“FRONTIER MISSION”

IMPACT ASSESSMENT OF JESUIT MISSION OUTREACH IN AFGHANISTAN
2005 - 2017

ENVISIONING THE JOURNEY AHEAD
Key Findings & the Way Forward ...
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Published by:
JRS South Asia

Note:
The purpose of the handbook is to elicit reflection and feedback, and to encourage discussion and mutual learning from other frontier missions like the JMO in Afghanistan.

The handbook is for private circulation only.
INTRODUCTION

The humanitarian and development work of JRS in the war-affected regions of Afghanistan, to rehabilitate and rebuild the lives of returnees and Internally Displaced Persons (IDPs), resonates well with the major mandates of the UNHCR (https://www.unhcr.org/5a1b53607.pdf). On-going violence, resulting in the continued large displacement of populations across the country makes JRS work indispensable in Afghanistan.

Rights-based approach, that JRS adopts, seeks to empower local communities to become responsible for rebuilding their society to ensure sustainable development and peace in the region. After more than a decade and half of service, JRS in Afghanistan has grown adept at developing strategies to enhance its service delivery, based on the lessons learned during the course of interventions. Yet, within the ever-changing reality of a conflict zone, in terms of changes in the situation of returnees and IDPs, the nature of violence, ethnography of specific regions, the status of infrastructural development and government’s capacity to provide public services, JRS needed to assess the impact of its work in Afghanistan to update its strategies in order to improve future interventions.

The impact assessment (IA) is as an exercise for considering the implications of various interventions by measuring their effectiveness and judging the significance of changes through the interventions. Thus, IA helps the organization to draw up a road map to improve its effectiveness, and enhance its mission and sustainability, by providing information for better decision-making to modify, re-orient or even, if appropriate, abandon its interventions to optimise its impact.

It is mainly done by capturing theoretical dimensions emerging from the interventions, conceptualising the learnings, and converting experiences into knowledge. Furthermore, IA promotes best practices and transparency and helps in strategizing procedures and methods for monitoring and mitigation of adverse consequences. An assessment of JRS presence, programs, projects, and personnel was undertaken by Jesuit Conference of South Asia (JCSA) after six years of JRS in Afghanistan, in 2011-12, in order to get the total picture of the frontier mission in all its shades and dimensions, and also to make concrete and realistic plans for the next five years in terms of programs, personnel, infrastructure, and finance. Then, an IA of JRS Afghanistan over a period of 12 years from 2005-2017, was undertaken to document and analyse the impact of interventions and to draw learnings for a way forward.
This comprehensive and participative exercise provided a large volume of data to draw upon. The reflections and analysis of the documented historical development of JRS Afghanistan provides a number of recommendations for a way forward.

JRS mission in Afghanistan will benefit immensely if impacts created by interventions and lessons learned are shared more widely with fellow Jesuits, other religious friends and donors, government officials, partner organizations and collaborators of JRS as advocacy material. This will also be very useful for JRS to get constructive feedback from regional and international partners. Thus, drawing from the IA report a handbook series - highlighting the journey undertaken by JRS - has been launched.

HANDBOOK 1 - “A Journey Along Roads Less Travelled” is a photo journey booklet that presents a brief historical overview of the Jesuit Mission Outreach (JMO) in Afghanistan, right after the war in 2002 till 2017, capturing the major engagements and impacts through photographs and sketches.

HANDBOOK 2 - “JRS Afghanistan Frontier Mission: Journey thus Far and the Road Ahead” presents the key features of the IA report in a condensed format. This highlights the purpose and the context of the IA, the interventions and their impact in various domains of life of the people served, the strategies and challenges to JRS Afghanistan, and the key findings and the way forward for JRS.

HANDBOOK 3 - “Testimonies of Hope” presents the impact of JRS interventions through personal and institutional case studies.

HANDBOOK 4 - As part of the series, this brief dossier presents: “Envisioning the Journey Ahead: Key Findings & the Way Forward”
ENVISIONING THE JOURNEY AHEAD: KEY FINDINGS & THE WAY FORWARD

JRS Afghanistan through its core mission ‘Education’ has brought about transformations in significant domains that have enabled local communities, in the regions of JRS interventions, to begin walking the path of development. Within this context, the key findings of the IA are highlighted under various indicators. These findings are also linked with the challenges that JRS Afghanistan faced during the course of intervention. On closely analyzing these challenges, one finds opportunities for JRS to upgrade its strategies and interventions. Based on these key findings and opportunities, this section elaborates the prospective way forward that could be adopted by JRS Afghanistan in its journey ahead.

