

NATIONAL CATHOLIC SECRETARIAT

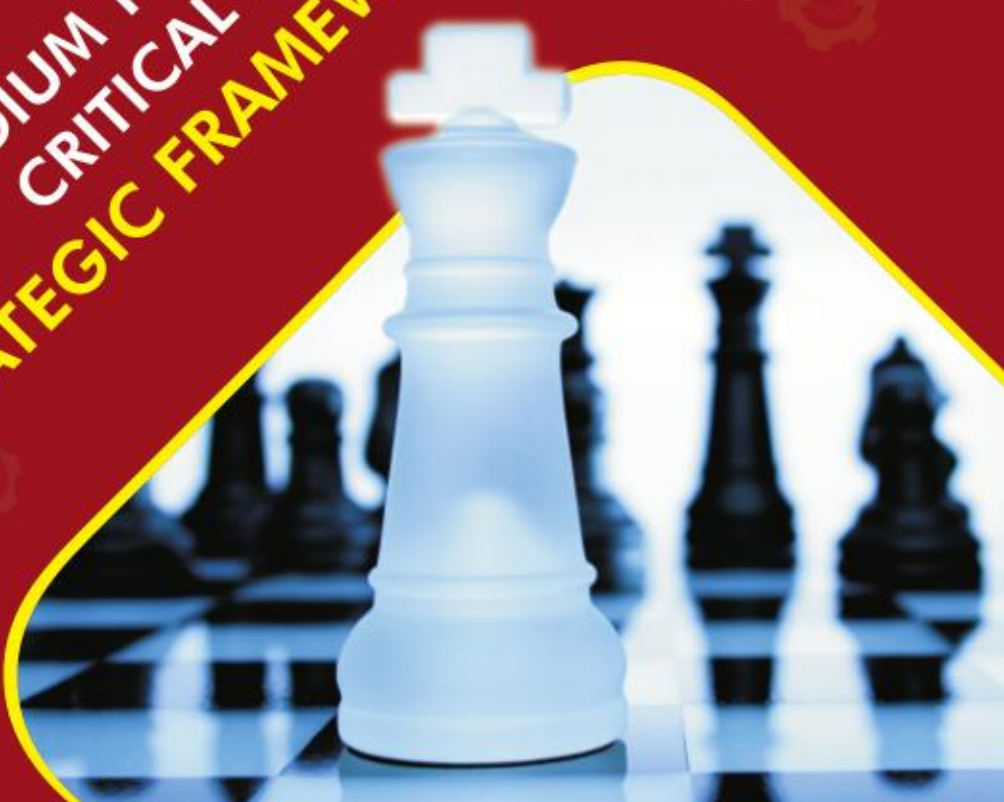


DEPARTMENT OF HUMAN
DEVELOPMENT



CARITAS GHANA

**MEDIUM TERM PROGRAMME
CRITICAL PATHWAYS II
STRATEGIC FRAMEWORK: 2017-2021**



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Approved By
EPISCOPAL COMMITTEE
Date: 18th January, 2018

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ACKNOWLEDGEMENT



This document is the outcome of a broad consultation process. Many stakeholders; institutions, individuals and collective, have facilitated the process at one stage or the other. We are infinitely grateful to all who directly participated or can associate with this product. Some of the stakeholders have been mentioned in the Plan's development process in chapter Two (2).

Mr. Christopher B. Bakaweri - AgriBusiness and Organizational Development Consultant at BATBAK Services in Tamale, developed the tools, framework and

facilitated the consultation processes for which we are grateful. Misereor (Germany), Catholic Relief Services (CRS) and the Ghana Catholic Bishops' Conference (GCBC) pooled resources to fund the consultation processes and printing of the Strategic Plan. We are grateful to the Episcopal Committee of the Department of Human Development and Caritas Ghana, who approved the document for dissemination, on behalf of the GCBC.

The main internal collaborators who accompanied the process with ideas, reviews, input, comments and criticisms were the Diocesan Development (Caritas) Coordinators, Sector Directors of the Department of Human Development (Education, Health, Social Development and Governance, Justice & Peace), and the members of the Senior Leadership Team (SLT) at the National Catholic Secretariat.

