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DIOCESAN STRATEGIC PLAN



**CATHOLIC DIOCESE OF
NAVRONGO - BOLGATANGA**

**COMPOSITE STRATEGIC PLAN
2019 - 2023**

Catholic Diocese of Navrongo-Bolgatanga

P. O. Box 351,
Bolgatanga, U.E.R
Ghana

Email: nbdiocese@gmail.com



Table of Contents

INTRODUCTION	- 1 -
LESSONS LEARNT FROM THE PREVIOUS STRATEGIC PLAN AND WAY-FORWARD	- 3 -
LOOKING INTO THE FUTURE	- 3 -
FOCAL AREAS.....	- 3 -
PASTORAL CARE (PARISHES).....	- 5 -
PASTORAL CARE COORDINATION.....	- 13 -
INTEGRAL HUMAN DEVELOPMENT	- 16 -
MONITORING AND EVALUATION.....	- 19 -
ACKNOWLEDGEMENTS	- 19 -
ADOPTION OF 2019-2023 DIOCESAN COMPOSITE STRATEGIC PLAN	- 19 -

MONITORING AND EVALUATION

To ensure an effective implementation of the various Strategic Plans, the Diocesan Secretariat comprised of; the Local Ordinary, Vicar General, Financial Administrator, Pastoral Care Coordinator and the Human Development Coordinator had to re-examine the roles of their Offices to ensuring efficiencies and effectiveness in the Diocese. Therefore, it is expected that the Diocesan Leadership will provide oversight support to the Parishes and Sectors.

ACKNOWLEDGEMENTS

"Let your roots grow down into him, and let your lives be built on him. Then your faith will grow strong in the truth you were taught, and you will overflow with thankfulness." Col. 2:7. We are indebted to a number of organisations, individuals, the Parish Teams and Diocesan Pastoral Agents for their sacrifices and commitment that brought us this far.

Our sincere and special gratitude goes to Misereor of Germany for the institutional capacity building over the years, which the Diocese is benefiting. Our thanks also go to; Kindermissionswerk, Missio, Aid to church in need and National Catholic Secretariat and all well-wishers for your support and cooperation.

ADOPTION OF 2019-2023 DIOCESAN COMPOSITE STRATEGIC PLAN

On this day Monday 5th November 2018 I, Rev. Fr. Lawrence Azure, Parish Priest of St. Paul Parish, Walewale, moved for the adoption of the Diocesan Composite Strategic Plan which is an extract from the Parishes and Sectors' Strategic Plans as the Strategic Policy document of the Catholic Diocese of Navrongo-Bolgatanga for the next five years (2019-2023).

SECONDER

In the absence of a Counter Motion I, Rev. Fr. James Anovunga, seconded the motion moved by Rev. Fr. Lawrence Azure, that the Diocesan Composite Strategic Plan Document be adopted as a full property of the Diocese dated 5th November, 2018.

Sector	Goal	Strategic Objectives	Performance Indicators
Diocesan Health Service	Diocesan Population have access to Quality and Affordable Health Care	Access to Quality Health care increased	• Percentage increase in Diocesan Outpatient Department (OPD) attendance
			• Percentage increase in OPD Capita
			• Percentage increase in Access to Laboratory Services
		Reproductive and Child Health improved	• Percentage increase Antenatal Care (ANC 4+)
			• Increased skilled delivery
			• Increase postnatal care (PNC) coverage
			• Increase Penta-3 coverage
			• Increase exclusive breastfeeding
			• Attained 100% Community-based Management of Acute Malnutrition (CMAM) cases cure rate
			• Natural Family Planning acceptance level
		Innovation and Inclusive Health Promotion enhanced	• Number of Health Innovations documented
			• Number of Health innovation being practice
		Efficiency in Governance and Management of the Health Sector improved	• Frequency of Facility Management Teams meetings
			• All Facilities practice the Huddle
			• Periodic Staff appraisal and promotions
			• Every Health facility has a Chaplain
			• Catholic workshop practice

FOREWORD

It is a joy as a diocese to have, once again, in our hands a programme of action for the next five years. The previous Diocesan Strategic Plan (DSP) was a very useful learning experience that has helped us improve on the quality of the process and the content of the present Plan. It is therefore not surprising that by unanimous consent some of the core elements of the previous DSP have been brought into the new one. The Vision, Mission and Core Values of the Diocese that informed the previous plan have remained central to the present one. It is, however, my hope that in contrast to the previous experience we will, this time round, learn not only to be familiar with the Diocesan vision, mission and core values but also consciously allow them to influence, guide and determine our every activity as a diocese.

One novelty that has guided the formulation process of the present Plan is the bottom-up approach led by the parishes and the individual sectors of the Pastoral Care and Human Development Departments. This approach has not only generated a strong sense of ownership of the Plan by the various stakeholders but also made it easier for them to hold themselves accountable for its success. Quite significant too, was the increased sense of responsibility for the monitoring and evaluation of the Plan by the Diocesan Monitoring Team.

