnel in the past five years, although with less intensity, on average, than the centres in ALM. Two centres, CODEHUTAB and SJM¹²⁵ belonging to the Province of Mexico, have doubled their staff. Four centres have instead decreased their personnel: for two of them, CINEP and IMCA, belonging to the Province of Colombia, the decrease was around 50 per cent. The other two centres, ERIC and UCA-IAS, are in CAM Province.
- Eight centres out of 12 foresee a budget increase, although it is in most cases very small; only for ERIC and SJM-MEX is the increase significant (higher than 30 per cent).
- At least three centres estimate their budget to be largely insufficient vis-à-vis their workload: CINEP (COL), SJM and PRODH (MEX).

Summarising, we note that across Latin America:

1. The Provinces of PER, COL and CAM have shown the weakest growth record in terms of personnel, while the Provinces of PER, Brazil and MEX experience the severest budget constraints.
2. There are at least five centres that denote personnel and financial difficulties without clear perspectives of future budgetary growth; these deserve a closer look. They are: CINEP (COL), IHU (BRM), SAIPE (PER), UCA-IAS (CAM) and CIAS (ARG).
3. **The profile** we derive from the information above concerning personnel growth over the past years, and financial expectations and likelihood of future growth **is not very dynamic**. It is clear that a **high number of centres have decreased personnel** over the past five years, especially in ALM, where 43 per cent of centres also feel heavily under-budgeted. The situation in ALS is slightly more positive although it still calls for close monitoring.

Centres have been very responsive to external changes

Strategic Changes

The qualitative information collected concerning the centres' responsiveness to external changes, such as their capacity to adapt to a changing reality, reveals that centres are adaptive and creative in their activities.

Virtually all responding centres say that they have experienced some change/modification over the past five years of activity. For the majority of centres these changes have been related to the **vision** and the **activities** of SC, and/or the **working methodology**¹²⁶.

Changes in vision and activities include for example:

- the **adoption of a broader perspective** of analysis and action, such as: *"adopting a macro vision of poverty"* CCAJO (PER); *"drafting of a country project"* CEPAG (PAR); *"support to institutions of campesinos locally and regionally"* CIPCA (BOL); *"from a local to a regional perspective of sustainable development"* IMCA (COL); *"from a local to a broader vision"* Codehutab (MEX);

¹²⁴ This means that half of ALM centres have laid off staff.

¹²⁵ SJM is a newly established centre.

¹²⁶ For a more detailed description of the changes occurred refer to Table A.8.3 in the CD Annex.

Almost half the centres have increased cooperation

- switching to a **more durable type of intervention**: for example CTTU (PER) has moved from *“a basic needs direct assistance to a developmental approach”*, while other centres have concentrated on formation of young people or have increased contact with the civil society;
- **downright expansion of activities** in new fields: Nitlapan (CAM), for example, has set up a micro-finance institution and introduced a micro-credit facility; UCA- IAS and UNICAP have identified new development projects; CDH (BAM) has started a collaboration with the Federal Government and municipalities of the Amazonia.

With regard to the **working methodology**, changes have chiefly been in the direction of **better organisational set-up** and definition of standard procedures, such as the adoption of a new juridical structure and the elaboration of a strategic plan for CEPAG (PAR), or the gaining of more autonomy vis-à-vis the public administration for CESSAM (BAH).

Another relevant trend that emerges is a gradual but clear move towards a **more cooperative approach**. Confronted with a decline in funds and growing competition among organisations, but also with an increased awareness of the need of joint action, at least 11 out of 33 centres have made an effort in the recent past to create alliances and form associations with other groups, with governmental or non-governmental organisations, and national or international platforms. CEOP ILO (PER), for example, has started collaborative projects and created links with the public administration; CIPCA (PER) mentions *“networking [with other organisations] for a common development plan”*, while CEAS (BAH) refers to a stronger relationship with civil society. Gumilla (VEN) has increased collaboration with universities and institutions; FCE (MEX) collaborates in national and international networks.

8.5 STRENGTHS, DIFFICULTIES AND POSSIBLE SOLUTIONS

The profile that emerges from the analysis of self-perceived **strengths** is very positive¹²⁷. All responding centres except one (which has just been created) mentioned the organisation’s reputation and good relationship with partners and beneficiaries as one of their main strengths (*“trust and esteem of the people”* CCAIJO; *“positive appraisal from the local institutions...credibility and solid experience”* SAIPE; to name just a few). Other strengths identified were the quality of the organisation’s work, and the motivation of the staff (15 out of 27 responding centres).

Furthermore, LA SCs are characterised by efficient organisation and a sound structure – especially ALS centres. In Chapter 3 we noted that LA centres have the highest level of fulfilment of organisational best practices (see §3.7). This is particularly true in ALS.

In general terms, LA centres lament the same **difficulties** as the centres of other Assistancies, i.e. significant funding problems (see Table 8.6)¹²⁸.

At least 18 centres out of 31 respondents (58 per cent) mention **financial constraints** of some sort as one of their main difficulties. The percentage is slightly higher in ALS centres, with as much as 67 per cent of centres having financial problems; these are mostly concentrated in MEX and CAM. ALS centres, which have on average higher budgets, are more vulnerable to the diminishing flows of development aid. It is worth mentioning that while many centres mention a general lack of funds (seven out of 18), the remaining 11 add that their difficulty is related to dependence on international donors’ funds, which impinges on their autonomy and freedom of choosing the area of intervention. This is so because international cooperation grants are generally tied to certain “priority” areas of intervention or geographical zones. In ALM, financial difficulties do not follow a geographic distribution, although centres from Brazil seem to be more subject to financial problems.

We provide below with some testimonies of centres experiencing financial difficulties:

“The main difficulty is funding. We are a social centre [...] relying exclusively on grants for

¹²⁷ Table A.8.4 in the CD Annex.

¹²⁸ For more details refer to A.8.5 and A.8.5a in the CD Annex.

NGOs from the North. There is a great dependency vis à vis the priority areas of intervention perceived by them" CCAJO (PER).

"Ensuring funds in the medium and long run: we waste much energy in managing short-term revenues" CIPCA (BOL).

"Funding is the main difficulty, together with the inability to accumulate enough resources to become independent and self-sustaining" ERIC (CAM).

The main difficulty is "funding, which is always difficult, but it is particularly so in these times of war, recession, natural disasters and diminishing development aid – public and private alike" SJM (MEX).

In this respect several centres feel that the **Society could help them** ease budgetary constraints by **providing financial help**, especially from the Province, or by setting up an Assistancy-level fund for social works. CEOP-ILO mentions the positive role of the "Oficina de Desarrollo" (Development Office) of the Province of Peru that provides financial and technical support to social works, social centres included. At the global level, the Society could help by collecting information on international funding sources and providing technical assistance in accessing them, or by providing support while negotiating major international financial agreements.

Many SCs (54 per cent) feel that their difficulties emanate, at least in part, from the **external socio-political environment**. These obstacles generally refer to difficulty in relating with governmental authorities, ranging from lack of communication to open confrontation. The harsh socio-economic conditions of the poor are also mentioned in this context.

Some of the comments received are given below:

"Local Government do not have the ability to promote active citizenship" SEA (PER);

"Increased marginalisation and social exclusion. Weak relations with peoples' movements, particularly with regard to the debate on the Country Plan" CEPAG (PAR);

"Difficult relations with Governmental bodies (partners)" CESSAM (BAH).

Open confrontation with official authorities and political instability are strongly felt in ALS, and within the Assistancy, in CAM, COL and MEX Provinces. We also note that two centres in ALS say that they have

TABLE 8.6
Difficulties faced by centres
(percentage of SCs replying to this question)

Assistancy	External	Personnel	Financial	Other Internal
ALS	67	50	67	42
ALM	47	53	58	74
Total CPAL	55	52	61	52

Note: each Centres has indicated more than one difficulties, for this reason the total percentage is not 100.

problems with Church authorities (ERIC and FCE). Here below are some responses:

"The main difficulties are generated by the permanent political, social and economic instability of Nicaragua" NITLAPAN (CAM);

"Clashes with governmental authorities, threats from governmental sectors and corporations for denouncing human rights violations. Weak acceptance, including mistrust, from the side of the Church's authorities" ERIC (CAM);

"Negotiations with armed illegal forces in order to develop projects on the field and hostility to human rights work from the Government and legal armed forces" CINEP (COL);

"Difficult situation in the areas of intervention. Globalisation. Narrow concept of development of the actors with which we work" IMCA (COL);

"Difficult relations with local (caciques), federal (government officers) and Church authorities (a bishop). Corrupt Union leaders tolerated by the Government" FCE (MEX).

Finally, we feel that SAIPE's long list of problems summarises the difficult situation in which these centres often have to work:

"...Remote areas of work with transportation difficulties. Weak presence of Peruvian government. Low quality of civil servants, lack of clarity and confusion in implementing state plans. Difficulties with indigenous mentality vis à vis issues such as voodoo practices etc. Difficult communications between the indigenous communities and the rest of the country: bilingual intercultural communication, lack of a local radio, difficult access to telephone, internet etc. Plundering and pollution of natural resources, environmental degradation. Drug smuggling. Propagation of infectious diseases" SAIPE (PER).