Finally, my personal appreciation to Mr. Kwesi Yirenkyi Boateng for his meticulous proof reading and editing of the zero draft.

Mr. Samuel Zan Akologo

Executive Secretary

Department of Human Development & Caritas Ghana.

FOREWORD



"The plans of the diligent lead surely to abundance, but everyone who is hasty comes only to want" (Proverbs 21:5 RSV).

"...for by wise guidance you can wage your war, and in abundance of counselors there is victory" (Proverbs 24:6 RSV).

"Commit your work to the LORD, and your plans will be established" (Proverbs 16:3 RSV).

"Or what king, going to encounter another king in war, will not sit down first and take counsel whether he is able with ten thousand to meet him who comes against him

with twenty thousand?" (Luke 14:31 RSV)

With the above references to Scripture, I wish to establish the general basis of strategic planning to the transactions of Christians. In addition to the biblical passages cited above, reference can also be made to the exhortation of the Fathers of the Church for an "ordered service of charity", which receives mention in Deus Caritas Est 20. This passage implies a systematic approach of actions for the promotion of the common good and accounting for the results of those actions to those whom we serve, especially the poor.

The Management Standards proposed by Caritas Internationalis, and endorsed by Pope Francis, for all its member organizations include Strategic Plan as an important benchmark of compliance and performance for Governance and Organization.

This is the second Strategic Plan since 2012 when the new Department of Human Development initiated efforts at implementing some of the objectives set by the Ghana Catholic Bishops' Conference for undertaking the restructuring of the National Catholic Secretariat. Planning together and having a blue-print reference document certainly contributes to effectiveness and efficiency of effort and use of resources.

The processes followed to develop this Strategic Plan and the output itself cannot claim perfection. Nevertheless, it responds to current priorities, needs and creates a useful learning experience. While commending the efforts of the Executive Secretary of Caritas Ghana and his colleagues in the Department of Human Development for this achievement, I wish to encourage them to keep building on and improving on this experience of working together

for the Church to serve especially the poor in society.

I wish now, on behalf of the Ghana Catholic Bishops' Conference and the National Catholic Secretariat, to thank all who contributed resources or expertise to realize this project. I make particular mention of Misereor, Catholic Relief Services and Mr. Christopher Bakaweri in this regard.

I recommend this second Medium Term Programme Critical Pathways (MTPCP II) Strategic Framework Document to Donors, Partners, Government Agencies and Corporate Organizations who wish to support the Ghana Catholic Bishops' Conference and the entire Church to make life meaningful to the people of Ghana so that they "may have life, and have it abundantly" (John 10:10 RSV).

A handwritten signature in black ink, appearing to read 'J. Osei-Bonsu', with a stylized flourish extending to the right.

Most Rev. Joseph Osei-Bonsu

*Bishop of Konongo-Mampong Diocese &
Episcopal Chairman
Department of Human Development &
Caritas Ghana.*

1.0.

INTRODUCTION AND BACKGROUND

In 2010, the Ghana Catholic Bishops' Conference (GCBC) carried out a restructuring of the National Catholic Secretariat (NCS), including the creation of the Department of Human Development (DHD). The DHD also effectively represented Caritas Ghana. The restructuring aimed to facilitate integration of the development effort of the Church, by enabling all issues from the Diocesan Development Offices (DDOs) and the Social Development Directorates (Health, Education, Socio-Economic and Governance, Justice and Peace) of the NCS to come up to one point to be addressed systematically.

In response to the Church's call for a more organized service of charity (cf *Deus Caritas Est* 20) and in compliance with the global Management Standards, the GCBC decided to institutionalize the Caritas model. Hence in March 2016 Caritas Ghana was formally registered as an NGO of the Church.