I would like to describe this DSP as an entirely home-grown product; a Plan by the Diocese and for the Diocese. For this reason, I would like to thank every single member of the diocesan family who contributed his or her time, talent and resources for us to put this Plan together. In particular, I would like to thank the Pastors and their Parish Strategic Plan Teams and the Sector Heads of both the Pastoral Care and Human Development Departments. I wish to acknowledge the invaluable coordinating and editorial work of Dr Joseph Ayembilla, the Development Coordinator and the work of the rest of the Diocesan Monitoring Team for the good work done. In the final analysis, however, I believe we could all say in the spirit of the Gospel that “We are unprofitable servants; we have done what we were obliged to do” (Lk 17,10).

Once again, we commit this Plan into the hands of our Blessed Mother, the Mother of Good Counsel for its successful implementation.



Most Rev. Alfred Agyenta
(Catholic Bishop of Navrongo-Bolgatanga Diocese)

Good Governance Justice and Peace	Justice and Peace in all sectors and structures of the Church and Communities promoted	Justice and Peace Committees (JPCs) in the Parishes strengthened	- Increased Knowledge of the Social teaching of the Catholic Church, the Sustainable Development Goals (SDGs) and Constitution. - Number of Justice issue (remand prisoners, land, chieftaincy, human trafficking, abuse of natural resources) handled. - Increased visibility (invitation and participation) of JPCs in local governance.
		Violent Conflicts in conflict prone areas in the Diocese reduced	- Functional community peace committees. - Increased communal activities.
		Child Protection in the Diocese enhanced	- Child abuse reduced - Reduction in streetism - Increase responsible parenting
		Research, advocacy and publications on justice and peace issues improved	- Number of research published - Policy briefs and papers released - Number of communique published - Emergency relief plans in place - Number of media engagement
	Goal	Strategic Objectives	Performance Indicators
Livelihood and Advocacy	Food and nutrition security and income of households improved	Communities' Resilience towards effects of Changing Climate Improved.	- Number of afforestation and reclamation activities documented - Number of Communities adopting coping mechanisms - Number of Smallholder farmers practicing climate smart agriculture
		Local Innovation Developed and Documented.	- Number of Local innovations documented - Number of Stakeholders engaged - Number of Local innovations shared or published in review journals - Number of Staff capacity on local innovations built
		Sustainable land and water management improved.	- Sound mining practices - Sound waste management - Number of protected water bodies - Number of farmers practicing safe handling of agro-chemicals
		Community waste management improved.	- Number of communities disposing waste appropriately - The amount of waste that is collected and reprocessed
		Food production and management and income of smallholder farmers improved.	- Number of agro-processors - Percentage of yield increase - Number of farmer groups - Number of small ruminants
		Institutional strengthening and coordination improved.	- Number of qualified or professional staff - Number of partners funding projects - Networking, partnerships and collaboration - Logistics and equipment effective and efficient structure

INTEGRAL HUMAN DEVELOPMENT

The Navrongo-Bolgatanga Catholic Diocesan Development Organisation (NABOCADO) promotes rural development. The operations of the organisation cover the whole diocese, which is located at the Sahel ecological region with 75% of the population being rural and 85% being agrarian. The organisation operates under four (4) main sectors; Health service, Education, Livelihood and Advocacy and Good Governance Justice and Peace sectors with a number of cross-cutting areas. These sectors are headed by Directors who are coordinated by the Human Development Coordinator.

Vision and Mission

NABOCADO's vision is a dignified life for the poor in which, the marginalized and vulnerable in the rural areas have access to adequate food and income, decent shelter, quality education and health as contained in the Social Teachings of the Church.

NABOCADO mission is to promote and sustain integral human development of the poor and marginalized through improved: livelihood and food security, quality health and education delivery, equity and peaceful coexistence in the Diocese.

NABOCADO as a Faith/Church based entity is anchored on the following core values: Christian, People-cantered, stewardship, non-discriminatory, transparency and accountability.

NABOCADO operations from 2019-2023 will be based on the four (4) main sectors as driver towards the realisation of the Diocesan vision and mission.

HUMAN DEVELOPMENT SECTOR

Sector	Goal	Strategic Objectives	Performance Indicators
Catholic Education Unit	HOLISTIC Catholic Education Enhanced	Catholic Identity in Catholic Schools enhanced	- Catholic Symbols displayed in schools - Catholic worship and prayers in schools - Catechetical programs in schools.
		School Performance in Catholic Schools improved.	- Improvement in academic performance - Enrolment and retention
		"Right-based Child Friendly Schools ⁴ " within the Catholic Unit enhanced	- Reduction in Child Abuse cases in Catholic Schools - CPP Document in all Schools - Teacher vs student/pupil relationship - Sanitation and hygiene practice in all unit schools - Improved school – community relationship.
		Governance and organizational structures within the Catholic Education Unit Schools strengthened	Catholic Education Unit Administration vs teachers, students'/pupils relationship.
		Catholic Education Unit well-resourced and improved coordination.	- Catholic Education Fund - Fundraising Strategies - Engagement with key stakeholders

Sector	Goal	Strategic Objectives	Performance Indicators
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⁴ A rights-based, child-friendly school must reflect an environment of good quality characterized by several essential aspects: inclusive of children, effective for learning, healthy and protective of children, gender-sensitive and involved with children, families, and communities.