Another considerable obstacle, experienced by at least 16 centres (48 per cent), has to do with the **lack of qualified personnel**, especially at the local level. Qualified and

The Society needs to play a role in easing financial difficulties

Urgent need to re-think the formation of young Jesuits

motivated staff is difficult to find and to retain; there is a dearth of professional and motivated collaborators and costs of employment are high. In three cases specific reference was made to lack of Jesuit staff, and it is particularly in this respect that centres feel that the Society could help them by sending qualified Jesuits to work with them.

It would appear that centres believe that this effort will have to pass through a “reform” or “rethinking” of the formation of young Jesuits. CCAJO (PER) thinks that “the decision to assign Jesuits to this type of social work [...] presupposes more clarity on our strategies of formation”. This is certainly the case if, as CIPCA (PER) writes, “young Jesuits of the Province are not familiar with its works, do not feel close to them either because they do not have the necessary skills or experience needed for this kind of work, or because they prefer to work in less complex, complicated activities”.

Thus, further support from the Society on the personnel issue could come in the form of formation/specialised training courses or exchange programmes for Jesuits and lay collaborators alike.

SARES (BAM) sums it all by saying that,

“the biggest help that the Society could give us could come from Fr General: [...] to put pressure on the Provincials so that they assign good Jesuits (not only those that are not needed in their provinces) to work in Amazonia.”

Other **internal difficulties** faced by centres (54 per cent) relate, for example, to infrastructural inadequateness (“we lack adequate infrastructure” CANAT - PER), or to weaknesses in the management or administration of the centre, or to the fact that centres are faced with more requests for support than they can handle. CEPAG (PAR) speaks of

“lack of adequate coordination, reflection on and monitoring of implemented projects. The administration is very complex due to the wide range of programs and the differing accounting systems of the various donors.”

Some centres also struggle in reaching out to a wider “public” or in upgrading activities: CEAS (BAH) for example mentions “Lack of a specific methodology of reflection: action, theory, and action. Lack of collaboration with other groups (pastoral, lay or from the left, etc) in opposing globalisation.”

Three centres mention problems related to the Society of Jesus:

“Participation and support of the Provinces of Brazil in the work of the Amazonian District is nil!” (SARES);

“Lack of effective coordination with other works of the Society and apostolic sectors” (ERIC-CAM);

“Total absence of a shared social, economic and political analysis among Jesuits” Gumilla (VEN).

ALM centres seem to be more subject to “other internal difficulties”: 74 per cent of ALM centres versus 42 per cent of ALS. Within ALM, centres in the Province of Peru are more likely to suffer from this type of obstacle.

Confronted with this alarming list of problems, centres expect and request **more support from the Society**, although many centres already acknowledge the great contribution they are already receiving (particularly Mexico). Besides a clear request for help in tackling financial and human resources problems, the majority of centres ask for:

- **More coordination among the different works.** There is a clear and univocal need for networking among social centres and non-SJ organisations so as to share experiences join forces and achieve a higher impact. Networking is advocated at the provincial level (especially in Peru), at the Latin American level and also at the international level.
- **A common reflection and orientation on key strategic issues.** Along with a higher degree of coordination, SCs look for common discussion and reflection on important issues (such as the role of the social apostolate, global trends, FTAA, human rights, migration) as well as a common orientation on these issues.
- **Advocacy work and dialogue with governmental and international counterparts.** Centres ask the Society to enter into dialogue with official national and international bodies. Such dialogue should discuss matters of strategic interest to the priority groups of SCs, and also collect information on funding opportunities and projects’ collaboration.

Box 8.1 provides a summary account of the different replies as to how the Society could help SCs in tackling their problems/obstacles (at the Province, Assistancy and universal level).

BOX 8.1

EXPECTED HELP AND SUPPORT**AT PROVINCE LEVEL:**Financial support

- Provide advice in financial and human resources management
- Create Province Funds for social works, so that Provinces can have **greater** autonomy in defining priorities and intervention strategies in the social sector

Personnel

- Assign qualified Jesuits to SCs
- Design a long-term personnel policy for the centres
- Identify a proposal for formation of qualified personnel

Networks and Coordination

- Link projects of the SCs with other works of the Society, particularly the social sector
- Strengthen networks and increase opportunities for mutual sharing for NGOs initiated by the Society
- Elaborate policies for linking apostolic sectors
- Strengthen a network of human rights activists so as to counterbalance the weakness of Jesuit works vis à vis the harassments and threats of powerful groups

Leadership and orientation

- Define relationship between social centres and social dimension of SJ works
- Provide orientation with regard to socio-political context.
- Advocacy with Governments, for example, about a peaceful solution to armed internal conflicts

AT ASSISTANCY LEVELCoordination-orientation-reflection

- Collaborate with other Jesuit institutions (eg Universities), other Social Centres and analysis/research groups
- Promote regional debates on strategic priorities for development in Latin America (e.g. FTAA, migration)
- Strengthen Latin American coordination in the social apostolate
- Create international movements of protest that can back up the centres' activities
- Exchange experiences, participation in seminars and workshops concerning themes of interest
- Support the creation of a network of Latin American NGOs

Personnel

- Exchange Jesuits among Provinces

Financial

- Advise on fund-raising for development projects
- Contribute to the creation of a "fund for social works", a Latin American solidarity fund that could become a sort of financing body for social projects and programmes of the Society so as to increase independence vis à vis international donors

AT THE LEVEL OF THE GLOBAL SOCIETY OF JESUSCoordination-reflection-information

- Prioritise strategies and avoid dispersion, define strategic priorities of social promotion and development promotion of the Society and its works
- Collect information on how similar issues are dealt with in other countries
- Create regional networks of SJ works dealing with natural resource management
- Starting with the central bodies of the Society, especially the Social Justice Secretariat, initiate a process aiming at the identification of a (minimum) shared vision vis à vis the main political, economic and social challenges facing global society and provide orientation on global macro-tendencies
- Keep up with the level of communication/information

Advocacy

- Advocacy with international organisations and development cooperation agencies
- Advocacy in the US and EU at different levels with regard to the solution of the Colombian conflict or FTAA

Personnel - formation

- Specific formation for people working in different SJ works on fundraising, project planning, monitoring, etc.

Financial

- Finance projects
- Actively help and/or support the search for funds in the medium, and long run

8.6 CONCLUSIONS

Since the 1960s Social Centres in Latin America have played a very important role in the history of the social apostolate and civil society at large. LA centres, combining social research with formation and social action, focus their activities mainly on support to grass-roots organisations; rural development interventions, monitoring and promoting human rights and implementing income generating activities. The main priority groups are indigenous peoples, *campesinos*, and the urban poor. Centres perceive themselves as enjoying a very high reputation and positive relations with partners and beneficiaries and show impressive organisational levels.

However, after several decades of expansion and strengthening, LA social centres are now **faced with new and difficult challenges**: drastic socio-political changes accompanied by a growing and widespread disillusionment as regards the impact of social policies in bringing about change, lack of qualified skills for carrying out alternative and rigorous social analysis, and, last but not least, shrinking development aid funds. Although centres are working hard at adapting to a new environment by improving their vision and methodology, or by moving towards a more cooperative approach, the profile we derive from the information concerning personnel growth and financial expectations is not dynamic. It is evident that a **high number of centres have decreased personnel** over the past five years, especially in ALM, where 43 per cent of centres feel heavily under-budgeted. The Provinces of PER, COL and CAM show the weakest growth record in terms of personnel.

On average, **ALS centres are bigger than centres in ALM**. With regard to budget size in particular, the funds available to the northern Assistancy are almost twice those available to ALM. In ALM, the smaller centres are spread across the Assistancy with a higher concentration in Brazil. In **ALS the largest centres are in Central America and Colombia**, while the **smaller centres are in Mexico and Venezuela**. Both Assistancies share a remarkable dependency on external funding, either from international donors or NGOs, this is particularly so in ALS. Together these two sources account for about 65 per cent of the two Assistancies' budget. The global tightening of official and non-governmental Assistancy money flows has surely touched

most centres' activities as highlighted by the centres themselves.

Financial constraints are the major issue for Social Centres, especially in ALS (mostly in MEX and CAM) given their relatively large financial size and high dependency on international funds. In ALM financial difficulties do not follow a geographic distribution, although centres from Brazil seem to be more subject to financial problems. In many cases financial constraints entail loss of autonomy vis à vis donors and increasing instability.

SCs also have **difficulties with the external socio-political environment**, particularly in ALS, and, within the Assistancy, in CAM, COL and MEX. Two centres in ALS declare that they have problems with Church authorities. Internal difficulties faced by centres relate, for example, to weaknesses in the management or administration of the centre. ALM centres seem to be more subject to this type of internal difficulties. Three centres mention problems related to the Society of Jesus. Lack of qualified personnel is also noted. In three cases specific reference was made to lack of Jesuit staff.

Confronted with these difficulties, centres expect and ask for **more support from their Provinces and the Society**, although many centres, Mexico in particular, acknowledge the great contribution they already are receiving. Centres feel that they need **more financial help, especially from their Provinces** and suggest that this can be achieved by setting up, for example, an Assistancy-level fund for social works. They also ask for greater effort on the part of the Provincial authorities to assign more qualified Jesuits to social centres, although this effort might have to pass through a "reform" or "rethinking" of the formation of young Jesuits at the Assistancy and Society level, calling perhaps for modified formation, specialised training courses or exchange programs.

Besides a clear request for help in tackling financial and human resource problems, the majority of centres ask for **a more pro-active involvement by the Society in the social sector**. In particular, they ask for more coordination among the different works; a common reflection and orientation on key strategic issues; advocacy work and dialogue with governmental and international counterparts.