To provide a framework for achieving the integration, the DHD developed the Medium Term Program Critical Pathways: 2012 – 2016 (MTPCP), to “establish a blueprint for working together internally, and a basis for our external communications for partnerships, resource mobilization and networking, etc.” The Critical Pathways (CPs) were not prescriptions, but intended as broad plans of action to guide strategic planning;

The first 5-year MTPCP was implemented by the DDOs and Sector Directorates of the DHD between June, 2012, and December, 2016. The DHD requested a Consultant, Christopher Bakaweri, to carry out a mid-term review in September 2015.

1.1. Key review recommendations

The mid-term review made a number of recommendations, both for the remaining strategy implementation period, and for subsequent strategies. The recommendations particularly relevant to subsequent strategies and strategy processes included the following:

- i. Planning process adopted should ensure ownership and shared understanding of strategy by all actors, to secure their commitment during implementation, especially in resource allocation to internal co-operation, collaboration and co-ordination.
- ii. Focus the strategy on a few priority strategic goals and outcomes of high relevance to all DDOs

- iii. The Sector Directorates and DDOs should agree on a few harmonized core indicators at outcome level to enhance co-ordination, performance tracking across all DDOs, as well as results consolidation.
- iv. The Sector Directorates and DDOs should collectively develop, validate and apply relevance criteria for validating the final draft of the strategy prior to launching and roll-out.
- v. DDO and Sector-level planning should be flexible in addition to the priority strategic goals agreed for the purpose of co-ordination. DDOs should have the flexibility to add themes that respond to their local development priorities and adopt implementation approaches most appropriate to their local settings which enhance development outcomes/results.
- vi. Elaborate a clear shared evaluation framework alongside the strategic framework.
- vii. Subsequent strategies should include co-ordination as a key results area under organisational effectiveness to enhance its visibility and importance as a deliverable, and enhance DDOs commitment by way of assigning adequate resources-especially time and money.

On the basis of the review conclusion that the overall performance of the MTPCPI was good in terms of progress towards achieving its purpose, the DHD and its donors agreed to engage in processes towards the development of a new strategic plan for the period 2017 to 2021. The new strategy¹ is to make the social and advocacy work of the Department relevant within the development space of Ghana in the context of the Sustainable Development Goals. This exercise was also aimed at facilitating the effectiveness² and shape the programming focus of the Department of Human Development to aid the consolidation of the Department's sustainability agenda. It was also intended as a means for integrated approach to the Church's socio-pastoral work and facilitate effective coordination of the collective effort; especially in the light of *Laudato Si*.

¹Details are set out in the Terms of Reference for the development of the New Strategic Framework.

²This suggests that development outcomes pursued under the strategy must be harmonized, with clear and assessable measures of success.

2.0. THE MTPCP II STRATEGY DEVELOPMENT PROCESS

As part of the MTPCP II strategy planning process, the Consultant developed a data tool for Sector Directorates and DDOs to guide their own internal strategy review sessions, particularly to reflect on:

- (a) What were the principal (local or national) issues that drove and guided the formulation of the strategic objectives in the MTPCPI strategy,
- (b) how appropriate/relevant the MTPCPI strategy was in addressing those issues,
- (c) how effectively the MTPCPI strategy addressed those issues,
- (d) what were the outstanding issues?
- (e) what new issues emerged
- (f) the need for a new/follow-up strategy,
- (g) a statement and reprioritization of the key issues to be addressed under a new strategy, and
- (h) a statement of the MTPCPI strategic objectives.

Responses from the DDOs and Sector Directors were few, inadequate and substantially delayed the time line for the Plan's development. Synthesis of the responses was used to input into a consultation and validation meeting with the Sector Directorates and DDOs in September, 2017.

The consultation workshop was organised at the Christian Village in Kumasi on the 12th of September 2017, and facilitated by the Consultant. It was attended by 35 participants, including all the 20 Diocesan Development Officers or their representatives, and participants from other Catholic societies at the national level, including Christian Mothers Association, the Justice and Peace Commission and the Federation of Muslim Women's Associations of Ghana (FOMWAG). The Secretary General of the National Catholic Secretariat participated, addressed the workshop and provided useful insights.

3.0. OUTLINE OF THE MTPCP II STRATEGY.

The development of the MTPCP II Strategic framework took into account important contemporary development issues, including environment and natural resource management, human trafficking and migration, vulnerability and social exclusion. The process also referenced and aligned the major MTPCP II strategy pillars with key global, continental and national development strategies such as the Sustainable Development Goals (SDGs), Caritas International and Caritas Africa Strategies, African Union Agenda 2063, the National Development Planning Commission (NDPC) Medium Term National Development Plan Draft April 2017, in addition to consulting and aligning with the *Laudato Si*, and other key encyclicals etc.

The strategy document is presented in 4 parts:

Part 1: Vision, Mission, Values and Purpose,

Part 2: Summary of Strategic Objectives and Outcomes

Part 3: Organisational structure.

Part 4: Annexes - Co-ordination mechanism, Performance Measures, Review/Monitoring and Evaluation framework

**THE ANNEXES ARE NOT PART OF THE STRATEGY DOCUMENT;
THEY ARE ELABORATED SEPARATELY AS MANAGEMENT TOOLS**

3.1. Vision, Mission, Values and Purpose.

As the National Caritas, DHD's MTPCP II strategy aligns with the mission of Caritas Internationalis (CI), an institution of the Catholic Church to serve as its socio-pastoral instrument dedicated to serving the poor and promoting charity and justice; transforming lives, calling for a better world, saving lives and rebuilding communities³. The DHD and its network of implementing structures including its Sector Directorates and Diocesan Caritas Organizations, upholds and brings alive “the ecclesiastical identity of Caritas as an essential service of the Church to the poor”⁴ in Ghana.

³Caritas Internationalis Strategic Framework 2015 – 2019, p7

⁴Op cit, p10

The DHD/Caritas Ghana is responsible for coordinating and facilitating collaboration among its structures at the levels of the Parishes, Dioceses, National Catholic Secretariat and the Bishops' Conference, which are involved in the delivery of services to the poor. This Coordination and collaboration facilitates the “exchange of knowledge, tools and best practice in a spirit of open sharing”⁵ and enhances the Department's (Caritas Ghana) profile and visibility by consolidating and communicating its development outcomes/results/impacts⁶. For purposes of specialized, technical and focused services, each of the Sectors of the Department articulate their specific missions as follows⁷:

The mission of the Directorate of Social Development is to work to promote human dignity, social justice and peace by preferentially empowering the marginalized and the disadvantaged to improve their living conditions through participatory process. The Directorate of Social Development oversees all development activities of the Church in Ghana through the various Arch/Diocesan Development Offices. It works to address conditions of hunger, poverty and ignorance and human suffering due to emergencies.

The Directorate of Governance, Justice and Peace is to enhance the influence of the Catholic Church in Ghana, based on the principles of the Catholic Social Teaching (CST), especially, the preferential option for the poor on matters of governance, justice and peace. The Directorate has an important role in policy advocacy of the Bishops' Conference. It picks up emerging advocacy issues from the other service delivery Directorates and Departments and works with the Head of the Department of Human Development in all the strategic lobbying, networking and dialogue processes. The **Catholic Parliamentary Liaison Office (CPLO)** is a unit under this Directorate. The unit facilitates contact and dialogue between the Church in Ghana on the one hand, and the country's Legislature and Executive on the other. It provides avenue for the Church to influence public policy for the common good in areas of political, social and economic concern and to help shape legislative and policy developments.

The Directorate of Health exist to provide high quality health care in the most effective/efficient and innovative manner, specific to the needs of the communities served and acknowledge the dignity of the patient. Our vision is to continue Christ's healing ministry in bringing healing to the greatest possible number of people in the provision of total quality patient care through healers with good ethical and moral standards, who are conscientious as well as professionally competent, motivated and united in their common respect for fundamental human rights.

⁵Op cit, p 18,

⁶Op cit p18

⁷Culled from the official Document of the Ghana Catholic Bishops' Conference Restructuring of the National Catholic Secretariat (2010); Pages 17 - 21.

The vision of the Directorate of Education is to provide holistic education based on Gospel values. Our Education Directorate⁸ aims to fulfill her civic and apostolic responsibilities, in partnership with the State, to provide holistic and quality education in Catholic Schools to produce graduates who fit into the field of work. Again, recognizing that the schools are fertile grounds for evangelization, educands are developed spiritually and morally to become God-fearing with the Gospel values of humility, service and love for neighbour and country.

3.2. Caritas Ghana⁹

In response to the Church's call for more organized service of charity (cf *Deus Caritas Est* 20) and in compliance with the global Management Standards, the Ghana Catholic Bishops' Conference decided to institutionalize the Caritas model. Hence in March, 2016 Caritas Ghana was formally registered as an NGO of the Church under the National Catholic Secretariat, as the Owner (Subscriber). Caritas Ghana is to implement the decisions and policies of the Ghana Catholic Bishops' Conference through its relevant Sectors and units for the spiritual and human development of the people of God. We are inspired by 1 Timothy 6:18, hence our motto: **“Good works, Generosity and Sharing”**.

Caritas Ghana's vision is to work for and support the Ghana Catholic Bishops' Conference to help the people of Ghana to live in Freedom, Peace and Dignity and achieve their developmental potentials through socio-political empowerment based on the Teachings of Christ.

We are guided by the principles of Catholic Social Teaching, Caritas Confederation Management Standards and Code of Ethics. Our identity is intrinsically Church-based but act altruistically without any discrimination based on gender, religion, ethnicity and race or social circumstances. The following are some key value considerations:

- Integrity
- Honesty
- Sanctity of life and work
- Empathy
- Respect
- Promote Sustainability
- Build Families and Communities
- Stewardship
- Partnership
- Witnessing
- Justice and Peace

⁸In 2017, the Bishops' Conference decoupled Religious Education from the Education Directorate and re-established Religious Education and Catechetics under the Department of Pastoral Ministry and Evangelization (DPME) instead of its previous existence under the Department of Human Development.

⁹See www.caritas-ghana.org

3.3. Overall Purpose of the MTPCPII Strategic Document:

The MTPCPII document should serve as:

- a. A “blueprint for working together”: the strategy provides a framework for and promote joint planning/reviews, sharing/learning, reporting, stimulating and supporting internal partnerships among Sector Directorates of the DHD and the DDOs.
- b. A basis for our external communications to further support networking and the development of strategic partnerships, especially with funding partners. The communication effort will focus on documentation and dissemination of learning and consolidated results of harmonized core performance measures.
- c. A framework for promoting resource mobilization: Results harmonization, consolidation, and documentation will feed into a strong profile of achievements and capacity to deliver substantial development outcomes and impacts at the national or regional level, and enhance attractiveness to sources of development funding. This will support the development of winning funding proposals.
- d. Framework for facilitating co-ordination and results consolidation - under the technical assistance and facilitative guidance of the DHD/National Caritas.
- e. Formation of beneficial partnerships and networks.

We “work together” if we:

- Contribute to achieving, consolidating, and communicating common development outcomes and impacts (as harmonized in clearly defined performance measures) while having space to address peculiar local development issues.
- Collaborate and co-ordinate (planning/reviews, reports/results consolidation, learning and internal communication) our development plans and actions.
- Harmonize and co-ordinate our external communication, networking, strategic partnerships, and Resource Mobilization efforts.

3.4. Basis for the Overall framework adopted.

The mid-term review of the MTPCPI concluded that “Overall, the MTPCP is a good strategy framework and is conceptually relevant for achieving the integration of church development effort..... It's non-prescriptive nature is also a desirable feature, offering flexibility to the Dioceses to address their local development priorities.....” The review also established that most of the thematic areas of the MTPCPI had not only been prioritized by the DDOs for their planning, they were also recommended for strategic focus in the next strategic plan. The thematic areas in MTPCPI have therefore been maintained in MTPCPII, with only slight modifications based on the inputs from the Sector Directorates and DDOs during the consultation workshop.

4.0.

OVERVIEW OF THE CRITICAL PATHWAYS/STRATEGIC OBJECTIVES

Strategic Objective 1:

To provide support for Good Governance: Democracy and Rule of Law.

As in the MTPCPI, this Critical Pathway/Strategic Objective will continue to further the Ghana Catholic Bishops' Conference role of ensuring that the purpose of governance focuses on promoting stewardship and the wellbeing of the people. It is in conformity with AU Agenda 2063, Aspiration 3: "An Africa of good governance, democracy, respect for human rights, justice and rule of law", and also aligned to the Caritas Africa Strategic Framework Orientation 3, Strategic Objectives 4, 5 and 6. This Critical Pathway will therefore seek to promote institutions, structures and systems that are at the service of humanity, upholding the universal culture of good governance, democratic values, respect for human rights, justice and rule of law, deepening the principles of equity, inclusiveness and "Ensure that no one is left behind".

The process of implementation will involve policy research/analysis to identify the policies and policy gaps that need intervention to make them more pro-poor and responsive to the needs of the youth, women, children and the vulnerable. Interventions will focus on making public policies on social services pro-poor and inclusive; effective implementation of the National Anti-Corruption Action Plan (NACAP), Natural resources governance, peaceful national elections, access to public information, decentralization, implementation of the SDGs and the national budget process, including budget monitoring to enhance equity in budgetary allocation, budget utilization efficiency and accountability. DHD/Caritas Ghana Advocacy Plan will help translate these aspirations to concrete actions in public policy engagements.

The Directorate of Governance, Justice and Peace of the DHD will continue to lead the implementation of the Strategic Objective, implementing some activities directly as well as providing strategy guidance to lower level implementation structures such as the DDOs and relevant networks. Caritas Ghana as an independent entity may, as far as possible make direct interventions in this area.

It will also require building the Capacity of Church structures to proactively contribute to advocacy initiatives especially for the development of pro-poor and inclusive policies and strategies.

Strategic Objective 2:

To protect and improve livelihoods and incomes for the poor

This Strategic Objective is also well aligned to Sustainable Development Goals (SDGs) 1 and 2, and the African Union Agenda 2063, Aspiration 1, 10 and 16, Medium Term National Development Plan's Objectives 4 & 5 and CA's Strategic Objective 4. DHD/Caritas Ghana under this critical pathway will seek to contribute to reducing poverty and raising the standard of living and quality of life of the poor by creating economic prosperity through attaining increased agricultural efficiency, productivity, production and value addition. We will roll out interventions that exploit natural resource based alternative income opportunities to enhance livelihood resilience. Building capacity, especially of women and youth in entrepreneurship, small businesses management and access to finance is key to improving rural and peri-urban incomes and livelihoods. Entrepreneurship development to promote micro, small and medium enterprises will be exploited under this critical pathway.

Strategic Objective 3:

To strengthen climate resilience of farmers through climate change mitigation, good environmental management and sustainable Natural Resource Management (NRM)

This critical pathway aligns well with the SDG 13 (Climate Action), and with Caritas Internationalis Strategic Framework (2015 – 2019): Strategic Orientation 3, Strategic Objective 5 to promote environmental justice and sustainable care of creation, as inspired by Pope Francis' Encyclical on Ecology *Laudato Si*.

Livelihood instability has increased in agricultural populations mainly due to decline in agricultural yields and production related to major disturbances agro-ecology that have had major impacts on vegetation cover and levels of organic matter in soils, reliability and predictability of rainfall, length of the growing period, temperature changes, high incidences and unpredictability of floods and droughts etc. Human activity is widely known to have driven or initiated most of these changes, including largescale lumbering, poor mining practices especially surface mining, large scale farming, use of poor farming practices, poor environmental practices such as bush burning, inappropriate use of agrochemicals etc.

Under the strategic objective, DHD/Caritas Ghana will promote the adoption of good environmental practices to enhance the management of agro-ecosystems for improved and sustained productivity, incomes and food security while preserving and enhancing the resource base and the environment. We will promote soil and water management technologies to increase crop production while at the same time protecting and enhancing land resources on which production depends.

Strategic Objective 4:

To enhance effective Delivery of Social Services

This Critical Pathway, seeks to give expression to the churches traditional role in service delivery – focusing on the provision of education, water and sanitation and health services. It will contribute to a number of educational policy objectives of Government that address inclusive and equitable access to education, quality of education, education management and the teaching of science technology and TVET. It will address issues of poor quality of teaching and learning and assessment skills at the basic level, high number of untrained teachers at the basic level, low levels of teacher motivation and commitment, inadequate use of teacher-learner contact time in schools, as well as promote sustainable and efficient management of education service delivery.

Wide gaps in geographical access to quality health care, in health data availability for planning, as well as inadequate and inequitable distribution of critical staff mix have contributed to a generally poor quality of healthcare service in the country; mental health, and inadequate knowledge of reproductive health and family planning services and high fertility rates. The critical pathway will also intensify public health education and promote healthy lifestyles, and intensify efforts to reduce new HIV/AIDS infections and stigmatization and reproductive health services.

The quality of partnerships between the Church and the State in the provision of basic services especially to underserved communities will be improved to allow the Church to play its critical role in education management while tapping into government financial and human resources. The Directorates of Health and Education have responsibility to elaborate strategies and actions to achieve the Objective.

The Critical Pathway will contribute to the Sustainable Development Goals, especially SDG 3 (Good Health), SDG 4 (Quality Education) and SDG6 (Clean Water and Sanitation), as well as to the Africa Union Agenda 2063 Aspiration 1, which seeks to place African countries “amongst the best performers in global quality of life measures”, through other strategies, “..... the provision of basic services including health, nutrition, water and sanitation, education and shelter”.

Strategic Objective 5:

To promote youth Self-Employment and Empowerment.

High and rising youth unemployment is a major concern in Ghana, and can be a threat to national stability. A World Bank report (May, 2016) estimates that over 38% of Ghanaian youth (officially defined as age 15 to 24) are unemployed. Ghana's economy has failed to expand at a rate required to generate the needed employment outlets over the years. Population of youth has increased more than threefold over the past 40 years and educational

reforms have turned out increasing numbers of graduates annually without adequate national plans for integrating young graduates into the trades/vocations and job placements. There is also a lack of a dependable current national data base on unemployment, particularly youth unemployment. Between 2% to 3% of young persons live, sleep and work on the streets (*Nsowa-Nuamah, N.N.N, and Amankrah J. Y (2003). Report on a Survey on Unemployed and Underemployed Persons in Ghana, 2001*). Unemployed youth have unfulfilled hopes and aspirations leading to frustrations and anger and feeding into acts of violence that compromise national peace and security. Young people desirous to work are unable to because of lack of relevant skills, lack of right work experiences, lack of capital to set up their own businesses/strong competition of imports with indigenous value added products.

This Critical Pathway recognizes that the Catholic Church has delivered significant impact in addressing youth unemployment issues in the past. However, there appears to be a louder and more urgent national call to intensify efforts at empowering the youth in order to close the wide and widening youth unemployment gap. Pope Francis has announced a special Synod on Youth and the recent meeting of Bishops of Africa (September, 2017) also made a strong commitment to this cause. DHD/Caritas Ghana will therefore expand and deepen its intervention efforts in this area through facilitating the provision of more relevant and quality training and promoting schemes to support youth internship, modern apprenticeship, youth self-employment, and entrepreneurship. This strategic objective also contributes to the achievement of SDG8 (Good jobs and economic growth), as well as to the National Development Planning Commission Medium Term National Plan Goal 2, policy objectives 105 and 106 to 'provide the youth with opportunities for skills training, employment and labour market information and to strengthen the link between education and labour market'.

Strategic Objective 6:

To Enhance Capacity for Emergency and Crises Response

This strategic objective aligns with and contributes to Caritas Internationalis Strategic Orientation 2 and Caritas Africa Strategic Orientation 4 to 'reduce the impact of humanitarian crises by enhancing disaster preparedness and response'. Common emergencies and crisis arise from social conflicts. