



# C2 AGENDA 4 CHANGE

## Newsletter

DEPARTMENT OF HUMAN DEVELOPMENT  
(National Catholic Secretariat)



Edition 1: Vol.1 December, 2012

# WELCOME C2 AGENDA 4 CHANGE

*Most Rev. Gabriel A. A. Mante, Chairman – Episcopal Committee for  
Department of Human Development and Bishop of Jasikan Diocese.*

It was only recently in June that the Episcopal Committee requested the Executive Secretary of the Department of Human Development and his senior colleagues to 'develop appropriate medium of communication and use it consistently to share information and build collective ownership'. The Committee suggested that the Department of Human Development should consider producing a regular Newsletter for this purpose!

Three months later in September, a draft template of a newsletter was shared with the Episcopal Committee at its regular meeting. At this meeting I, as Chair of the Committee, reminded all the senior managers of the Department of the need for communication, coordination and commitment!

Now it is with great joy that I welcome and offer my episcopal blessing at the birth of the Department's quarterly Newsletter which takes its name from the Advocacy Plan we approved in June – THE CATHOLIC COMMUNITY AGENDA FOR CHANGE (C2 AGENDA4CHANGE). On behalf of the Bishop members of the Episcopal Committee for the Department and the entire Ghana Catholic Bishops' Conference (GCBC), I commend the staff of the Department; comprising Health, Education, Social Development, and Governance, Justice and Peace; for their commitment and professionalism in taking forward the policy agenda of the Ghana Catholic Bishops' Conference.

**WELCOME TO C2 AGENDA4CHANGE!!!**  
**LONG LIVE C2 AGENDA4CHANGE!!!**



*Mr. Samuel Zan Akologo meets Cardinal Turkson in Rome*

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## Editorial Executive Secretary's Desk



*'Come now, let us talk this over, says the Lord' (Isaiah 1:18).*

This Biblical text seems, to me, very apt in announcing the maiden issue of our Department's Newsletter – C2 AGENDA4CHANGE. The name is taken from our Advocacy Plan – 'Catholic Community Agenda for Change'.

Our deepest appreciation to Star-Ghana – a pooled funding mechanism with contributions from European Union, DANIDA, UKaid and USAID – for supporting this initiative under our sustainability step-change plan. The Department's Directors, comprising Health, Governance, Education and Social Development; are profoundly acknowledged and credited with this epoch achievement of a shared medium that actualizes our commitment to working together as a team. We are indebted to our Board of Governors (Episcopal Committee) for their oversight and governance responsibility.

'Spectacular achievement is always preceded by unspectacular preparation', says Robert H. Schuller. Preparation is often private but performance is public! So C2 AGENDA4CHANGE is a good sign of greater things to happen. You can close your eyes to things you don't want to see, but you can't close your heart to the things you don't want to feel! I share the joy of my team in realizing this achievement.

**By Samuel Zan Akologo  
Executive Secretary**



## FEATURES FROM DIRECTORATES HEALTH DIRECTORATE

**T**he Continuous Quality Improvement Concept: A Key Resource for Process Re-Engineering and Better Performance within the National Catholic Health Service; *By George Adjei (Director)*

The Directorate of Health leads the 33 hospitals and 69 Clinics of the National Catholic Health Service (NCHS) of Ghana. Other institutions of the Service are the ten Nursing & Midwifery Training Colleges, Diocesan Health Pharmacies and the two specialized institutions. The nine Arch/diocesan Health Services are also part of the Service.

The Continuous Quality Improvement (CQI) concept was developed and applied in the car manufacturing industry and adapted into health care delivery by the Institute for Health Care Improvement (IHI) based in Boston, Massachusetts and one of the development partners of the Directorate. The concept has been shown in many settings in different countries across the globe that it has a systematic approach to improving health outcomes. Consequently, the Directorate has since 1998 adopted it as its strategy to support national health interventions and outcomes, particularly the Millennium Development Goals 4&5 (Maternal Mortality & Under-five mortality). In furtherance of this, the Directorate has actively built its capacity in the concept and it is supporting same for key change agents at both the Arch/diocesan and institutional levels to achieve better health outcomes and other outputs.