Country	Name	Rural dev (Campesinos Indigenous)	Human rights	SMEs/ Vocational and training	Civil society movements	Social services	Research/ analysis/ formation
Honduras	ERIC				√		√
El Salvador	UCA "José Simeón Cañas"						√
Nicaragua	IAS Juan XXIII/UCA	√			√		
Nicaragua	NITLAPAN/UCA	√		√			
Colombia	Centro de Investigación y Educación Popular						√
Colombia	Instituto Mayor Campesino	√		√	√		
Colombia	Programa por la Paz				√		√
Venezuela	Fundación Centro Gumilla					√	√
Mexico	Comité de Derechos Humanos de Tabasco		√				
Mexico	Servicio Jesuita a Migrantes-México		√				√
Mexico	Fomento Cultural y Educativo AC	√	√		√		
Mexico	Centro de Derechos Humanos M.A. Pro, AC		√				√
Percentage of SCs in ALS		33	33	17	42	8	58
Peru	CANAT			√		√	
Peru	CCAIJO	√			√		
Peru	CEOP - Ilo	√	√	√			
Peru	CIPCA - Peru	√			√		√
Peru	Centro de Transferencia Tecnológica			√	√		
Peru	SAIPE	√					
Peru	Instituto Etica y Desarrollo						√
Peru	Servicios educativos el Agustino			√			√
Peru	Centro de reflexion Loyola				√		
Paraguay	Centro Antonio Guasch	√					√
Bolivia	CIPCA Bolivia	√	√	√	√		
Chile	CREAS (UAH)						√
Argentina	Fundación CIAS Argentina						√
Brasil	Instituto Humanitas Unisinos						√
Brasil	CEPAT						√
Brasil	UCAP - NUAMPO				√	√	√
Brasil	CEAS	√					
Brasil	CESSAM				√		
Brasil	Equipe Itinerante				√		
Brasil	CDH da Arquidiocese de Manaus	√	√		√		
Brasil	SARES						√
Percentage of SCs in ALM		38	14	29	43	10	48
Percentage of SCs in LA		36	21	24	42	9	52

ALM			ALS			CPAL		
Annual budget (Size)	N.	%	Annual budget (Size)	N.	%	Annual budget (Size)	N.	%
Small (<200,000)	10	47.62	Small (<200,000)	3	25.00	Small (<200,000)	13	39.39
Medium (200,000-500,000)	5	23.81	Medium (200,000-500,000)	3	25.00	Medium (200,000-500,000)	8	24.24
Large (500,000-1,000,000)	3	14.29	Large (500,000-1,000,000)	3	25.00	Large (500,000-1,000,000)	6	18.18
Very Large (>1,000,000)	1	4.76	Very Large (>1,000,000)	3	25.00	Very Large (>1,000,000)	4	12.12
na	2	9.52	na	0	0.00	na	2	6.06
Total	21	100	Total	12	100	Total	33	100

TABLE 8.5 Future changes in personnel and budget					
		Changes in personnel (%) (a)	SCs understaffed (%) (b)	SCs Foreseeing budget increase (%) (c)	SCs with insuff. budget (%) (d)
ALM					
ARG	CIAS	-12	10	-	30
BAH	CEAS	20	25	0	28
BAH	CESSAM	50	10	30	30
BAM	CDH	30	0	25	20
BAM	SARES	-	50	100	50
BAM	Equipe Itin.	65	10	0	10
BOL	CIPCA	-20	0	10	10
BRM	CEPAT	100	0	30	20
BRM	IHU	-29	10	10	30
BRS	UNICAP	-	0	-	-
CHL	CREAS	0	0	-	-
PAR	CEPAG	33	30	10	10
PER	CANAT	20	0	0	0
PER	CCAIJO	-30	10	0	0
PER	CEOP ILO	0	10	10	30
PER	CIPCA	-50	0	0	5
PER	CRL	20	10	25	10
PER	CTTU	50	10	25	10
PER	IED	0	10	30	40
PER	SAIPE	-25	10	0	30
PER	SEA	20	10	20	50
ALS					
CAM	ERIC	-10	-	30	-
CAM	UCA - SC	5	10	5	10
CAM	UCA-IAS	-30	25	0	25
CAM	NITLAPAN	48	0	10	0
COL	CINEP	-55	90	10	90
COL	IMCA	-50	20	10	20
COL	PPP	10	10	-	10
VEN	Gumilla	50	0	0	0
MEX	CODEHUTAB	100	20	0	20
MEX	SJM-MEX	120	150	400	150
MEX	FCE	4	8	13	8
MEX	ProDH	30	50	8	50
LEGEND (1) Changes in personnel: variation of centres' personnel over the past 5 years as a percentage of present personnel. (2) Understaffed: Perception of being understaffed vis-à-vis centre's workload expressed as a per cent of present personnel. (3) Foreseen budget increase over the next 5 years as percentage of current annual budget. (4) Perception of actual budget being insufficient with regard to workload as per cent of actual budget.					



CHAPTER 9

JESUIT SOCIAL CENTRES IN THE UNITED STATES

9.1 INTRODUCTION

The history of social centres as an apostolate in the United States (USA) differs from histories in other parts of the Society. According to the Social Apostolate Assistancy Coordinator, various kinds of social centres like labour schools, that were once independent, are now, with some exceptions, integrated with other apostolic institutions. In addition, much of the apostolic work which social centres once undertook is done in the context of other works. These include social research by universities, advocacy by Province and national social ministry offices, and empowerment programmes by parishes and community organisations. This has made the identification of works as “social centres” within a distinct social apostolate somewhat difficult, even arbitrary, in the US Assistancy, despite the effort to broaden the definition. While acknowledging the very positive work that centres do in the USA, this chapter should probably be read more as a **description of examples of social ministry** being carried out in the USA, rather than as an examination of social centres as a separate apostolate.

Much of the social-international work being done in the US Assistancy has to do with global marginalisation, and it is felt that broader education on these issues in the US is a constant need. At the same time, welfare reform, minimum wage, migration, health care and affordable housing comprise the focus of much social sector work in the US. At the grass root level, church-based community organisations and networks seem alive and well, mobilising civil society’s involvement in local and, increasingly, national political issues.

Out of the 17 identified SCs in the US Assistancy, a total of 13 questionnaires were received, i.e. 76 per cent of the total number.

9.2 ACTIVITIES

In Box 9.1 we list responding US Centres and provide a summary description of their activities. It is clear from the table that at least seven centres are dedicated primarily to **research and advocacy** on social justice issues. These may be of either international or national concern (Center of Concern; Woodstock; Twomey, Collaborative agreement with Fairfield University, NOJSM), or of local/regional relevance (Heartland Center, serving the people of Northwest Indiana and Appalachia). Two more centres, located in the Universities of Santa Clara and Georgetown (Pedro Arrupe/Bannan Centre and Centre of Social Justice respectively), concentrate on **mobilising scholarly resources** to promote and expand community service activities, and spread relevant information through seminars and conferences, in keeping with Father General’s speech in Santa Clara in the year 2000. It should be mentioned that most of these centres also carry out some form of training and direct action.

We then have two centres, namely Homeboyz Interactive and Homeboyz Industries, which focus on direct social action in the form of **vocational training and personal development** such as counselling and orientation services for young marginalised people. Another “centre”, the biggest in terms of budget, PICO, aims specifically at **community-building** for faith-based organisations, covering most of the Assistancy. Targeting a very specific North American reality, the Cultural Leadership Institute focuses on leadership training, and identity and cultural analysis for Hispanics and Latinos.

A first striking characteristic of American Social Centres is their strong connection with the university and academic setting. Six out of 13 responding centres are within University structures, though the degree of dependence varies. This also implies that most of the social science research is done through university-related institutions, with the exceptions of Center of Concern and Heartland Center.

This chapter should be read as a description of examples of social ministry

BOX 9.1 SOCIAL CENTRES: DESCRIPTION OF ACTIVITIES		
<i>Name</i>	<i>Prov</i>	<i>Description</i>
Pedro Arrupe Centre/ Bannan Centre	CFN	Provides community-based learning opportunities through academic courses, trips, summer-social justice projects; convenes academics to explore justice in higher education; brings out publications with an occasional focus on justice issues and invites public speakers for campus community and community at large.
Heartland Center	CHG	Serves the people of Northwest Indiana through research on social issues, educational programs, leadership training, and community coalition building. Its mission is to work in solidarity with all segments of society, especially the poor, to construct a more just and human society.
Homeboy Industries	CFN	A first stop centre where gang members and those recently released from prisons can find assistance with job placement, counseling and case management services
Homeboyz Interactive	WIS	Its mission is to reduce gang violence and to provide young people with skills and experience in Information Technology.
Pacific Institute for Community Organization (PICO)	CFN	PICO assists building of community organisations through on-site consultation to leaders and staff with issue analysis, leadership and organiser training; recruitment and training of organisers; clergy development and national week-long training sessions for leaders and organisers
Appalachian Inst.	MAR	Convening interested parties, and providing information on topics of interest to those living in Appalachia. Work is inspired by the Bishops' 1975 and 1995 pastoral letters of Appalachia, advocating change that benefits the poor
Center of Concern (CoC)	MAR	Research, analysis, educational resources outreach, policy advocacy, international networking
Twomey's Centre for Peace through Justice	NOR	Training in conflict resolution, ethics and public policy for lobbyists and politicians. Research in economic and sustainable development. Awareness raising and lobbying for hunger issues. Workshops and lectures on CST. Human rights work
Instituto Cultural de Liderazgo en el Medio Oeste	CHG	3 years Leadership courses. Identity, cultural analysis, religious, popular organisation and education. Target group: Hispanics and Latinos
Center for Social Justice Research, Teaching and Service (CSJ)	MAR	CSJ mobilises Georgetown University's scholarly resources to promote and expand the incorporation of community service activities and social justice practice within the curriculum; promote and support faculty research designed to address questions of importance to the community; sustain and develop community service activities that meet the needs identified by the community. Programmess include: training Courses: community-based learning and research, leadership development, cultural competency; social services and Outreach.
The Woodstock Theological Center	MAR	The Woodstock Theological Center is an independent nonprofit institute at Georgetown University that engages in theological and ethical reflection on topics of social, economic, business, scientific, cultural, religious, and political importance. The Center does research, conducts conferences and seminars, and publishes books and articles.
Collaborative Agreement between Fairfield Uni, the JCSIM and the JRS	NEN	This project coordinates research from various departments of the university to assist the Society in its social mission.
National Office of Jesuit Social Ministry (NOJSM)	JCU	The office coordinates research on policy issues; carries out advocacy work with both the legislative and executive branches of the US government, as well as with corporations. We also provide education and formation on relevant topics.