INTRODUCTION

History and Population

The Diocese of Navrongo-Bolgatanga started in 1906 when the Missionaries entered Northern Ghana through Burkina Faso. They first settled in Navrongo and gradually spread throughout in northern Ghana. The total land area covered by the diocese is 31,068 square kilometres. The Diocesan population is currently estimated at 2 million at a growth rate of 3.0%. Forty-five percent (45%) of the population are below 14 years old. The female population is higher (52.4%) than the male (47.6%) with a sex ratio of 9:11. The population in the Diocese which is predominantly rural is scattered among several small localities with some having very high population density of 260 persons per square kilometre.

Political Boundaries

The Diocese coincides with the political administrative region of the Upper East and part of Northern Region of Ghana. The Upper East Region is made up of 15 districts and the part of the Northern Region is made of 5 districts. All these districts and municipalities fall under the twenty parishes of the diocese.

Geographical Features

The Diocese falls within the Guinea Savannah zone with some portions of its catchment area (Bawku) within the Sudan Savannah ecology. The natural vegetation is Savannah woodland consisting of short, deciduous, widely spread fire-resistant grasses and shrubs. Human activities have reduced the vegetation to an open land with some trees of economic value retained. The annual average rainfall which decreases from north-east to south-west varies from a minimum of 645 mm to a maximum of 1,250 mm with a mean of 1,044 mm. Rainfall is limited to one season (Mid-April to October) and can be very irregular, with frequent dry spells during June and July which is a critical period for farming. The dry season begins from mid-October to the first two weeks of April. This period is characterised by dry, dust-laden North-East harmattan winds from the Sahara Desert.

Socio-economic features

The climate is generally suitable for the production of single wet season crops. The soils have poor water holding capacity which poses a considerable constraint to agricultural productivity. This single cropping season which depends on rainfall occurs from May to October with considerable under-employment of labour. This period is followed by a long dry season resulting in a seasonal migration of the productive labour force to southern Ghana in search of greener pastures.

Poverty is very high among the diocesan populace especially the rural areas, the Diocese is one of the least urbanized in the Ghana. Whereas 50.9 percent of the country's population live in urban communities, the proportion in the Diocese is only 21.0 percent¹. The Ghana Living Standard Survey report (2014) recorded little changes in the incidence of poverty within the savannah ecological zone (Northern, Upper East and West regions). By locality rural savannah experiences extreme poverty (27.3%) compared to the national average of 8.4%². Accordingly, "more than four in every ten persons are poor in Upper East (44.4%), increasing to one in every two in the Northern region (50.4%)" all within which the diocese operates.

The incidence of poverty varies within the Diocese. According to the poverty mapping (GLSS6, 2015) report conducted by the Ghana Statistical Service, Builsa South District (84.4%) followed by Bawku West (68.1%), Bongo (67.4%) and Nabdam (63.0%). Kassena-Nankana West District (13.1%) has the lowest poverty incidence in the region. Poverty depth is highest in Builsa South (51.8%).

¹ Ghana Statistical Service, 2010 Population and Housing Census Regional Analytical Report, Upper East and Northern Region,

² Ghana Statistical Service Ghana Living Standard Survey round 6 report, GLSS6 (2014)

Ecclesiastical status

Navrongo-Bolgatanga diocese has a history of 112 years of evangelization (1906-2018), the longest in the Tamale Ecclesiastical Province. The Society of the Missionaries of Africa (White Fathers) who arrived in 1906 pioneered the evangelization of Navrongo and its environs. In 1956 the diocese of Navrongo was erected and in 1977, received the new name of Navrongo-Bolgatanga Diocese.

The major religions in the diocese are African Traditional Religion, Christianity and Islam. African Traditional still remains the dominant religion (46.4%) followed by Christianity (28.3%) and Islam (22.6%).

Pastoral care complemented by the promotion of Integral Human Development is carried out in 20 Parishes and 146 educational institutions. The diocese is divided into three (3) ecclesiastical zones, namely Bawku, Bolgatanga and Navrongo Deaneries.

CORE VALUES

Christian, Human Centred, Non-Discriminatory, Partnership, Stewardship, Transparency, Accountability and Sustainability.

VISION

To Make Visible a Faith Driven, United, Self-Reliant Catholic Diocesan Family, Founded on the Values of Christ.

MISSION

Inspired by the Gospel message of love, we work together as a united family of diverse peoples towards the promotion of the kingdom of God in the Navrongo-Bolgatanga Diocese through:

- 1. Celebrating the Word and Sacraments
- 2. Witnessing to the forgiving, healing and saving presence of Jesus Christ
- 3. Being stewards of God’s creation
- 4. Promoting justice and peace and enhancing the integral development of the human person
- 5. Promoting peaceful co-existence in and outside the diocesan family
- 6. Partnership and Networking.

#	Sector	Goal	Strategic Objectives	Performance Indicators.
6	Liturgical Commission	Solid liturgical formation improved in the Diocese.	Deaneries/Parishes Liturgical/ devotion committees formed	- Deanery and Parish Liturgical Committees. - Diocesan and Parish Pius devotions Committees - Participation in the Committees' activities
			Clergy and Laity knowledge in liturgy improved.	Number of Liturgical Workshops in Deaneries and Parishes
			Organising Seminars on Liturgy for Clergy and Laity	Number of Priests and Laity participated in Seminars
			Resource mobilisation improved. Generating internal and external funds	- Number of Fund raising activities - Diocesan and Parish Liturgical Shops. - Liturgical fund, - Annual financial statement
			Spiritual Renewal Centres programmes improved and promoted	- Number of Spiritual Renewal Centres. - Spiritual Programme outline. - Spiritual Directors appointed. - Management Committees

#	Sector	Goal	Objectives	Performance Indicators
4	Biblical Apostolate	A well-informed Diocesan Catholic family who, love, read and live the word of God.	Catholic families and societies love for reading and sharing the word of God improved.	- Parishioners make use of bibles everywhere. - Increase participation in Bible sharing. - Enthronement of the bible.
			Small Christian Communities (SCC) established in all Parishes and institutions	- Number of SCC - Number of SCC participating in bible sharing - Participation in Church activities - Parishes have fifteen (15) minutes of Lectio Divina during rosary prayers
			A mini Dei Verbum programme established in the diocese.	Increase in personnel in biblical apostolate activities.
#	Sector	GOAL	OBJECTIVES	PERFORMANCE INDICATORS
5	Catechetics	A well Formed Faithful in the Catholic Faith in the Diocese Enhanced.	Catechetical office strengthened & resourced	- Available office equipped - Improved output of the catechetical Director
			Catechists and catechism instructors trained and resourced	- Number of catechists confidently conducting services - Number of catechists able to use manuals & teaching & Learning materials in their catechism class - Available catechetical material at the diocesan office
			RCIA programme in the Diocese standardized and established	- Number of parishes adopting the RCIA programme - Percentage of the catechumen able to continue catechesis smoothly in another parish - Number of catechists and catechism instructors - Number of parishes organising post baptismal activities
			Children liturgy in the diocese improved and systematized	- Number of children participating actively in children liturgy - Increase number of animators for children liturgy - Available material for use in the children liturgy
			Adult formation programmes improved and standardized	- Available Formation programmes for the faithful - Increase participation in formation programmes in the Diocese - Increased Number of parishes celebrating formation weeks - Percentage of parishioners participating in faith formations

LESSONS LEARNT FROM THE PREVIOUS STRATEGIC PLAN AND WAY-FORWARD

The lessons learnt from the Diocesan Socio-Pastoral Strategic Plan 2012-2017 were drawn from a participatory Evaluation conducted during 2017. The Annual Review sessions outcomes were also fed into the Evaluation report. Generally, the feedback from all the Parishes and Sectors rated the Strategic Plan and its implemented activities' results very high and highly successful. Some of the lessons learnt among others include:

- ☐ To increase ownership and reduce apathy of future strategic plans, major Church leaders agreed to a bottom-up approach in planning from the Parishes/Sectors,
- ☐ That each parish/sector develops their own strategic plans,
- ☐ That Diocesan Secretariat Team should remain facilitators.

RECOMMENDATIONS

A number of recommendations were made for the way-forward and key among them was a rollup on a new strategic plan which is Parish/Sector based. A general recommendation was made for all involved in the new Strategic planning to ensure that most of the key issues from the previous strategic plan are brought to the fore.

LOOKING INTO THE FUTURE

"The Church's deepest nature is expressed in her three-fold responsibility: of proclaiming the word of God (kerygma-martyria), celebrating the sacraments (leitourgia) and exercising the ministry of charity (diakonia). These duties presuppose each other and are inseparable" (Deus Caritas Est, 25).

With a renewed commitment and self-reliant drive stemming from a bottom up approach, all the Parishes and sectors helped to reflect on their; Strengths, Weaknesses, Opportunities and Threats and culminating into Needs Assessments Analysis. The processes led to built-up information on the Parishes and sectors which helped them to develop their respective strategic goals and objectives. Each Parish and Sector has in place a detailed Strategic Plan with performance indicators, activities and estimated costs which span from 2019-2023.

The Diocesan Strategic Plan is a compilation of the Parishes' and Sectors' Plans. To ensure an effective implementation of the various Strategic Plans, the Diocesan Secretariat comprised of; the Local Ordinary, Vicar General, Financial Administrator, Pastoral Care Coordinator and the Human Development Coordinator had to re-examine the roles of their Offices to ensure efficiency and effectiveness in the running of the Diocese. The Diocesan Leadership, therefore, is expected to provide oversight support to the Parishes and Sectors.

FOCAL AREAS

In order to achieve our Diocesan vision and Mission, we have to build on the successes of the past and focus our efforts on the areas that will have high impact. We identified and summarised into six (6) Key Focal Areas (KFA) to help guide and determine the priorities in accordance with our resources over the coming years.

1. Faith Formation and Leadership Development (2F-LeD)

A Diocesan wide faith formation programmes for; youth, women, men and children. The Diocese will facilitate the practice of continuous education for both clergy and lay leaders to lead the transformation of Parishes, Sectors and Institutions in the Diocese. Facilitate the practice of new models of formation and diversity of leadership. Marriage and Family Life and Youth and Vocations formation is key in the new strategy, which will be pursued at the Parishes' level and supported at the diocesan level.

2. Unity in Diversity

As a diocese with diverse cultures we will continue to promote the revitalization of our cultures in a positive, collaborative manner that is adaptive to changes that reinforce our Values, Vision and Mission. This will ensure the building of positive, respect and transparent communication and relationships among teams and across the Diocese.

3. Evidence-based Innovations

Learning from the Participatory approach to developing the Strategic plans at various levels, we will do things differently through the adoption of best practices and innovations. Build and use data in the Strategic Plans to measure the outcomes stated as Performance Indicators (PIs) for the purpose of continuous reflections and improvement. Use modern technology to enhance; communication, data collection, management, reporting and decision-making.

4. Governance & Decision Making

Ensure that all statutory structures are put in place and trained on defined roles and responsibilities. Therefore, review and update existing policies and procedures in collaboration with key stakeholders.

This will culminate into the updating of the organization and governance structure in the Parishes and the Diocese to align with our vision and mission.

5. Stewardship and Transparency

Mindful of limited resources, we will strategically raise funds, track, manage and ensure financial discipline. All Parishes and Institutions collate and establish Assets Registers to show the strength of the Diocese. More so, regular financial reporting is one driver of change for effective local resource mobilisation. Attract, motivate and retain good pastoral agents serving in strategic placement for continuity and succession plans. We will diversify funding sources to support identified needs and ensure sustainability. Investment grants for Diocesan and parish ventures are important and inevitable.

6. Infrastructure Support

The Diocese is within the impoverished zone of the Country with low incomes due to overdependence on rain-fed agriculture. Contributions for self-help projects are very low. Strategic fund raising to support construction of; chapels, churches, schools and health centres remains a strong demand and drive.

PASTORAL CARE COORDINATION

Listen and attend with the ear of your heart (Saint Benedict).

#	Sector	Goal	Objectives	Performance Indicators
1	Marriage and Family Life	Solid Christian Families Established	Professional Marriage Counselling enhanced in all Parishes	Number of well trained and equipped Marriage Counsellors in each of the Parishes of the Diocese.
			Uniform Syllabus for Marriage Counselling developed for the Diocese	A Standard Syllabus for Premarital, Marital and Post-marital Counselling for the Diocese
			Diocesan Family Life Office established and equipped	Level of improved work output of Coordinator.
			Parishes Counselling Centres established and strengthened	- Number of counselling Centres in the parishes - Number of people receiving counselling services in parishes
			Christian Family movements promoted in all Parishes	- Number of Solid Christian family movements in all Parishes - Level of Outreach to Parishes and Outstations
#	Sector	Goal	Objectives	Performance Indicators
2	YOUTH AND VOCATIONS	Pastoral support and faith formation improved	Youth groups formed and Strengthened in all Parishes.	- Frequency and quality of participation in meetings - Number of youth groups holding regular meetings - Effective leadership skills
			Youth faith formation improved.	- Level of Commitment to church programs - Embraced the sacraments - Percentage increase in vocations
			Youth employable skills and knowledge enhanced.	- Level of Self-reliant youth ventures. - Percentage youth gainfully employed. - Number and types of youth projects.
			Ministerial priesthood and consecrated life improved.	Increase number of Aspirants and seminarians.
			Resource mobilisation for youth and vocation office improved	- Level of data management. - Increase in aspirants
#	Sector	Goal	Objectives	Performance Indicators
3	PARTNERSHIP	Visible and coordinated faith driven partnership in the Diocese	Partnerships Committees and Offices strengthened	- Number of functional Parish Partnership Committees. - Increase transparency and accountability. - Reduction of Partnership queries. - Increase commitment and support from external Partners
			Celebration of Partnership Sunday masses improved	- Number of Parish Celebrating Partnership week. - Increase in local resource mobilization.
			Partnership civic education programmes promoted and enhanced	- Number of Civic Education programmes organizes. - Number of local collaborators.

#	Parish	Goal	Objectives	Performance Indicators
19	Our Lady of Hope, Bunkpurugu	A Real Catholic ³ Parish Family	Catechesis and faith formation strengthened.	- Catechism of the Catholic Church (in a dialogical manner). - Sessions of Formation on Catholic Faith and Liturgy. - Better (Catholic) translation of the Word of God to the (local) language/s of the people
			Parish structures strengthened	- Functional Pastoral Council - Functional Parish Finance Council - Number of committees in place (Liturgy, Laity, Youth, Prayer Groups, Biblical Apostolate, Groups of action, Justice and Peace, Group of Vocation).
			Youth participation in the Parish life improved.	- Number of youth activities - Number of youth involved in Parish activities
#	Parish	Goal	Objectives	Performance Indicators
20	St. Theresa of the Child of Jesus, Tongo	Christ Centred Catholic Community Parish (C4P)	Pastoral agents (prayer leaders, catechists, Extraordinary Ministers capacity strengthened	- Functional Pastoral Agents. - Increase in Church programmes. - Increase in Sacramental life
			Faith formation for Parishioners improved	- Increase in Sacramental life - Increase participation in Church activities - Viable and active SCC
			Parish organs formed and Strengthened	- Functional Leadership - Increase participation in Church meetings and programmes - Regular reports to Parishioners
			Local Resources mobilisation improved	- Increase in Parish income - Annual Parish budgets - Increase in Parish Annual Harvest
			Church Groups, Societies and Youth formed and strengthened	- Increase support to the Poor. - Increase Youth number in parish leadership. - Improved relationships.

³Real Catholic is understood here as implying Faith, the Sacraments, Liturgy, Active participation, etc.

PASTORAL CARE (PARISHES)

This document contains abridged versions of the Parishes' Strategic Plans; Goals, Objectives and performance indicators for the period 2019-2023.

#	Parish	Goal	Objectives	Performance Indicators
1	St. Francis Xavier Wiaga	A Vibrant Self-Reliant Catholic Faith Community	Quality of catechesis improved	15 Prayer Leaders trained. - Five refresher course for Catechist completed. - Functional Parish Book Shop.
			Transparency and accountability within the church community improved	- Functional Parish Finance Council - Regular financial reports. - Increase local resource mobilization.
			Parish Youth participation in Parish life strengthened	- Number of Youth tours accomplished - Number participated in Diocesan trainings - Number of Parish workshops for youth
#	Parish	Goal	Objectives	Performance Indicators
2	Christ the King Chiana	United and vibrant self-reliant catholic Parish.	Parish structures and leadership improved	- Parish council and its sub committees in place. - Finance committee formed. - Number of Leadership training. - Number of prayers leaders trained
			Resource mobilization in the parish improved	- Parish animal farm - Pure water factory established
			Faith formation in the parish improved	- Number of trained marriage councilors - Number of trained catechists - Number of trained prayer and Eucharist ministers
#	Parish	Goal	Objectives	Performance Indicators
3	St. Francis of Assisi Sumburungu	A Catholic Faith-driven and self-reliant Rectorate	Infrastructure base of the Rectorate for worship improved	- Parish lands properly acquired. - Funds secured for all projects. - Hostel completed
			Faith formation in the Rectorate Improved	- Number of trained prayers, pastoral leaders, community animators and society leaders. 7 Outstations celebrating Masses and Communion Services - Annual retreats and weekly Bible Studies.
			Rectorate organs formed and strengthened	- Number of groups and societies formed. - Functional Pastoral Council - Functional Financial Council - Functional Committees in place
			Youth Formation and Entrepreneurship improved and promoted	- Credit Union established - Number of Business Talks - Number of Youth participating trainings - Number of youth skills Identified - Number of youth Cooperatives

#	Parish	Goal	Objectives	Performance Indicators
4	Our Lady of Seven Sorrows Minor Basilica, Navrongo	A well-formed catholic faith driven and united parish	Infrastructural base of the Church for worship improved	- Amount of local resources raised for church development - Number of chapels constructed
			Faith formation in the parish improved	- Number of catechists trained - Number of faith formation programmes organized - Participation in church activities. - Participation in Bible Sharing - Increase number of vocations
			Administrative structures of the parish strengthened	- Functional councils and committees - Number of leaders participating in trainings - Frequency of reports to Parishioners - Logistics and Equipment
#	Parish	Goal	Objectives	Performance Indicators
5	St. Joseph, Soe	A vibrant Catholic Church	Catechetics and charity works in the Parish improved	- Increase in Sunday school attendance. - Number of trained prayer leaders in the parish. - Methods of catechesis delivery.
			Active participation in church programmes improved.	- Regular meetings. - Functional leaders in the societies and groups. - Number of regular spiritual programmes organised
			A well-formed active youth	- Youth participation in church activities. - Increase in the various vocations. - Increase in church attendance
			Church expand to more communities/villages	Number of rectorates and outstations
#	Parish	Goal	Objectives	Performance Indicators
6	St. Theresa of the Child Jesus Paga	Committed and Sacramental Catholic Parish	Faith formation in the parish improved	- Increased participation in church activities. - Number of groups/families organizing bible sharing - Youth involvement in Parish life
			Parish organs and societies strengthened	- Functional Parish Leaders performing their roles - Musical instrument available. - Availability of cassocks. - Counselling office available
			Sacramental life of parishioners improved	Many parishioners receiving the sacraments and attach importance to them in their daily lives

#	Parish	Goal	Objectives	Performance Indicators
16	Ss. Peter and Paul, Fumbisi	A vibrant self-reliant catholic parish	Participation in the sacraments improved	- Records of baptism, confirmation and holy matrimony. - Number of Catechists trained - Increased attendance at Masses
			Worship places in the Parish and Outstations improved	- Completion of church buildings at Fumbisi and Wiesi. - New chapels at Kasiesa and Yagaba
			Popular devotions in the parish strengthened	- Marian Grotto at Kasiesa hills. - Number of pilgrimages
			Parish organs strengthened	- Records of minutes. - Financial statements. - Functional Parish Committees. - Parish Pastoral Council activities
#	Parish	Goal	Objectives	Performance Indicators
17	Christ the King –Sandema	Vibrant faith driven Catholic Church.	Faith formation in the parish improved	- Punctuality to church activities. - Increase participation in Church activities. - Bible sharing and study in the parish. - Knowledge in the teaching of the Church - Small Christian Communities
			Parish structures and infrastructure enhanced.	- Number of functional committees. - Increase in local resources-self-reliance. - Parish secretariat. - Leases for all parish lands.
			Youth Participation in Parish life improved.	- Number of youth programmes. - Increase participation of youth in programmes.
			Re-evangelization of lapsed and inactive members promoted and strengthened.	- Increase in numerical strength. - Increase in Outstations. - Forming communion of communities
#	Parish	Goal	Objectives	Performance Indicators
18	Holy Angels, Garu	A Vibrant Loving Catholic Family Parish	Access to the sacraments and proclamation of the word of God improved	- Number of people receiving the sacraments. - Number of lay leaders/catechists trained. - Number of marriages blessed in the parish.
			Support to the needy and vulnerable in the parish improved	- Number of working committees. - Seminars/workshops organized. - Participation in Committee meetings
			Parish structures and institutions Strengthened	- Number of committees functioning. - Increase in Groups/various societies meetings. - Number of workshops and seminars organized for various societies and groups
			Mobilization and management of resources improved	- Total Income generated - Parish income ventures - Parish assets

#	Parish	Goal	Objectives	Performance Indicators
14	St. Martin de Porres, Zuarungu	A vibrant united Catholic Parish Family	Catholic faith formation for Parish family improved	• Increase in Parishioners being more confident, committed and enthusiastic about their faith. • Increase active participation in Church activities. • Number of converts.
			Participation in the Sacraments and the use of the Sacramentals enhanced	• Increase patronage for the Sacraments and Sacramentals • The various Liturgical and Catechetical literature translated, published and put to use. • Appropriate songs for Liturgical seasons. Sacraments and Sacramental in use.
			Parish structures improved and functional	• Regular and attendance at the meetings of the PPC and the PFC as well as their committees. • Visible active Small Christian Communities.
			Infrastructural and Financial base of the Parish improved	• Land leases for all Parish lands obtained. • The three church building projects in the Parish in use. • Increase in Parish earnings.
			Care for the poor and vulnerable in our Communities enhanced	• Caritas Office in place • Functional St. Vincent de Paul Society • Data on parish Poverty in place • Number of poor and vulnerable people reached
#	Parish	Goal	Objectives	Performance Indicators
15	St. Peter Claver, Binduri	Faith driven self-reliant Catholic Church	Faith formation and skills development of the youth promoted	• Number of youth groups formed • Number of youth having various skills • No of youth in various societies
			Capacity of parish structures and prayer leaders strengthened	• Number of functional committees in the Rectorate. • Number of active prayer leaders in Rectorate
			Partnership and collaboration of individuals and organisations improved	• Number of partners for the Rectorate • Number of individuals supporting Rectorate • Number of projects supported by partners
			Mobilization and management of resources improved	• Increase in revenue generated • Number of income generating activities/projects • Number of assets well documented
			Charity work of the Parish Improved	• Number of health support systems • Number of livelihood ventures • Number of catholic Schools • Peace-building activities

#	Parish	Goal	Objectives	Performance Indicators
7	St. Paul's Parish. Walewale	A united, vibrant and self-reliant Catholic Parish.	Pastoral faith formation improved	• All outstations with well-trained catechist or prayer leaders. • Communion and prayer service conducted every sundry without priest. • Catechesis-Syllabus for catechesis. • Syllabus for marriage counseling. • Translated order of Mass, Sunday readings, rites for Baptism, Confirmation, Marriage, Anointing of the sick and Burial.
			Self-reliance drive in the parish improved	• Sufficient financial resources. • Prompt execution of projects (new Church and Mission house). • Completion of uncompleted projects.
			Parish Institutions /administrative bodies formed and strengthened	• Parish Institutions Formed. • Functional Parish Institutions
#	Parish	Goal	Objectives	Performance Indicators
8	St. Charles Lwanga, Zebilla	Active Catholic Faith Community Parish	Capacity of Parish Leaders (Eucharistic Ministers, Catechists and prayer leaders) enhanced.	• 25 trained prayer leaders • 3 trained Catechists • 2 trained Extraordinary c Ministers
			Parish structures constituted and strengthened	• 5 trained Parish Education Committee members • 5 trained Parish Liturgical Committee members • 5 Parish Finance Council members • Parish Assets Register • Parish Caritas Office
			Catholic Faith Formation improved	• Two Workshops and seminars per year • Number of Marriage seminars organized per year. • Number of ongoing Formation programmes
			Catholic faith expanded to new outstations	• Crusades organized once every year. • Communities and societies formed in 5 new outstations.
#	Parish	Goal	Objectives	Performance Indicators
9	St. Anthony of Padua, Bawku	A solidified, United and Vibrant Catholic Family	Access to the sacraments and proclamation of the word increased	• Number of people baptized. • Number of trained prayer leaders and Catechists. • Number of marriages blessed;
			Support to the needy and vulnerable in collaboration with partners and individuals increased	• Number of the needy and vulnerable supported • Donations from charity organizations and individuals
			Capacity of Parish Structures and Institutions strengthened	• Number of Functional Committees and Communities. • Attendance to various committee meetings.

				Number of workshops and seminars organized for the various societies and groups.
			Mobilization and management of resources improved	- Amount of revenue generated. - Number of income generating activities/projects. - Number of assets acquired and documented.
#	Parish	Goal	Objectives	Performance Indicators
10	Sacred Heart Cathedral, Bolgatanga	A Self-Reliant and united Cathedral Parish	Promotion of Scripture and Sacraments improved	- Number trained in Biblical Apostolate. - Participation in Bible sharing. - Participation in the Sacraments.
			Catechetical formation improved	- Number of catechetical instructors. - A well -structured syllabus for catechesis. - Priests supervising catechesis.
			Church infrastructure expanded and improved for worship	- New Cathedral completed - St. Peter's Church completed.
			Accountability and transparency in the administration of the temporal goods enhanced.	- Functional estates and development committee. - Inventory of assets. - Periodic financial statements. - Internal control systems.
#	Parish	Goal	Objectives	Performance Indicators
11	St. Anne's, Bongo	A self-reliant Catholic Parish	Prayer leaders, catechetical instructors and Sunday school teachers capacity enhanced	- Increase in Sunday school attendance. - Number of trained prayer leaders - Methods of catechesis delivery.
			All church societies and groups strengthened in their faith	- Regular meetings. - Visible leaders in the societies and groups. - Participation in spiritual programmes.
			Youth well-formed and active in Parish activities	- Participation of the youth in church activities. - Increased in the various vocations. - Increase in church attendance
			Rectorates in the parish increased	Number of Rectorates established
#	Parish	Goal	Objectives	Performance Indicators
12	Our Lady Queen of Africa, Tendanma-Bolga	A self-reliant faith based Catholic Parish	Catechetical formation in the Parish Improved	- Updated database of Parishioners. - Increased participation in adult faith. - Number of Catechetical formation programmes. - Number of Catechists and Prayer Leaders. - Increased number of newly baptized Catholics. - Consistent attendance to Mass, and to defined rites.
			Parish structures and organs strengthened	Functional Parish Committees, Communities, Societies and Associations.

				- Monitoring and evaluation system, policies and guidelines for parish life. - Number of trained Parish leaders, Laity Council, Catechists, and Prayer Leaders. - Parish infrastructure for faith formation (Church buildings, schools, vehicles, and equipment). - Financial reports.
			Coordination and relationship building in the Parish improved	- Increased participation in Parish programmes and activities. - Number of active Outstations. - Care and concern for the vulnerable: poor, sick, aged, etc. in the Parish. - Information sharing in the parish.
			Youth formation and integration in the Parish Life improved	- Increased interest and participation of the Youth in Faith based activities. - Number of coordinated Youth Groups & associations. - Increased participation in Youth programmes, projects and activities. - Parish Education fund for needy youth.
#	Parish	Goal	Objectives	Performance Indicators
13	Martyrs of Uganda Sirigu	A self-reliant and vibrant catholic community.	Faith formation in the Parish improved	- Number of active youth groups in the parish. - Number of people receiving the sacraments regularly. - A number of adults and young people knowing the Catholic Faith and living it. - Number of youth groups taking up responsibilities and task in the church. - Financial management system. - People developing interest in reading the bible. - Number of people participating in Church programmes.
			Parish institutions and structures formed and strengthened	- Number of active committees and societies in the parish. - Number of people who avail themselves for meetings and Parish activities. - The number of new structures or institutions formed. - Functional Pastoral council (membership and activities)
			Local resource mobilisation and entrepreneurship development improved.	- Number of viable income generating activities/ projects in the parish. - The amount of revenue received in a year. - Documented projects or activities and storage system available. - Number of people engaged in income generating activities