The concept, which in simple terms, involves assessing past data; mapping the processes of care; identifying specific bottlenecks in the processes that negatively affect outcomes; introducing and tracking change ideas to improve the processes using the IHI's model for Improvement (Plan-Do-Study-Act); and thereby making the output of the entire care pathway better. Successful change ideas are then replicated to address similar issues in comparable circumstances. This process "forces" Managers to constantly carry out self-assessment of the internal systems that produces the results because until the system is changed for the better, Paul Batalden notes that "Every system is perfectly designed to achieve the results it produces". This makes solutions to problems and interventions context-specific.

This approach to work also promotes better team work and involvement of all staff. Staff cooperation is driven by the fact that at each point in time, an identified bottleneck using the system's data seem to make everyone feel uncomfortable hence the high commitment to intervene to prevent avoidable negative health outcomes to the populations that we serve. Thus Managers and workers do not have to wait for any external direction or intervention to solve local problems or change health outcomes.

Deploying the concept, the Directorate used nine worse performing hospitals in under-five mortality in 1998 for a pilot in a collaborative in conjunction with our Projects Fives Alive! Eighteen months into the work, the nine hospitals have together reduced institutional under-five mortality by 17%. Two hospitals have achieved more than 60% reduction and are still doing more. The concept has also been applied to the National Health Insurance Scheme (NHIS) billing system in 2012 to prevent loss of revenue from rejected claims. The results from 19 hospitals are incredible, recording over 6% savings which translates into saving millions of Ghana cedis for the hospitals.

It is worth noting that in all these interventions, staff have been motivated to do more by their achievements because each realizes that he/she has the capacity to make changes in their little unit/departments to contribute to overall system performance and this is inspiring.

In 2013 and going forward, the concept, even though introduced to managers and heads in various forums of the NCHS in the past few years, will be re-introduced systematically into the Clinics using our interventions in under-five and maternal mortalities and the NHIS billing system. The concept is also being tested to improve the pass rate and general performance of students at the training colleges.

As is obvious, the concept can be applied in any intervention, healthcare or otherwise, and the Directorate is inclined to deploy it in other areas of service delivery and management of the institutions to live the Mission of the Service thus: "To provide high quality healthcare in the most effective/efficient manner, specific to the needs of the communities we serve and at all times acknowledging the dignity of the patient".



## A. EDUCATION

### Overview of Plan of Work for 2012

- NCS/STAR - Ghana Project on Education
- Capacity Building of Managers
- Faith Formation in Catholic Basic Schools
- COMCEU and ACHHI Conferences
- Celebrations, Anniversaries and Ceremonies
- Supervision and Monitoring
- Collaboration with other Pastoral Agents

### Key Results/Achievements:

- Successful Regional and National Dialogue on the Partnership between the State and Church in Educational Delivery.
- Peer learning by Managers went on well
- The Annual Conferences of the Conference of Managers of Catholic Educational Unit and the Association of Catholic Heads of Higher Institution successfully deliberated on salient challenges in Management of our schools.  
COMCEU theme: Catholic Education: Living according to the values that build and give meaning to Life.  
ACHHI theme: Child Rights: Use and Morality Challenges to the Catholic Education.
- 2012 Catholic Education Week Celebration was very successful. Theme: Safe guarding our Catholic and Worthy Ghanaian Values.

### Key Challenges:

- Inadequate funds for Managers to effectively supervise and monitor our schools' activities.
- Working harmoniously with both the government and Church policies on Education
- Indepth knowledge of Decentralization Policy and clearly defined roles of Managers are needed.

- Management of the 'Freedom of Worship' Policy in our schools without undermining discipline and the attainment of holistic and quality education in our schools.
- The CSSPS: Increment of the number of Catholics in our Catholic Schools; and the creation and maintenance of a Conducive Catholic Environment/Atmosphere.
- Getting committed practising Catholics with the required GES qualifications to head our Catholic Schools and Institutions when need be.
- The G. C. B. C. should continue to champion the cause of holistic and quality education delivery.
- Capacity building of stakeholders in Education, especially the Regional and Local Managers should be a must.
- Collaboration and Consultation between Managers of Educational Units and Metropolitan/Municipal/District Directors of Education need to be promoted.
- More Priests and Religious should be assigned to work in the Education Sector. They would go through the ranks and qualify to serve in higher positions.

### Way Forward:

- The NCS/STAR –Ghana project will be continued
- Capacity building of Managers will be ongoing
- Stakeholders of Catholic Education will work as a team
- Follow the process of having the Partnership Agreement document approved for use.
- Quizzes, Essay Competitions, tests on Catholic Faith in our Schools.



**B. RELIGIOUS EDUCATION**

Overview of Plan of Work for 2012

- 2012 Catechetical Week Planning and Organisation
- 2012 Ghana Catholic Diocesan Catechists Associations' Union: Conference planning and organisation.
- Faith Formation.
- Provision of Catholic Catechists' Directory.
- National Catechetical Commission Meeting.
- Collaboration between Directors of Catechesis and other Pastoral Agents.

**Key Results/Achievements:**

- Well organized 2012 Catechetical Week Celebrations.
- Very successful Catechists Conference at Sekondi-Takoradi. The attendance was excellent, participation was marvelous, and the talks were fantastic.
- Most teachers and pupils enjoyed the teaching and learning with the Guide for Faith Formation provided.
- Booklets on Biblical Apostolate printed were of great use in our schools.

**Key Challenges**

- All the Diocesan Directors of the Catechetical offices need to attend the Annual Catechetical Commission Meeting.
- All the Local churches should pay the 50% contribution of the Catechetical Week Collection to the National Office.
- The Ministry of Catechists should be promoted.
- Welfare of our Catechists in terms of salaries/allowances/motivation is a big challenge.

**Lessons Learnt**

- There is the need to promote all the ministries in the church, not only to the Priesthood and Religious life.
- Basic needs of our catechists should be provided.

- The church needs to adapt new strategies to attract the People of God to attend Faith Formation Programmes.
- Biblical Apostolate should be taken more seriously in the Church: The study, interpretation and application of God's Word in our lives.
- Effective evangelization is by personal example, the Living the Faith in love.
- Our Pastoral and Retreat Centres should be used to the maximum by the People of God. Societies should be encouraged to use these facilities for ongoing formation. The Church should find a way of subsidizing the cost.
- The Pastoral Programmes of the Societies and parishes should necessarily have room for missionary activities.

**Way Forward:**

- Promotion of all the Ministries in the Church, especially Catechists.
- Catechists should be taken very good care of.
- Find very effective means of catechesis and evangelizaion.
- Provision of Basic Reading material on Catholic Faith.
- Religious Education at the Family, Parish and School levels.
- Quizzes on the Teachings of the Church and the Bible.

**Presented by:**

**Rev. Fr. John Addae-Boateng**  
**DIRECTOR**



## GOVERNANCE, JUSTICE & PEACE DIRECTORATE



The Governance, Justice and Peace Directorate seeks to enhance the influence of the Catholic Church in Ghana, based on the principles of the Catholic Social Doctrine (CSD) especially the preferential option for the poor on matters of governance, justice and peace.

Also takes leadership role in policy advocacy of the Ghana Catholic Bishops' Conference (GCBC) by picking up emerging advocacy issues/concerns on behalf of the GCBC.

### Programmes

In the recent past, the Directorate has facilitated the Development of Memorandum on behalf of GCBC in the following areas:

- Ø Draft Public Funding of Political Parties Bill – 2008;
- Ø Colleges of Education and Education Act of 2008;
- Ø Constitution Review process – 2011;
- Ø Right to Information Bill – 2011.

### 2012

#### 1. Coordination of Justice and Peace Commissions (J&PC)

On-going effort at revitalizing J&PCs in Ghana through:

- Ø Exposure to the basic principles of the Catholic Social Doctrine;
- Ø Awareness creation on environmental issues – Workshop on “Ecology and Social Justice”;
- Ø Successful election and handing over to new National Executives Committee.

#### 2. Election 2012

Lead role in Ghana Catholic Bishops' Conference's (GCBC) Election Programme “Civic Agenda for Smooth Political Transition: focusing on Biometric System of Voting and Transition Law for Ghana's 2012 Election”, - CAST for Ghana 2012 Election with funding support from STAR – Ghana and Catholic Relief Services (CRS). Facilitated the following activities:

- Ø The Electoral Commission (EC) conducted an education session on the Biometric Voting System for all the members of the GCBC;

- Ø The GCBC conducted focused sensitization on the Biometric Voting System in the four Provinces of the Catholic Church, namely Cape Coast, Accra, Kumasi and Tamale;
- Ø Enhanced outreach on education on Biometric Voter System using community and local radio stations in the 20 Dioceses;
- Ø Training 70 civic and voter educators on the Biometric System for continued training in the Parishes and communities and on Local and Community Radio Stations;
- Ø Recruit, train and deploy 500 Election Observers.

### 3. Collaborations

i. Lead role in the collaboration with the Institute of Economic Affairs (IEA) in the passage and presidential assent of the Presidential Transition Act (Act 845).

ii. Representation of the GCBC/NCS on the National Enforcement Body (NEB), in the implementation of the Institute of Economic Affairs (IEA)/Ghana Political Parties Programme in the monitoring and enforcement of the Political Parties Code of Conduct 2012 on the National and Regional levels.

iii. Collaboration between the GCBC/NCS and the Institute of Democratic Governance (IDEG) on the establishment of Election Situation Rooms (ESR) across the 10 Regions of the country.

### Planned Programmes - 2013

- a. On-going revitalization of J&PC - effort at supporting J&PCs in deprived Dioceses;
- b. Follow-up implementation plan of GCBC agenda from 2012 Communiqué;
- Matters arising from Government White Paper on the Constitution Review Commission (CRC);
- Inputs into National Development Plan;
- c. Publication of a detailed report on Ghana's First Biometric Voting System to engage with the EC on findings and recommendations of GCBC;
- d. Lead role in the establishment of the Catholic Parliamentary Liaison Office (CPLO) of GCBC.

by Fr. Patrick M. Amos (Director)

## SOCIAL DEVELOPMENT DIRECTORATE



The Directorate of Social Development (DSD) used to be known as Department of Socio Economic Development (SED) prior to the restructuring of NCS in 2010.

DSD currently directs the activities of the following units:

- Caritas
- Migrants And Refugees
- Youth Employment ( TVET Project)

It also collaborates with Arch/Diocesan Development Offices which are the aggregation of all the human development efforts in each Arch/Diocese.

A substantive Director is yet to be appointed. The Migrants and Refugees Unit is currently directing operations at the following camps in Ghana in collaboration with UNHCR:

- Ampain & Krisan in Western Region
- Fetentaa in Brong Ahafo Region
- Egyeikrom in Central Region.

It is also collaborating with the Diocese of Ho in the case of Togolese Refugees who are living with host communities in the Volta Region.

The TVET Project is currently assisting Principals of 10 TVET Institutions to prepare applications to access the Skills Development Fund (SDF), which is a challenge fund to upgrade the skills of artisans already on the job, being disbursed by the Council for Technical and Vocational Education and Training (COTVET).

The Directorate has facilitated a focused reflection on the pros & cons of ADOPTION and ABSORPTION in the NVTI & GES system respectively by key Catholic TVET actors. Purpose is to offer advice to GCBC on how to maximize their benefits and reduce their negative impact on the management of our Technical and Vocational Education and Training (TVET).

The Department of Human Development undertook an organizational self assessment and came out with a capacity gap statement in June 2012. As a consequence of this self assessment an internal capacity assessment of Diocesan Development Offices was undertaken as a basis for measures towards building capacities and strengthening the DDOs. Findings of the internal capacity assessment of DDOs were discussed at a meeting of DDOs held in Techiman in November , 2012. A final capacity statement of the DDOs will soon be presented to GCBC.

At a Diocesan Development Officers'(DDOs) meeting held in Techiman in Nov. 2012, proposals for the sustainability of the Solidarity Fund to address emergencies in Ghana were discussed. Final proposals for the operationalization of the Fund have been presented to the Secretary General of NCS.

**By Stephen A. Godomey (Ag. Director)**



## **NEWS FROM NATIONAL CATHOLIC SECRETARIAT [NCS]**

### **INTRODUCTION**

The National Catholic Secretariat [NCS] is the implementing arm of the Ghana Catholic Bishops' Conference [GCBC]. Established in 1960 and registered as a corporate body in 1962, the Secretariat has the mandate to implement the decisions and policies of the Bishops' Conference.