9.3 PERSONNEL AND BUDGET

The average for personnel (SJ and employees) in SCs is 12.5 (see Table 9.1 at the end of the chapter), reflecting the relatively small-medium size of centres in terms of people who work there. Five centres have personnel ranging from 1 to 10, and six in the range of 11 to 50. Most centres mobilise volunteers and collaborators: PICO, CSJ and Twomey have a high number of volunteers; PICO and Twomey also have a high number of collaborators.

In terms of finances, SCs in the US

Assistancy mobilise over 13 million USD (Table 9.2 at the end of the chapter). The financial size of centres is significant as seven out of the 12 responding centres have an annual budget of more than 500,000 USD. A feature of Social Centres of the US Assistancy is that they rely largely on their own funds (foundation grants, endowments, university funds, individual donations, etc). In fact, more than 60 per cent of total SCs' budget comes from 'own resources'. This is likely to imply that fund-raising and related activities are very important (or as one respondent clearly stated, a major worry).

The second main source of funding is public/government funds, which cover about 14 per cent of the total budget. Third in importance are funds from the Society (10 per cent).

9.4 TRENDS AND PERSPECTIVES

Overall, US SCs have a **very good growth record** in terms of personnel and expected future financial growth (Table 9.3 at the end of the chapter). This is confirmed by the fact that across 11 responding centres, only one indicates reduction of personnel over the past five years; all the other ten show increase, with four centres showing significant increase (approximately 50 per cent increase or more). Coupled with this is the fact that seven out of 12 responding centres are quite optimistic about future financial growth. Only one centre foresees a decrease, albeit minor, and this is the same centre that has decreased its personnel over the last five years¹²⁹. Prospects of growth are mostly between the 5-25 per cent growth range, with one centre expecting a 30 per cent increase, and another centre a 50 per cent increase.

SCs also show flexibility in adapting to changes¹³⁰. Over the last few years at least 6 centres have enlarged the range of their programmes and activities, and upgraded the quality of activities. CoC for example has initiated a new project on TNCs and Homeboyz Industries is engaged in raising funds for the purchase of a new bakery that will provide new employment and insertion opportunities, while PICO has initiated programmes for developing faith-based organisations in Central America. The Appalachian Institute, created in 2001, is working on refining its initial vision-mission and has identified four issues around which it will focus research and advocacy efforts. These are: 1) sustainable economic/job development; 2) quality of, and access to, education; 3) health status and health care delivery; 4) building and sustaining hope. Woodstock has devoted itself *“with new energy to questions relating to inter-religious dialogue, peace and war, and international conflict resolution”*. Several centres have introduced managerial or organisational improvements, such as the hiring of an IT manager and the elaboration of a business plan (Homeboyz Interactive).

9.5 STRENGTHS AND DIFFICULTIES

Centres seem to be well aware of their strengths and added value¹³¹, which they identify mainly as their (i) good reputation, also reflected in good relationships with beneficiaries, partners and the civil society at large (8 centres); (ii) clear vision and mission, mostly linked to SJ identity and charisma (7 centres); (iii) the motivation and quality of their staff (five centres); and, last but not least, (iv) the high quality of the work they carry out (six centres).

Seven out of 12 centres identified “funding” as one of the major obstacles facing their organisation (Table 9.4 at the end of the chapter). As mentioned above, centres tend to rely on their own resources and are therefore worried about long-term financial stability and devising new and innovative ways of raising funds. However it should be noted that from the answers provided¹³², it does not look as if financial difficulties jeopardise the existence of the centre; rather, they are a hindrance to expansion of activities or to their improvement. Woodstock Centre observes, for example, that *“resources are inadequate to carry out all the work that we would like to do”*.

For SCs the most important problem seems to be a long-term financial stability. Given below is a sample of the comments received regarding this issue:

“We need to build an endowment fund. Without increased funds, the original vision cannot be effected”. (Center for Social Justice Research, Teaching and Service);

“Pressure for growth paired with substantial cuts in resources” (Bannan Centre);

“Lack of funding which impacts capacity to be innovative” (Twomey);

“Maintain and grow cash reserve, find innovative ways for fund-raising” (Homeboyz Interactive).

Four centres also lament personnel shortage/availability. In two cases this difficulty is linked to financial resource-limitations (Bannan Centre and PICO). In the case of Woodstock Centre, it is specifically related to the lack of Jesuit personnel available to carry out research activities, but interestingly, as indicated by

**Long term
financial stability
is a problem**

¹²⁹ See also A.9.1 in the CD Annex.

¹³⁰ For details of the main strategic changes during the last five years see A.9.2 in the CD Annex.

¹³¹ See A.9.3 in the CD Annex.

¹³² For details about difficulties and solutions, please see A.9.4 in the CD Annex.

the following comment, the centre is finding alternative ways of coping with this problem.

"There are a decreasing number of Jesuits available to hold permanent, full-time jobs at the Centre. This compels us to seek out new and creative ways (e.g. sabbatical programmes for visiting Jesuits) that allow Jesuits to actively participate in Woodstock's work".

Other difficulties mentioned in the questionnaires relate to internal organisational problems. Twomey mentions the lack *"of an advisory body of stakeholders, of a consistent external image and visibility, of regular internal collaboration and dialogue, and a poor utilisation of university resources available"*. For the National Office of Social Justice Ministries the major difficulty is *"dealing with the wide variety of requests that come our way, and finding ways to focus in the midst of them"*. Heartland Centre is challenged by the difficulty of *"improving implementation of research findings"*.

In some cases the difficulties are in the external environment, which is not always conducive for social justice oriented initiatives. Instituto Cultural de Liderazgo feels that the organisation of the Church, as it exists at present, is inadequate, taking account of *"non-functioning Church structures vis-à-vis new and large Hispanic and Latin presence"*. CoC would like to have better access to the media.

Two university centres, cited below, comment on the lack of interest on the part of academia in social justice issues:

"A major challenge is the academic culture wherein 'justice' is rhetorically strong in many areas but not translated sufficiently into programs and policies yet" (CSJ);

"Lack of interest in the part of faculty members in doing research based in the community. Getting faculty on our campus involved in and interested in our vocation work and our justice in Jesuit higher education work." (Bannan Centre).

Centres expect help from the Society, whether at the Province, Assistancy or international level, in making contacts, links and networking (4 respondents) to *"create and support networks"* (Appalachian Institute) and *"international cooperation with other Jesuits involved in the same fields"* (Woodstock Centre).

Centres also ask for Jesuit personnel to be assigned to the centres, whether on a

permanent basis, during formation or during "sabbatical" periods (3 centres). For Bannan Centre the Province could assign Jesuits in formation to work at the centre, thus helpfully reducing the work of permanent Jesuit staff. Homeboyz feels that Jesuit involvement in the organisation is important in order to keep alive the initial mission.

9.6 CONCLUSIONS

As said earlier, the history of social centres as an apostolate in the USA is quite different from that in other parts of the Society and various kinds of social centres are now integrated with other apostolic institutions. This has made the identification of certain works as "social centres" somewhat arbitrary in the US Assistancy.

The Social centres examined seem to focus on **internal social justice issues** (welfare reform, health care, affordable housing, integration of migrants and attention to marginalised groups) as well as on more global dynamics. They do this primarily through research (almost 50 per cent of social centres are attached to universities), which translates into advocacy and lobbying activities, but also through work at the grass-root and local communities level.

US Centres, although on average not large in terms of personnel, **mobilise a high flow of financial resources**. These are mostly derived from own funds, such as foundation grants and donations. It is probably for this reason that fund-raising is a very important element and a common challenge for most centres. Financial stability is in fact their major worry.

In spite of this, most US centres **have grown** over the past few years, not only **in size** but also in the **number of activities**, possibly because they have become more structured or better organised. This is reflected in their self-perceived strengths, which point to good reputation, good relationships with beneficiaries and the high quality of their work.

Centres are **well aware of their Ignatian identity and charism**. They expect from the Society, at the Province, Assistancy or international level, help in making contacts, links and networking, and more Jesuit personnel.

TABLE 9.1 Distribution of SCs by staff-size		
Personnel	Number	Average per SC
Jesuits	18	1.50
Employees	239	18.38
Collaborators	294	24.50
Volunteers	1,204	92.62
Size	N. of SCS	% of total SCS
Small (0-10)	3	23
Medium (11-25)	3	23
Large (26-50)	2	15
Very Large (>50)	4	31
Na	1	8
Total	13	100
Very Small (0-5)	1	7.69

Note: The table is divided into two parts.
 The upper part (first six rows) - Personnel - shows the total and average number of different personnel categories involved in SCs
 The lower part shows the absolute and relative distribution of SCs according to personnel size (Jesuits + employees + collaborators). Percentages are column percentages.

TABLE 9.2 Distribution of SCs by budget size (USD)		
Budget (1)	Amount	Average
	13,110,000	1,092,500
Size (2)	Number of SCS	% of total SCS
Small (<300,000)	4	30.77
Medium (300,000-1,000,000)	2	15.38
Large (1,000,000-2,000,000)	4	30.77
Very Large (>2,000,000)	2	15.38
Na	1	7.69
Total	13	100
Source of Funds (3)	% of total budget	Number of SCS funding from this source
SJ	10.46	9
Church	4.99	5
NGO	1.22	1
Public	13.84	4
International	16.32	3
Own	53.16	7
Total	100	

Note: The table is divided into three parts.
 The upper part (first two rows) - Budget (1) - shows the total and average budget of SCs, in USD.
 The middle part - Budget Size (2) - shows the absolute and relative distribution of SCs according to budget size. Percentages are column percentages. The "small" size includes centres with a budget of 300,000 USD or less, etc.
 The lower part - Source of Funds (3) - shows the contribution of each funding source to the cumulated budget and the number of centres that are financed by each source.

TABLE 9.3 Changes in personnel and expected financial growth		
Centre	Changes in staff (per cent) (1)	Foresee increase budget (per cent) (2)
Pedro Arrupe SJ Centre/Bannan Center for Jesuit Education	-10	-2
Heartland Center	20	0
Homeboy Industries	33	15
Homeboyz Interactive	50	50
Pacific Institute for Community Organization	50	30
Clifford M. Lewis Appalachian Institute	10	10
Center of Concern	30	10
Twomey's Centre for Peace through Justice	47	5
Instituto Cultural de Liderazgo en el Medio Oste	50	25
Center for Social Justice Research, Teaching and Service	25	0
The Woodstock Theological Center	na	0
Agreement between Fairfield Uni, the JCSIM and the JRS	na	
National Office of Jesuit Social Ministry	1	0
Note: The table shows the data regarding personnel during the last 5 years (1) and the expected financial growth for the next years (2). The percentages are over each Centre's staff and budget as indicated in question 4.3 and 4.7 of the questionnaire (see Annex A.1.1).		

TABLE 9.4 Distribution of SCs by type of difficulty				
Centre	External	Personnel	Financial	Other internal difficulties
Pedro Arrupe SJ Centre / Bannan Centre	✓	✓	✓	
Heartland Center				✓
Homeboy Industries	✓			
Homeboyz Interactive			✓	
Pacific Institute for Community Organization		✓	✓	
Appalachian Inst.				
Center of Concern			✓	✓
Twomey's Centre for Peace through Justice			✓	✓
Instituto Cultural de Liderazgo en el Medio Oste	✓			
Center for Social Justice Research, Teaching and Service	✓		✓	
The Woodstock Theological Center		✓	✓	
Agreement between Fairfield Uni, JCSIM and JRS		✓		
National Office of Jesuit Social Ministry				✓
Total number of SCs	4	4	7	4



CHAPTER 10

RECOMMENDATIONS

We make the following recommendations to Fr. General:

- (1) As regards the strengths we mentioned above, Social Centres need to be encouraged to continue developing and enhancing them.

AS REGARDS PERSONNEL

- (2) The JSCs need to be equipped, as far as possible, with adequate and especially qualified Jesuit staff.
- (3) Considering the decline in numbers of Jesuits in social centres, some provinces might consider new organizational structures to ensure that the Jesuit character of the JSCs is maintained and fostered.
- (4) The greater role of lay people in our centres makes it necessary to put emphasis on their formation. Wherever required, adequate initiatives need to be taken to provide them with professional and spiritual formation.

AS REGARDS FINANCES

- (5) Each Province should effectively exercise its financial responsibility towards the JSCs and other institutions working with the poor. This financial assistance is understood as a way of supporting the 'social project' of a Province. This may be done by:
 - (i) increasing the Province's financial resources for activities with the poor, including its social ministry¹³³;
 - (ii) sharing with its Social Centres some of the surplus of other institutions and communities;
 - (iii) setting up a development office which could assist social and pastoral centres in fund-raising.
- (6) At the Province level (and whenever appropriate at the Assistancy level), a SUB-FUND should be established within the 'apostolic works' fund (ARCA) to be used for helping Jesuit Social Centres.
 - (i) This sub-fund may be used to enhance the
 - financial sustainability of the centres, especially those which will be affected by the expected decrease of funding from foreign sources;
 - independence of the centres in carrying out their mission without being dependent on the priorities set by donor agencies;
 - financial self-sufficiency of the centres for carrying out 'core activities';
 - commitment of the centres to the ongoing formation of the laity.

¹³³ We use the term 'social ministry' in the sense in which a broad variety of social activities are referred to in some Assistancies. Some of them may fall strictly outside the ambit of the social sector.

- (ii) The sub-fund for social centres in developing countries could be augmented through the special collaboration between provinces and institutions from all over the world.

AS REGARDS INTEGRATION

Social Centres, if integrated into the overall apostolic planning, can offer their resource of socio-cultural analysis and the perspective of the poor to the universal Society and each Province, and thereby help to draw an accurate picture of the situation around us. We propose to

- (7) Ensure that apostolic planning is done in all provinces. Such planning needs to emphasize the social dimension of all our works, to clarify the role of the social sector, and to include appropriate strategies to implement the provincial plan¹³⁴.
- (8) Suggest that during a Provincial Congregation, an appropriate time is allocated to discuss the apostolic plan of the Province and the role played by the social sector.
- (9) Consider including the issue of integrating the social sector in the preparation of the upcoming meeting of Provincials in Loyola (2005).
- (10) Ask Directors (Jesuits and lay people) of JSCs, and other concerned persons to communicate to Father General matters regarding the integration of JSCs in the next *ex officio* letter.
- (11) Foster the practice of appointing a Jesuit with a sound knowledge of the social sector and the social situation of the country to the Provincial's council.
- (12) Ensure that social projects and Social Centres founded by individual Jesuits are, whenever possible, gradually integrated into the province mission.
- (13) Ensure that within the apostolic orientation of each Assistancy, the role and responsibility assigned to the JSCs be clearly specified.
- (14) Recommend that JSCs,
 - (i) have periodic meetings at the Assistancy level;
 - (ii) work on this document at the next Assistancy meeting; and
 - (iii) propose, if they so decide, to have a meeting of their representatives in Rome.

AS REGARDS THE IMPACT OF SCs ON THE REALITY OUTSIDE

We recommend that JSCs

- (i) increase and strengthen the importance given to social research;
- (ii) ensure that research, formation and social action are always carried out from the perspective of the most impoverished and marginalised; and
- (iii) concentrate their efforts around the main challenges defined in 2003, and on those decided at the Assistancy level.

¹³⁴ We are aware that a number of provinces have undertaken apostolic planning. In these provinces the social sector is generally well integrated.



ANNEX A.1.1 SOCIAL CENTRES QUESTIONNAIRE

1 IDENTIFICATION

- 11.1 Full Name/ Acronym:
 21.2 Country, Province:
 31.3 Address, e.mail, website:
 41.4 Contact person:
 51.5 Status:
☐ formal status (specify: NGO, Foundation, Charity, Trust...) ☐ without formal status

2 ACTIVITIES/SERVICES (please select max 2)

- 2.1 **Main** areas of intervention:
- | | |
|---|---|
| <input type="checkbox"/> Peace, conflict resolution and justice | <input type="checkbox"/> Democracy and rights |
| <input type="checkbox"/> Socio-economic development | <input type="checkbox"/> Development Cooperation |
| <input type="checkbox"/> Sustainable development (environment) | <input type="checkbox"/> Politics |
| <input type="checkbox"/> Migration issues | <input type="checkbox"/> Catholic social teaching |
- Other: _____
- 2.2 **Briefly** describe your activities:
 -
 -
- 2.3 **Main** focus of activities: (approx. % of total activity)
 ___ % Reflection & research ___ % Social Action ___ % Formation/Training
- 2.4 Level of insertion. The activities of the Centre are mainly implemented:
☐ for the poor ☐ among the poor ☐ with the participation of the poor
- 2.5 Do you provide consulting services to a local or international organisation? (yes/no)
 * YES (specify) * NO
 * Government:
 * Church:
 * NGO:
 *

¹ By areas of intervention we mean the type of issues/problems the Centre addresses.

² By activities we mean the **actions** put in place in order to carry out the Centre's objectives: training courses, participation in campaigns, protests, advocacy, legal aid, provision of social services (food, healthcare, counselling, financial contributions); etc. Different actions can be put in place in the same area of intervention (eg: human rights issues can be addressed either through research or through the provision of legal aid to those whose human rights have been abused)

³ This question aims at understanding the level of insertion of the Centre with the groups for which it works. For example, in the case of a Centre mostly doing desk research, or an NGO from the North, the level of insertion is low (they work "for the poor"), a Centre providing training and social services works "among the poor"; a centre whose activities are planned according to the decisions taken by the poor, works "with the participation of the poor".

2.6 Do you collaborate on joint projects, campaigns, have partnerships with other organisations?

* YES * NO

* Government:

* Church:

* Civil Society/NGO:

*

2.7 Please list regular publications (such as newsletters, magazines, etc.)

—

—

3. ORGANISATION

3.1 Is there a document that sets out the objectives and the management procedures of the organisation (ie charter or statute)?

☐ NO

☐ YES

3.2 Existence of a planning, monitoring or evaluation system (eg. Workplan, progress reports, manual of operations/procedures, etc):

☐ NO

☐ YES: _____

3.3 Is there a formal organisational structure for management and decision-making?

☐ NO

☐ YES: _____

4. STAFF & BUDGET

4.1 Number of staff ___, of which ___ Jesuits

4.2 Employees ___, volunteers ___, collaborators _____

4.3 During the last 5 years have you reduced/increased personnel?

☐ reduced by ___ %

☐ increased by ___ %

4.4 Do you think that you are understaffed with respect to actual workload? By how much (%)?

4.5 Annual budget (estimate in USD): approx. _____

4.6 Origins of funding (approx. percentage):

SJ

Church

NGOs

Public funds

International donors

Own funds

4.7 Do you foresee that your budget will increase over the next years? By how much (%)?

☐ No

☐ Yes, by: ___

4.8 Is your budget insufficient with respect to actual workload? By how much (%)?

☐ No

☐ Yes, by: ___

5. SELF-ASSESSMENT

5.1 How would you assess at present your organisation with regards to:

- | | | | | |
|-------------------------------|------------------------------------|-------------------------------|---------------------------------|------------------------------|
| a. relevance to initial goal: | <input type="checkbox"/> Very High | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low |
| b. impact on beneficiaries: | <input type="checkbox"/> Very High | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low |

5.2 During the last 5 years what have been, if any, the major strategic changes regarding vision and main objectives?

5.3 What are the main difficulties/challenges/obstacles that your organisation is facing?

5.4 How can they be tackled/solved (at the Province, Assistancy and Society level)?

at Province level:

at Assistancy level:

at the Society level:

5.5 What are the main strengths of your organisation?



ANNEX A.2.1

LIST OF SOCIAL CENTRES IN THE DATABASE

AFRICA

	Prov	Name	Activities	Insertion	Quest.
1	ACE	Centre d'Animation et d'Encadrement des Dirigeants Chrétiens	3	I	No
2	ACE	Centre d'Etudes pour l'Action Sociale	3	I	Yes
3	ACE	Centre Mgr Munzihirwa	1	I	No
4	ACE	CHECHE	1	I	No
5	ACE	Institut Supérieur Agro Veterinaire	1	I	No
6	AOC	Centre de Recherche et d'Action pour la Paix	3	I	Yes
7	AOC	Centre d'études et de formation pour le Développement	3	I	Yes
8	AOC	Faculté des Sciences Sociales, Institut Catholique de Yaoundé	2	I	No
9	AOR	Hekima Peace Forum	2	I	No
10	AOR	Jesuit Hakimani Centre	3	I	Yes
11	MDG	Centre d'Apprentissage et de Promotion Rurale	1	I	No
12	MDG	Centre de Formation Agricole et technique de Bevalala	1	I	No
13	MDG	Centre Social Arrupe	1	I	Yes
14	MDG	Cours de Formation Generale pour adultes ruraux	1	I	No
15	RWB	Centre Culturel "Urumuri"	3	I	Yes
16	RWB	Centre Misero	1	I	No
17	ZAM	FASU Consultancy	1	I	No
18	ZAM	Jesuit Centre for Theological Reflection	1	I	Yes
19	ZAM	Kasisi Agricultural Training Centre	2	I	Yes
20	ZIM	Silveira House	3	I	No

LATIN AMERICA

ALM

	Prov	Name	Activities	Insertion	Quest.
21	ARG	Centro de Investigacion y Accion Social (CIAS)	3	I	Yes
22	ARG	Fundación Protagonizar Credito para los sin credito	1	II	No
23	BAH	Centro de Estudos e Acao Social (CEAS)	3	I	Yes
24	BAH	Centro de Estudos e Assessoria Pedagogica (CEAP)	2	I	No
25	BAH	Centro Social Mangueira	0	na	No
26	BAH	Centro Social Pedro Arrupe	1	I	No
27	BAH	Centro Social 'Sementes de Amanha' (CESSAM)	1	I	Yes
28	BAH	Fund. para o desenvolvimento de comunidades pesqueiras artesanais	1	I	No
29	BAH	Organização de Auxílio Fraternal	2	II	No
30	BAM	Centro Alternativo de Cultura (CAC)	3	I	No
31	BAM	Centro dos Direitos Humanos da Arquidiocese de Manaus (CDH)	1	II	Yes
32	BAM	Equipe Itinerante de Amazonia	2	II	Yes
33	BAM	SARES	2	I	Yes
34	BMT	Centro Burnieure de Fe y Justicia	2	I	No
35	BMT	Centro de Pastoral Paulo Englert (CEPAPE)	1	I	No
36	BOL	Accion Cultural Loyola (ACLO)	3	I	No
37	BOL	Centro de Investigacion y Promotion Campesina (CIPCA)	3	I	Yes
38	BOL	Centro de Investigacion y Servicio Popular (CISEP)	3	I	No
39	BOL	Centro Multidisciplinar Vicente Cañas	3	I	No
40	BOL	Centro Cuarto Intermedio	3	I	No
41	BRC	Centro de Investigacao e Acao social -Instituto Brasileiro de Desenvolvimento (CIAS-IBRADES) - C. Joao XXIII	3	I	No
42	BRC	Centro Pastoral Santa Fe	1	I	No
43	BRC	Casa de Juventude	1	I	No
44	BRM	Centro de Pesquisa e Apoio ao Trabalhador (CEPAT)	2	I	Yes
45	BRM	Instituto Humanitas UNISINOS	2	I	Yes
46	BRM	Centro Sao Francisco Xavier	2	I	No
47	BRM	Instituto Pastoral da Juventude	2	I	No
48	BRS	Núcleo UNICAP de apoio aos movimentos populares	2	I	Yes
49	CHL	Centro de Investigación Social (CIS) de Un Techo para Chile (UTPCH)	1	I	No
50	CHL	Centro de Reflexión y Acción Social CREAS (Univ. Alberto Hurtado)	3	I	Yes
51	CHL	Hogar de Cristo	3	I	No
52	CHL	Hogar de Cristo Vivienda	1	I	No
53	CHL	Techo para Cristo	1	II	No
54	CHL	SELAVIP	2	II	No
55	CHL	Misión Mapuche Tirúa	1	I	No
56	CHL	Instituto de formacion y capacitacion popular (INFOCAP)	1	I	No
57	CHL	Instituto LA de doctrina y estudios sociales (UAH-ILADES)	1	I	No
58	CHL	Pastoral de Inmigrantes Pedro Arrupe	1	I	No
59	CHL	Un Techo para Chile (UTPCH)	2	I	No

Prov	Name	Activities	Insertion	Quest.
60 PAR	Centro de Estudios Paraguayos "Antonio Guasch" (CEPAG)	3	I	Yes
61 PER	Centro Cristo Rey del Niño Trabajador	2	I	Yes
62 PER	Centro de capacitacion agro-industrial Jesus Obrero (CCAIJO)	3	I	Yes
63 PER	Centro de Educacion, Organizacion y Promocion del Desarrollo "Ilo" (CEOP - Ilo)	2	I	Yes
64 PER	Encuentros Casa de la Joventud	2	I	No
65 PER	Manitos Trabajando	2	II	No
66 PER	Centro de Investigacion y Promocion del Campesinado (CIPCA)	3	na	Yes
67 PER	Centro de transferencia tecnologica a universitarios (CTTU)	2	I	Yes
68 PER	Instituto Etica y Desarrollo, Uni Ruiz de Montoya	2	na	Yes
69 PER	Servicio Agropecuario para la Investigacion y la promocion economica (SAIPE)	3	I	Yes
70 PER	Centro de Reflexion Loyola	0	na	Yes
71 PER	Servicios Educativos 'El Agustino'	1	na	Yes

ALS

Prov	Name	Activities	Insertion	Quest.
73 CAM	Equipo de Reflexion, Investigacion y Comunicacion (ERIC)	3	I	Yes
74 CAM	Instituto de Accion Social Juan XXIII (IAS)	2	I	Yes
75 CAM	Instituto de Investigacion y Desarrollo Nitlapan de la UCA	3	I	Yes
76 CAM	Instituto de Investigaciones Economicas y Sociales (IDIES)	2	I	No
77 CAM	Instituto Historico Centro Americano (IHCA)	1	I	No
78 CAM	Proyeccion Social de la UCA	3	I	Yes
79 COL	Centro de Investigacion y Educacion Popular (CINEP)	3	I	Yes
80 COL	Instituto Mayor Campesino (IMCA)	2	I	Yes
81 COL	Servivienda	1	na	No
82 COL	Programa por la Paz	2	I	Yes
83 ECU	Accion Integral Guamote	2	I	No
84 ECU	Hogar de Cristo	2	I	No
85 ECU	Centro del Muchacho Trabajador	2	I	No
86 MEX	Centro de Derechos Humanos 'Miguel A. Pro Juarez'	1	I	Yes
87 MEX	Fomento Cultural y Educativo (FCyE)	2	I	Yes
88 VEN	Centro Gumilla	3	I	Yes
89 VEN	Centro Gumilla	2	I	No
90 MEX	Centro de Derechos Indigenas, AC	2	I	No
91 MEX	Servicio Jesuita Migrantes, Sección Mexico	3	I	Yes

SOUTH ASIA

Prov	Name	Activities	Insertion	Quest.
92 AND	CITRA	1	I	Yes
93 AND	JAGRUTHI	2	II	Yes
94 AND	Loyola Integrated Tribal Development Society	1	I	Yes
95 AND	Loyola Social Service Society	1	I	Yes
96 BOM	Janhit Vikas Trust	1	I	Yes
97 BOM	Janseva Mandal	2	I	No
98 BOM	Maharashtra Prabhodan Seva Mandal	1	I	Yes
99 BOM	REAP - Reach education Action Programme	2	I	Yes
100 BOM	Seva Niketan	1	I	Yes
101 BOM	Shanti Seva Mandal	2	I	Yes
102 BOM	Shantivan Shetkari Seva Mandal	1	I	Yes
103 BOM	Shilpalaya	1	I	No
104 BOM	Sneha Sadan	1	I	Yes
105 BOM	The Gnanmata Sadan Society	1	I	Yes
106 BOM	Vishwamandal Sevasharam	1	I	Yes
107 CCU	Udayani Social Action Forum	2	I	Yes
108 DAR	Hayden Hall	1	I	Yes
109 DAR	Loyola Vocational Training Centre	2	I	Yes
110 DAR	St Alphonsus social and agricultural center	2	I	Yes
111 DAR	Vikas Kendra	1	II	Yes
112 DAR	Jisu Ashram	1	I	Yes
113 DAR	Gandhi Ashram	2	I	Yes
114 DEL	Guru Kripa Society	1	I	Yes
115 DEL	Loyola Vocational Institute	1	I	Yes
116 DEL	Social Education and Village Animation (SEVA) Kendra	1	I	Yes
117 DEL	Xavier's Social Service	1	I	Yes
118 DUM	Ashadeep	1	I	Yes
119 DUM	Johar - HR Center	2	I	Yes
120 DUM	Paharia Seva kendra	1	I	Yes

	Prov	Name	Activities	Insertion	Quest.
121	DUM	Sona Santal Samaj Samiti	1	I	Yes
122	GOA	Shramik Abhivrudhi Sangh (Jana Jagaran)	2	I	Yes
123	GUJ	Ashadeep - Human Development Center	1	I	Yes
124	GUJ	Behavioural Science Center	3	I	Yes
125	GUJ	Legal Aid and Human Resource Centre	2	I	Yes
126	GUJ	Navsarjan	2	I	Yes
127	GUJ	Rajpipla Social Service Society	2	I	Yes
128	GUJ	Sangath	1	I	Yes
129	GUJ	St Xavier's Social Service Society	1	I	Yes
130	HAZ	Arrupe Center for legal education research & training	2	I	Yes
131	HAZ	Dalit Center Tarwa	2	I	Yes
132	HAZ	Dalit Vikas Kendra	2	I	Yes
133	HAZ	Prerana Resource Center	2	I	Yes
134	HAZ	Sahodaya Samaj Vikas Kendra	2	I	Yes
135	JAM	Cenderet (Xavier Institute of management)	1	II	Yes
136	JAM	Tribal research and training center (TRTC)	2	I	Yes
137	KAR	Ashirvad	2	I	Yes
138	KAR	Jnana Jyothi (centre for Integral Rural Welfare)	2	I	Yes
139	KAR	Loyola Pragati Kendra	2	I	Yes
140	KAR	Loyola Vikasa kendra	1	I	Yes
141	KAR	Maitri Sadhana	2	I	Yes
142	KER	Loyola extension Service	2	I	Yes
143	KER	Loyola social work project	1	I	Yes
144	KER	Sanskriti (institute of cultural research and action)	2	I	Yes
145	KER	Srishti Social centre	2	I	Yes
146	KER	Sneha Bhavan (college)	1	I	Yes
147	KER	Sneharam	1	I	Yes
148	KER	Socio-religious centre	1	I	Yes
149	KER	Thudi (institute of triballore)	1	I	Yes
150	KER	Tribal insertion	1	I	Yes
151	KHM	Gana Chetana Samaj	2	I	Yes
152	KHM	Northeastern Social Research Center	2	I	Yes
153	MAP	Anusandhan & Vikas Kendra	2	I	Yes
154	MAP	Jeevan Vikas Maitri - Asha Deep	2	I	Yes
155	MAP	Xavier Institute of Development Action Studies	3	I	No
156	MDU	Action for Human Rights and Liberation (AHAL)	2	I	Yes
157	MDU	Dalit Human Rights Centre (DHRC)	3	I	Yes
158	MDU	Doctor Ambedkar Cultural Academy (DACA)	3	I	Yes
159	MDU	Gandhian Society Village (GANSOVILLE)	2	I	Yes
160	MDU	Institute of Development Education Action and Studies (IDEAS)	3	I	Yes
161	MDU	Kamaraj District Rural Institute for Social Action and Leadership (KARISAL)	2	I	Yes
162	MDU	PATHAI & Dalit Human Rights Centre	1	I	Yes
163	MDU	Peoples Action Liberation Movement in East Ramnad Area (PALMERA)	2	I	Yes
164	MDU	People's Education for Action in Kodaikannal (PEAK)	2	I	Yes
165	MDU	Social Watch - Tamil Nadu	2	I	Yes
166	NEP	Department of Social Work	2	I	Yes
167	NEP	Human Resource Development research Centre	1	I	Yes
168	NEP	St. Xavier's Social Service Centre	2	I	Yes
169	PAT	Bihar Dalit Vikas Samiti	3	I	Yes
170	PAT	Center for People's Action Prabhat	2	I	Yes
171	PAT	Jan Shiksha Bhavan	2	I	Yes
172	PAT	Jeevan Sangam	2	I	Yes
173	PAT	Manthan	2	I	Yes
174	PAT	Rohtas Educational & Associated Programmes (REAP)	2	I	Yes
175	PAT	Rural Education and Development (READ)	2	I	Yes
176	PAT	Sampurna Vikas Samiti	2	I	Yes
177	PAT	Seva Sadan	2	I	Yes
178	PAT	Solar Alternatives	2	I	Yes
179	PAT	Tarumitra	2	I	Yes
180	PUN	Legal Aid Centre	1	I	Yes
181	PUN	Social Centre	2	I	Yes
182	PUN	Social Action for the Development of Displaced and Abandoned Children	1	I	Yes
183	RAN	Agricultural Training Center	2	I	Yes
184	RAN	Animation Rural Outreach Service	2	I	Yes
185	RAN	Issue based Social Apostolate	2	I	Yes
186	RAN	Kishor Nagar	2	I	Yes
187	RAN	Xavier Institute of Social Service	2	I	Yes
188	SRI	Center for Social Concern	2	I	Yes
189	SRI	Satyodaya Center for Research and encounter - Kandy	3	II	Yes
190	SRI	Shanthi center for slum dwellers	1	I	Yes
191	XXX	Bagaicha, Ranchi	2	I	Yes
192	XXX	Indian Social Institute, Bangalore	3	I	Yes
193	XXX	Indian Social Institute, New Delhi	2	I	Yes

EASTERN ASIA & OCEANIA

	Prov	Name	Activities	Insertion	Quest.
194	ASL	Corpus Christi Community	1	II	Yes
195	ASL	Jesuit Social Services	3	I	Yes
196	ASL	Uniya	1	I	Yes
197	XXX	Banteay Prieb Experimental Farm	1	na	No
198	XXX	Banteay Prieb Training Centre	1	na	No
199	XXX	Jesuit Service Cambodia	0	na	No
200	XXX	Metta Karuna	0	na	No
201	CHN	Asilo Nstra. Sra. Do Carmo	1	na	No
202	CHN	Cassa Ricci Social Service	1	na	Yes
203	CHN	Center for mentally disorder men, San Luis	1	na	No
204	CHN	Center for mentally disorder women, Sta Lucia	1	na	No
205	CHN	Center for old age men, Bethania	1	na	No
206	CHN	Center for old age women, Sta Maria	1	na	No
207	CHN	CRSS Outreach Program	1	na	No
208	CHN	da Caritas for handicapped children	1	na	No
209	CHN	Escola Especial. Macao Institute of Social Work	1	na	No
210	CHN	The Hong Kong International Institute of Educational Leadership	1	na	Yes
211	ETR	Agricultural Training Center	0	na	No
212	ETR	Community Medical Service	0	na	No
213	ETR	Noel Keizo Yamada	2	na	Yes
214	ETR	Jesuit Solidarity Network	0	na	No
215	ETR	Social-Pastoral Services	0	na	No
216	IDO	Agricultural Training Centre in Sorong	1	na	No
217	IDO	Jakarta Social Institute	2	na	No
218	IDO	Soegijapranata Social Foundation, Yogyakarta	1	na	Yes
219	IDO	Taman Tani Agricultural Training Center (KPTT)	1	na	Yes
220	JPN	"Tabiji no Sato" Social Center	2	I	No
221	JPN	Institute for the Study of Social Justice of Sophia Univ.	1	na	Yes
222	JPN	Jesuit China Center	1	I	No
223	JPN	Jesuit Social Center	3	I	Yes
224	JPN	Labor Education Center	2	I	No
225	KOR	Indipendence Gate Community	2	na	Yes
226	KOR	New Fountain Healing Community	0	na	Yes
227	KOR	Nuruk Community	1	na	Yes
228	KOR	Small Christian Community for the Poor	0	na	No
229	KOR	Urban Poor Apostolate	0	na	No
230	MAS	Indigenous People Service	1	na	No
231	MAS	Migrant Workers	0	na	No
232	MIC	Micronesian Seminar	1	I	Yes
233	MIC	Migrant ministry in Guam	1	II	Yes
234	MIC	Ministry to Migrant workers in Palau	1	II	No
235	PHI	Institute of Church and Social Issues	1	na	No
236	PHI	Institute of Environmental Science for Social Change	1	na	No
237	PHI	Institute of Social Order	1	na	No
238	PHI	Mindanao Labour Institute	2	na	No
239	PHI	Philippine Jesuit Prison Service Foundation, Inc.	1	na	No
240	PHI	Ugnayan at Tulong sa Maralitang Pamilya Foundation	1	na	No
241	PHI	Ateneo Center for Social Policy and Public Affairs	0	na	No
242	TAI	Jesuit Social Service	1	na	Yes
243	TAI	Prison Ministry	0	na	Yes
244	TWN	Catholic Social Service Center ii Hsinchu	1	na	No
245	TWN	Pastoral and social action work with Aborigines	1	na	No
246	TWN	Rerum Novarum Centre in Taipei	3	na	No
247	TWN	San-Tao Social Service Center in Kaochiung	1	na	No
248	TWN	Socio-Cultural Research Center a Fu Jen Catholic University	2	na	No
249	VIE	Vietnam Service Desk	1	na	Yes

EUROPE

Central Europe

	Prov	Name	Activities	Insertion	Quest.
250	ASR	Katholische Sozialakademie Österreichs	3	II	Yes
251	GSE	Oswald v. Nell-Breuning-Institut	1	I	Yes
252	GSE/GSU	Missionsprokur	0	I	Yes
253	GSU	Heinrich Pesch Haus	1	II	Yes
254	GSU	Institut für Gesellschaftspolitik, München	2	I	Yes
255	HUN	Hungarian Institute for Sociology of Religion	1	I	Yes
256	HUN	OCIPE - Budapest	2	I	Yes

Southern Europe

	Prov	Name	Activities	Insertion	Quest.
257	ARA	Centro de Estudios para la Integración Social y Formación de Inmigrantes	3	I	Yes
258	ARA	Nazaret	3	na	Yes
259	ARA	Seminario por la Paz - Centro Pignatelli	1	I	Yes
260	CAS	Instituto Fe y Desarrollo	1	I	Yes
261	ITA	Centro Accoglienza per Immigrati	1	II	Yes
262	ITA	Associazione del Centro Storico	2	II	No
263	ITA	Associazione Figli in Famiglia	2	II	Yes
264	ITA	Associazione Popoli Insieme	1	II	Yes
265	ITA	Associazione Centro Astalli	2	I	Yes
266	ITA	Centro Astalli	1	I	No
267	ITA	Fondazione Centro Astalli	3	I	Yes
268	ITA	Centro Astalli Sud	1	II	No
269	ITA	Centro di Studi Sociali P Arrupe	2	I	No
270	ITA	Centro Poggeschi	2	II	No
271	ITA	Centro S. Fedele	2	I	Yes
272	ITA	Comunità Emmanuel	3	I	Yes
273	ITA	Consultorio Familiare	2	II	No
274	ITA	Cooperativa Primavera	2	II	No
275	ITA	Jesuit Encounter Service	1	I	Yes
276	ITA	Fabbrica dei Sogni	2	II	Yes
277	ITA	Fondazione S. Giuseppe Moscati Antiusura	1	II	Yes
278	ITA	Fondazione Sant'Ignazio	3	I	Yes
279	ITA	Istituto Ricerche per l'Integrazione Sociale	2	II	No
280	ITA	Maranatha' -	2	II	Yes
281	ITA	Progetto "Scampia", formazione per lo sviluppo	2	II	Yes
282	ITA	Associazione San Marcellino	2	I	Yes
283	ITA	Scuola Superiore di Servizio Sociale	1	I	No
284	ITA	Sesta Opera	1	I	Yes
285	ITA	Consultorio Familiare	1	I	No
286	ITA	Fondazione Centro Astalli	1	I	No
287	LOY	Alboan	3	I	Yes
288	LOY	Centro Social Ignacio Ellacuría	2	I	Yes
289	LOY	Loiolaetxea	0	na	Yes
290	BET	ETEA	0	na	No
291	BET	Voluntariado Pedro Claver	0	na	Yes
292	BET	El Patio de las Culturas	0	na	No
293	XXX	Entreculturas	0	na	Yes
294	TAR	Cristianismo y Justicia	3	I	Yes
295	TAR	Migraestudium	1	I	No
296	TOL	Amoverse	2	I	Yes
297	TOL	Fundación San Juan Del Castillo	2	I	Yes

Western Europe

	Prov	Name	Activities	Insertion	Quest.
298	BME	Centre AVEC	2	I	Yes
299	BRI	Heythrop Institute for Religion, Ethics and Public Life	1	I	Yes
300	BSE	Universitaire Centrum Sint-Ignatius Antwerpen	1	II	No
301	CSU	Jesuit Centre for Social Faith and Justice	3	I	Yes
302	EUR	Office Catholique d'Information et d'initiative pour l'Europe	2	I	Yes
303	GAL	Centre de Recherche et Action Sociale	3	I	No
304	GLC	Centre Justice et Foi	3	I	Yes
305	HIB	Centre for Faith and Justice	3	I	Yes
306	MAL	Faith and Justice Centre	3	I	Yes

Eastern Europe

	Prov	Name	Activities	Insertion	Quest.
307	PMA	OICE		<i>I</i>	Yes

USA

	Prov	Name	Activities	Insertion	Quest.
307	CFN	Dolores Mission / Homeboy Industries	2	<i>I</i>	Yes
308	CFN	Pacific Institute for Community Organisation	3	<i>I</i>	Yes
309	CFN	Pedro Arrupe SJ Centre for Community-based learning / Bannan Centre for Jesuit Education, SCU	3	<i>I</i>	Yes
310	NEN	Agreement between Fairfield University, the Jesuit Conference's Office and the Jesuit Refugee Services	1	<i>I</i>	Yes
311	CHG	Heartland Centre	3	<i>II</i>	Yes
312	DET	Instituto Cultural de Liderazgo en el Medio Oeste	1	<i>I</i>	Yes
313	DET	Urban Law Clinic / Immigration Law Clinic, University of Detroit	3	<i>I</i>	No
314	MAR	Appalachian Institute at Wheeling Jesuit University	3	<i>I</i>	Yes
315	MAR	Centre of Concern	1	<i>II</i>	Yes
316	MAR	Georgetown U., Center for Social Justice	2	<i>I</i>	Yes
317	MAR	Jesuit Urban Service Team / Holy Name Social Services / Hopeworks	2	<i>I</i>	No
318	MAR	Woodstock Theological Centre	1	<i>I</i>	Yes
319	MIS	Doerr Center for Social Justice Education and Research, SLU	2	<i>I</i>	No
320	NOR	Twomey's Centre for Peace and Justice, Loyola University	3	<i>I</i>	Yes
321	JCU	Ntl Office of Social and International Ministries	3	<i>I</i>	Yes
322	ORE	Kateri NW Ministry Institute	1	<i>I</i>	No
323	WIS	Homeboyz Interactive	2	<i>I</i>	Yes

Fr. Janssens, in his Instruction on the Social Apostolate published in October 1949, renewed the appeal to set up “Centres of Information and Social Action” This Instruction gave impetus to a powerful and creative leap within the Society that has lasted to the present day, and paved the way for many and varied social institutions scattered in the four corners of the world but grouped together under the broad category of Jesuit Social Centres. Over the years these institutions were to become an essential feature of the Social Apostolate, and a poignant and visible testimony of the Society’s undeterred commitment to a more just society.

United under a common, overarching goal of transforming “minds and social structures to a greater awareness of social justice”, Jesuit Social Centres, in their diversity constitute an invaluable gift to the Society and civil society at large. At the same time, at present, many of them are undergoing a period of crisis and/or transformation and that remedial actions should be taken.

In his address to the Congregation of Procurators at Loyola (September 2003) Fr. Peter-Hans Kolvenbach spoke of the difficult situation in which the Social Apostolate finds itself. As embodying a necessary visibility, as instruments to actualise our social interventions, the JSCs need to play an important role in strengthening the social sector. These are serious enough reasons to call for this study.

The overall objective of the present report is to contribute to the revitalisation of Jesuit Social Centres by providing Father General and the Society with an analysis of their present situation, and eventually suggest recommendations for future action.

The purpose of the report is therefore twofold:

- 1. Provide a complete and exhaustive list and classification of Social Centres belonging, or directly related to the Society of Jesus according to a common definition and predetermined parameters.*
- 2. Undertake a preliminary assessment of the Centres by presenting results directly the “voice” of the centres and their point of view, especially with regard to their difficulties and proposed solutions. Wherever possible, the assessment provides a “dynamic perspective” by analysing past trends, showing if and how their scope and relevance have changed over time, or if the Centres have adapted to the changing needs of the local context and the social sector at large.*