1. Formal and Informal Education for Building Capacities and Rebuilding Societies

Quality education for capacity building is the main goal and approach of JRS to bring socio-cultural and economic transformation in society. The education related interventions implemented in four provinces has widely addressed the basic educational needs and benefitted the student community, especially girls and young adults. Education for capacity building has primarily provided required resources and knowledge and has opened new avenues for the student community to formal and higher education. However, the youth of the marginalised community lack access to dignified employment opportunities due to lack of market-oriented skills and vocational trainings. Job-oriented vocational trainings (both in various unorganized sectors as well as in agriculture) for young adults are the most expressed need by the community.

Pursuing higher education is desired by many of those who have benefited from JRS education interventions. On the other hand, underprivileged school dropouts or adults belonging to socio-economically marginalised families, find it difficult to pursue formal education and prefer skill development trainings to gain economic stability. Thus, in order to develop an inclusive approach towards the people served, it is desirable to enhance JRS educational programs to make them employment oriented and introduce new initiatives, focusing on market-aligned vocational or skill trainings.
This will prepare young adults for stable employment to contribute in rebuilding of conflict-ridden Afghan societies. Income generation related vocational training would also empower the women who are not able to access formal education, making them self-reliant and raising the economic status of their families. There is opportunity to set up small-scale local enterprises that could become points of employment for skilled youth.

2. Interventions for Enhancing Personal and Professional Competencies

JRS interventions to enhance life skills have impacted the student community beyond the classroom in providing an environment for personal development and competencies. The JRS training courses have not only brought changes in the pedagogy, but also in the mindsets of the people regarding education. This has helped them acquire interpersonal skills, develop a sense of trust and confidence, and has inculcated critical thinking, which in turn is shaping them as leaders for tomorrow. However, most of the youth who experience an alien social environment while pursuing higher studies abroad, sometimes tend to lose direction and are unable to give their best at the university and in the community.

Many students seek JRS guidance to choose career paths after course completion. On the other hand, many others, especially from poor economic backgrounds, seek guidance and information on scholarship opportunities to study at foreign universities. In this regard, it is recommended that JRS provide career counselling services to the JRS students by establishing centres for career guidance and assistance. The student scholars are expected to contribute to the development of their community through acquired skills and knowledge. It is hence desirable for JRS to build peer support and counselling systems in the region of interventions and in host countries to help the youth support each other.
3. Adopting Inclusive Approach and Reaching Out to the Marginalized

Though the JRS presence was small in number during the initial years, they branched out into several places and made their presence felt in multiple ways. They provided training within and, sometimes, outside the country. Thus, a pool of promising students, teachers and government officials were trained in Indian Jesuit universities and institutions. JRS has reached out to the most vulnerable and marginalized communities in the far-flung difficult geographical terrains in Afghanistan, like Daikundi and Bamiyan, and conflict zones in Herat and Kabul. JRS programs were implemented for and among the poor and marginalized people who could not afford the educational costs of their children and to send them to private tuition centres. Thus, expanding JRS services and establishing educational centres to the unreached provinces and people is one of the key features of the JRS mission.

It is now desirable to identify new areas of intervention in other remote regions like Karokh, Robat Sangi, and Sar-e-Ahangaran, with marginalized communities having little or no access to education, and deprived of government services or other education services. Identifying genuine and immediate needs of people; and to reach out to people in need, apart from education, is also an emerging opportunity. Considering the success of JRS in its regions of intervention, JRS outreach could be upscaled to respond to needs in other regions and possibly beyond education. Here, the role of volunteers, who have contributed immensely in various roles and responsibilities, is crucial. A number of professional volunteers with deep commitment and expertise have reached out to the people in need in many ways. As a way forward, JRS must continue to welcome volunteers to address specific priority needs, which will help implement the programs smoothly and enrich the JRS mission.
4. Building Locally Available Human Resources

At JRS, the teachers and staff from the local communities are the main human resource capital, contributing to the development of Afghanistan by transferring their knowledge to train and educate the younger generation. JRS has moulded and shaped their personalities, and provided them opportunities to give back to their community by enabling them to develop various professional and personal skills. Teachers and staff have become role models for students and their presence has created an anchoring effect in the areas of operation in Afghanistan. The impact of JRS interventions is largely dependent on their performance.

The key to sustainability of JRS interventions is to provide required support and training to locally available human resources to carry forward JRS work and ensure independent operation. For this, JRS needs to engage more professionally with available human resources such as those who benefited from JRS programs, and prepare them as the second cadre of leadership in the organization. Capacity building of the human resources at JRS needs to be looked at from the perspective of organizational development (OD). Bringing in advanced structures and mechanisms in the organization supporting them to carry out the responsibilities professionally; e.g. maintaining program related data-base, monitoring and review systems, building platforms for knowledge exchange and sharing best practices in their field of operations is desirable.

5. Improved Monitoring and Evaluation System

The key to success of JRS mission is organisation’s accountability and commitment to serve people and the active administrative mechanisms to support the mission. The mechanisms follow a systematic approach in the line of management, which allows a constant review of their performance. It is mainly done through structured reporting and sharing of work experience among JRS staff through weekly meetings. This has influenced the work environment of the institutes where JRS has collaborated. The university staff who collaborated with JRS found such practices fruitful in terms of bettering their accountability and performances at the workplace.
Over the years, JRS has intervened in the conflict regions of Afghanistan with a humanitarian perspective, focusing on need-based planning and implementing projects, especially in education, at the grassroots level. Responding to the needs of the people has remained its major priority. A major part of the documentation has remained in the form of the progress reports for donor agencies, government departments and for internal communications. Not much importance has been given to documentation and analysis of JRS interventions, outcomes and experiences. JRS interventions have contributed immensely through institutions, which, apart from Herat Technical Institute (HTI), Herat and Sohadat School in Sohadat Township, Herat, have reached out to a large number of students in universities, government schools, and institutes like National Institute of Management and Administration (NIMA). It becomes difficult to assess the accumulated JRS impact through these institutions in any measurable or tangible form, due to the lack of any database, with quantifiable information.

Hence, research and documentation seem to be a neglected area within the organization. It is important to introduce formal documentation and data management systems to record interventions related information such as the details of the people served, and the outcomes of such interventions. This is crucial in determining the success of JRS, based on the performance of the organization and periodic situational analysis of the people served. Therefore, it is desirable that JRS establishes a research cell for documentation and analysis of its interventions and the people they engage with. Introducing systematic documentation within the organization will certainly help the organization in the possible advocacy works among various stakeholders.
7. Collaboration and Networking with Government Agencies

Collaboration with government agencies and institutions have facilitated JRS interventions in remote regions and in reaching out to most vulnerable populations. On the other hand, JRS interventions have contributed significantly in strengthening the role of government towards community development and capacity building through education. But, in general, the excessive bureaucratic control, red-tapism and favoritism in the government sector have been detrimental to humanitarian services in Afghanistan. Some JRS personnel report that concerned government departments did not extend required support in certain project locations and interventions. It would have been difficult to play the role of an active agent in the region without the support of the government agencies. In this context, collaboration with the government is both a challenge and an opportunity.

Establishing orderly mechanisms to build rapport with government agencies for ensuring their maximum cooperation is desirable. JRS needs to create a proactive space in the education departments to elicit government support. There is need to begin advocacy to generate awareness among the concerned government officials to improve the quality of education in Afghanistan. The MoUs signed between JRS and the Ministries of Education and Higher Education provide scope for strategic collaboration with the government and responds to the priority needs of children and young adults, by providing enhanced facilities and required resources to important players in the field of education. Focusing on strategic partnership with government, especially to ensure sustainability of projects in remote regions largely inhabited by the marginalized populations, is required to realize JRS mission in Afghanistan.
8. Collaboration and Networking with the Civil Societies

JRS has supported and partnered with local NGOs in order to ensure that JRS reaches as many as possible. JRS believes in building capacities of local NGOs to take forward the JRS mission in Afghanistan. The experience of JRS over the years has been a mixed bag of positive and not so positive experiences and there is a difference of opinion regarding partnering with local NGOs.

Learning from the experiences, JRS needs to identify credible local NGOs for building up their capacities and developing partnership in order to establish provincial networks of local NGOs and extend the reach of JRS interventions. As a way forward towards sustainability, JRS should initiate and assist community-based leaders and other potential professionals from the students’ community, to establish civil society organizations to take up community works like public health service, peace activities, community development programs etc. Initiatives like these will help develop a pool of professionals to work to improve the quality of life of the community.

9. Contribution in Higher Education through Institutional Capacity Building

JRS has contributed immensely in building up the higher educational institutions by teaching as regular faculties, helping establish departments and by modifying/designing curriculum, especially in higher education institutes. Their contribution is well recognized by the authorities and those who have benefited. But, still there is immense scope and need to work further in services related to higher education in Afghanistan.

Apart from education as service delivery, JRS needs to recruit specialists in higher education to consider how to push forward in areas including, but not limited to, more systematic programs of capacity development for academic staff at the universities. This, along with collaborating with the government to design updated curricula and in policy making processes, will be instrumental in institutional capacity building. This will also ensure greater sustainable impact for the younger generation in the country.
10. Venturing into Conflict Transformation and Peace Building

Through grassroots interventions, for over a decade, JRS has established itself as a credible organization and to a large extent won over the trust of people in its areas of intervention. As observed, the marginalised people, with whom JRS is engaged through interventions in IDP camps, face inter-ethnic and gender-based violence resulting from insecurity and animosity between mixed communities. After enduring severe trauma from violent conflict situations, the mental scars have remained largely unaddressed among children and the young population. Through community interventions, JRS has undoubtedly shown the potential to advocate for conflict transformation and peace building across communities. Seen from this perspective, JRS has the potential to be an important player in advocating for peace and reconciliation between communities.

Introducing more systematic and consolidated programs on conflict transformation and peace building in the affected regions and communities with various stakeholders is an opportunity that can be further probed into. Such initiatives are likely to receive a welcoming response from the war-affected communities as they believe that community members are capable of resolving key challenges related to peace restoration and redevelopment of societies at large.

Mobilizing youth and members at educational institutions to counter radicalization within the region could be addressed by introducing peace building lessons and handbooks that discourage radical ideologies. This will also ensure an inclusive approach to peace building. Furthermore, providing safe spaces for trauma counselling, support services for healthy mental development of individuals, and interventions to address the psycho-somatic needs of children and young adults, to enable them to live a holistic life, is an important step towards holistic development of a nation.
11. Mobilizing Youth and Community Leaders to Support JRS Mission

Over the last one and half decade, the journey of JRS has transformed the hearts and minds of a new generation, most of whom are now growing up as responsible leaders in their communities. Through education, a large number of youth have realised the need for peace in the conflict-ridden Afghanistan; the importance of education, especially for girls; and co-existence of multiculturalism. They are attuned to the needs of the community and the role their leadership can play in bringing development and change in their communities and the nation. JRS has impacted youth through educational interventions and prepared them as agents with potential to bring about socio-cultural and economic transformation in their communities.

On the other hand, the JRS Afghanistan team firmly believes that the sooner local population takes charge of their own wellbeing, the earlier will true redevelopment and reconstruction begin. JRS has been instrumental in creating a pool of ‘agents for change’ in the process of its interventions. Educated, competent and committed individuals, trained by JRS over the years, will bear an abundance of fruits for the future. It is observed that a sense of trust, confidence and belief has developed among the communities served over the period of JRS intervention. With increasing number of teachers and students, JRS is now considered as one of the quality education organizations in the country, and is now engaged through partnerships in a wide range of interventions in education and higher education.

The assessment of JRS work reflects that, with minimum intervention by the JRS expat team, the local staff are able to manage and implement programs on their own. The capacity building interventions have enabled the locals to realize the priority need for education. Along with this realization, they are confident about implementing educational programs with the support of JRS and JWL. They have witnessed the change in their personal lives and in their communities and are taking leadership roles in managerial positions in schools, in institutions and in government service. They exhibit a sense of commitment and ownership as they reach out to remote places to support the needy with their limited resources. Even though the ethnic differences remain, they are able to work together with a sense of inclusiveness which was not imaginable earlier. Though there are challenges, they are able to take the difficulties as opportunities to come up with new ways of collaboration and reaching out to the others.
It is recommended that JRS turns its focus to convert the positive energy of the youth and community leaders to bring hope to the larger community. A set of more systematic interventions for the 'impacted youth and community leaders', i.e. leadership programs for youth and community leaders, could be the necessary and fruitful way forward to contribute to the future of their nation, by engaging the well-equipped and committed alumnae/aes willing to collaborate to rebuild and develop their country.

12. Establishing Rapport with the Communities for Social Transformation

Over the years, the historical development of JRS as an INGO in Afghanistan has demonstrated through its approaches and strategies that it stands out as an organization with a difference. Engaged within the context of conflict at the one end of the spectrum and the socio-cultural realities of Islamic and patriarchal society on the other, JRS has integrated itself well with the people in the cultural and religious ethos of the country and become one of them. As an outcome of their integration, they have managed to win over the confidence and trust of the people, government and religious leaders. This credibility has enabled JRS to bring about socio-cultural transformation in individuals, communities and society.

Within this context and as practiced, JRS should continue its interventions in consultation and collaboration with regional stakeholders, keeping in view the local social and cultural traditions. For example, it becomes difficult to counter the influence and effects of the patriarchal ideology prevalent in Afghan society. For a gender responsible approach, it is advisable that JRS plan its interventions with both the male and female members of the community, to break gender stereotypes for social and cultural transformation. Being ethically sensitive to the local culture, language and religion has been the hallmark of JRS, and should continue to be the guiding force to initiate far reaching change in the society and its institutions.
13. Institutional Presence to Ensure Sustainability

In accordance with organisational policy, JRS does not own any institutional or material assets in the regions of its interventions. Over the years JRS, as a legal entity, has been functioning in four provinces in rented spaces, and in government/community provided infrastructures/ institutions. In case of withdrawal, JRS leaves behind the assets it has developed in the form of infrastructure and the impact of its interventions in the lives of the people served. The institutional absence of JRS could possibly affect the sustainability of their efforts for generations to come.

The fact that most of the JRS trainings are conducted in rented accommodations, where JRS team often face interferences from the property owner, sudden outbreak of conflicts, and unpredictable political situations, unfavourably impacts the students and trainer’s mobility. Hence, it is desirable that JRS consider providing safe living spaces for JRS students. This will also support many of the persons served who come to JRS centres from far flung remote areas with inadequate transport services that often forces students to either drop out or not pursue higher education at far distances. On other hand, for its physical presence, JRS could also explore the possibilities of establishing JRS educational institutions (an Engineering and an Arts & Science College, and may be a school) in collaboration with local NGOs/CSO and the government.

14. Identify and Replicate Successful Interventions and Best Practices

Over last a decade and half, JRS has made a number of interventions to reach out to the people served, keeping in mind the focus mission through non-straight jacket approach. The IA indicates that some of the interventions have been very successful and rewarding. On the other hand, JRS experience shows that replicability of successful interventions and best practices have made expansion feasible and sustainable. JRS has its limitations of resources both human and material to reach out to a large population. However, some of the strategies and learnings, especially like creating a pool of teachers to teach in their respective communities through the EOTS program and serve remote communities with affordable resources, have shown huge potential for easy replicability.
Though JRS interventions have created a cumulative impact on individuals, institutions and society, this is very small compared to the need in the context of the large geographical region and the conflict and war in Afghanistan. It is recommended that JRS undertakes serious reflection in identifying key successful interventions and best practices that could be institutionalised and replicated as models in other provinces, that yet remain isolated with vulnerable and deprived communities.

15. Focused Engagement for Advocacy

Although JRS strategies, approaches and interventions are geared towards advocating the cause of the marginalised and the war-affected people of Afghanistan, JRS is largely perceived as a ‘service provider’ by various stakeholders, and not as an advocacy or rights-based organization. However, given the socio-political, security constraints and limitations, JRS has been moving forward cautiously. Also, lack of financial resources is a major challenge in sustaining JRS interventions. It is therefore important to initiate required advocacy initiatives to generate awareness among government administrative bodies to raise funds and invest meticulously in the field of education. Direct engagement, with the community experiencing ground realities, is an opportunity that JRS should use to lobby with the international community working to address humanitarian needs of war-affected countries. JRS Afghanistan could bring in more tested mechanisms of advocacy followed by JRS internationally.
16. The Involvement of Jesuits in the Mission

The JMO in Afghanistan arose out of the earnest desire of the Major Superiors of the South Asian Assistancy to reach out to Afghanistan in its war born crises. The aim of the JMO in Afghanistan was to accompany and assist the people in their endeavor to rebuild their devastated lives, society and nation. Over the years (2005 till 2017), more than 50 Jesuits, from different regions (Provinces), belonging to different socio-cultural backgrounds and age groups have served the mission of “JRS Afghanistan”. Some were engaged for a shorter duration, some for a prolonged period of time, and some came as visitors with a specific purpose. Here, the Jesuits largely engaged as pioneers, educationists, teachers, technical experts, trainers, researchers, development agents, advisors at the Ministry of Education for policy advocacy and change, collaborators, and above all as humanitarian aid workers, reaching out to the people in need and shaping the process of transformation accordingly.

The presence of the Jesuits has remained an important factor in JRS Afghanistan in anchoring the mission that brings together various stakeholders, and creates a synergy to contribute to the mission effectively. However, personnel opting for the mission in Afghanistan remains a crucial challenge for JRS in the present and for the future, given the security risks. The involvement of Jesuits has diminished, especially after the kidnapping of the former Country Director. A long-term strategic plan and encouraging young Jesuits to engage in the frontier mission will fill the much-needed gap of adequate and efficient human resources for the mission. One of the answers to continue the mission in Afghanistan is the Jesuit calling. JRS Afghanistan must be perceived as the common frontier mission of the Assistancy, and there must be strong commitment from the Major Superiors to motivate and develop leadership of a second cadre to carry forward the frontier mission.
17. Deriving Strategies for Further Apostolic-Social Work in South Asia

JRS engagements did not follow a blueprint and there was no straitjacket approach in service delivery of various interventions, considering Afghanistan's social-political scenario. JRS expat personnel lived in solidarity with the marginalized, rooted themselves in the local culture, made a choice for sustained and long-term commitment to the mission, tackled difficult situations with dialogue and persuasion, worked with approaches of collaboration and networking for mission with the government and other partners. JRS continually adopted strategies to move forward, drawing from their experience, learnings, and best practices. The accumulated learnings could become a source of inspiration and guidebook for others who follow a similar path, especially in conflict zone contexts.

It is desirable that JRS addresses its significant weakness of lack of systematic documentation of its experiences and learnings. JRS has the opportunity to establish systems to look back over the years, review and document what it means to work in a ‘conflict zone’ and ‘frontier mission’, responding to fluid, uncertain, and at times dangerous situations and conditions. The Jesuit presence in Afghanistan, all through these years, is due to the endorsement, support and resources that JRS receives from the Assistancy. In this context, setting up an Afghan desk in an Assistancy institution, like the Indian Social Institute, Delhi, would establish an institutional link between JCSA and JRS, as a mission of the JCSA and an apostolic-social work of South Asia. For JCSA to take JRS mission forward, JRS needs institutional bonding in order to connect to the many other resources of the Assistancy, which should be at the service of the mission in a conflict zone, a frontier mission. On the other hand, institutional back up will help JCSA to institutionalize the frontier mission and the strategies adopted, for others to replicate and emulate.
18. Drawing Strength and Guiding Intervention from Faith

The assessment work of JRS interventions reveals that religion as faith inspires its followers to contribute to the common good, bringing peace and progress, harmony and unity, respecting religious pluralism in a society. JRS, as an FBO, has demonstrated value-based functioning and draws continuously from its own faith and sources of inspiration from within. A good number of Jesuits with simple lifestyle, sensitive to the local culture and religion of the country, remained positive in a conflict zone with long term commitment and stability. It was one of the key features of JRS interventions that earned them the trust of the local people and those in politico-religious authority.

At the initial stages, local conservative communities did not welcome foreign educational programs, especially for girls. Non-Islamic faith-based organizations were treated with suspicion, and INGOs were often not trusted and perceived as money-making organizations. The government questioned their motives and tried to divert their resources to serve their constituencies. However, the pioneering Jesuit team and those who followed devised productive strategies to build the mission and gain the confidence of the local communities and government.

The thorough orientation of those who volunteer to serve in Afghanistan needs to be part of their preparation for frontier mission. They must be provided training in the cultural nuances, and conversational skills in the local language, which can be acquired from the staff as local resources. The continuation of the pioneering mission is far beyond just getting acquainted with tasks and completing them; winning over the trust of the people served is integral for creating lasting impact.
CONCLUSION

The key findings of the IA reveal how the Jesuits and their co-workers struggled to engage the frontiers of the past, with reasonable success when considering the opportunities and challenges. They point to the lessons to be learned from the JRS journey in Afghanistan, and indicate the disposition for and requirements of mission and service at the frontiers. The IA opens a window to look more clearly into the distance, building on the works of those who had laboured before them.

To envision the way forward, JRS needs to re-imagine the JMO in Afghanistan. It is necessary that all the stakeholders, including the local communities JRS engages with, are professionally introduced to JRS vision-mission and the impact of the interventions. This process of reflection and analysis will help to discern, make the needed course corrections, and strategically plan for the journey that lies ahead. It will lead to strengthen ownership of the interventions and prepare the stakeholders to participate proactively in JRS mission. As we remember the JRS journey till now, working together for a better more sustainable future, the present holds many possibilities.
A Journey Along Roads
Less Traveled...