Last year, we celebrated our Golden Jubilee Anniversary with various programmes and activities, including among others, a visit to the Pantang Psychiatric Hospital in Accra and radio and television programmes. During the climax on August 2, 2012, we welcomed all our past staff and collaborating agencies and institutions and recognized their contributions over the years with citations, certificates and plaques. It was a huge success and we are convinced that we are poised to achieve even more successes in this year and in the next fifty years ahead.

### **RE-STRUCTURING OF THE SECRETARIAT**

Over the last few years, the Bishops' Conference examined the possibility of making the Secretariat more vibrant and effective in carrying out its mandate and the idea of restructuring the set-up has been discussed at length. At the 2010 Annual Plenary Assembly at Wiawso, the Bishops' Conference finally decided to restructure the Secretariat to attain organizational effectiveness and leadership, functionality and compactness, greater economy of resources, self-sufficiency and sustainability, among other aims.

Following this decision, the Secretariat now has five new departments instead of the previous fifteen. These are the Secretary General's Department, Department of Pastoral Ministry and Evangelisation, Department of Human

Development, Department of Strategic Investment and Department of Social Communications.

The Secretary General, who heads the Secretariat with the assistance of his Assistant, coordinates the activities of all the other Departments which are headed by Executive Secretaries who also work in concert with Directors and Coordinators in their Departments. The implementation of the restructuring exercise is still on-going but the fruits of the exercise are already becoming evident and like the parabolic mustard seed, the Secretariat is poised for phenomenal growth and expansion in the future.

### **UPCOMING EVENTS**

In the first quarter of this year, we have three major upcoming events. These are the Administrative Board Meeting [February 6-8], the Presentation of Bishops' Conference Report on Ghana's Elections 2012 and Finance Committee Meeting. The Secretariat is also hoping to speed up the full implementation of the restructuring exercise so as to position the set-up to realize the full benefits and aims of the exercise made reference previously.

### **CONCLUSION**

We take this opportunity to thank and congratulate the Department of Human Development, its Executive Secretary and Directors as well as all the staff of the Department, for taking this bold initiative to come out with the maiden edition of this newsletter. We pray that this publication will be a useful and valuable reference for all our Catholic faithful and people of goodwill who want to receive regular information and updates about the work of the Secretariat. At the same time, we hope that all the other departments of the Secretariat will soon come on board so that eventually, this newsletter will become the newsletter for the entire Secretariat.

We say kudos to all through whose effort this publication has become a reality. We prayerfully wish all our readers a happy reading.

Office of the Secretary General.

**Fr. Emmanuel Abbey-Quaye**  
(Assistant Secretary General)

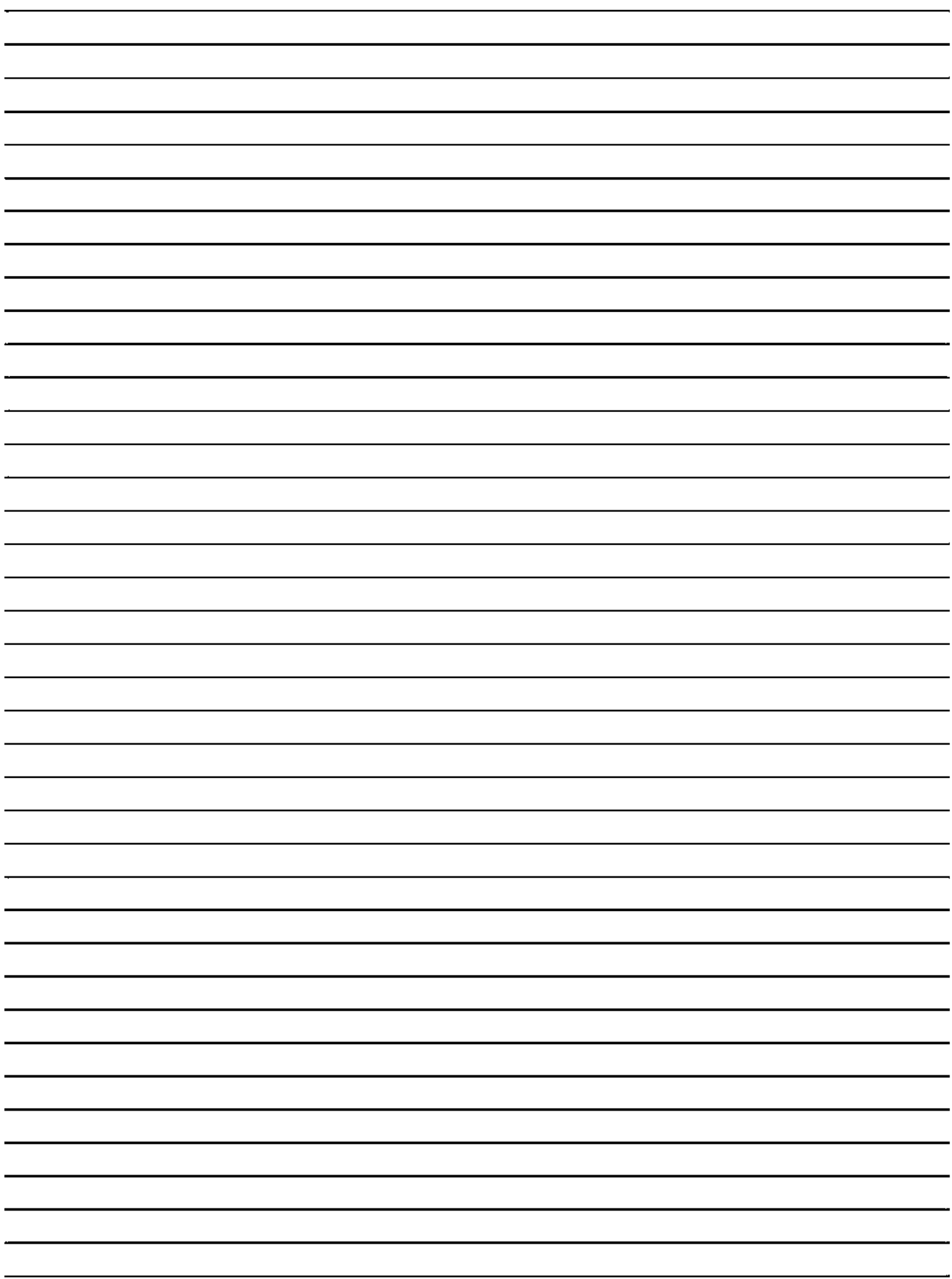


## UPCOMING EVENTS



- Change Management Retreat for Managers of Catholic Education (11 – 16 February, 2013 at Ejisu).
- NCS Health Advocacy Project Team Meeting (18<sup>th</sup> February, 2013).
- Health Advocacy Project – RIGHT TO GOOD HEALTH (ARIGHT 1992 CONSTITUTION REVIEW) briefing meeting for five Dioceses in Northern Ghana (27<sup>th</sup> February – 2<sup>nd</sup> March at Damongo).
- Africa-wide Catholic Church (SECAM) Policy Forum (3 – 7 March, 2013 in Accra).
- NCS' Senior Management Team Budget Review meeting (12<sup>th</sup> March, 2013) .
- ICT for Development (ICT4D) workshop with Catholic Relief Services (19 – 21 March, 2013 in Accra).
- Education Convention for Star-Ghana Grant Partners (26 – 28 March, 2013 in Tamale).
- Northern Region Education Managers' Peer Learning on Innovations for enhanced quality Education (4<sup>th</sup> April, 2013 in Tamale).
- Review meeting of Participatory Monitoring Tool for Public Health Act - Act 851 (3 – 5 April, 2013 in Tamale).
- Episcopal Committee (Board of Governors) meeting (9<sup>th</sup> April, 2013 in NCS – Accra).
- National strategy meeting on the Right to Good Health (ARIGHT) 1992 Constitution Review (10 – 12 April, 2013 in Accra).







# C2 AGENDA 4 CHANGE

*Newsletter*



## READER'S FEEDBACK

We welcome your feedback on this issue of  
**C2 AGENDA4CHANGE NEWSLETTER**

Please send your ideas, suggestions and criticisms to:  
[dhd.ncs@cbcggha.org](mailto:dhd.ncs@cbcggha.org)/[dhdncs@gmail.com](mailto:dhdncs@gmail.com)

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## C2 AGENDA4CHANGE

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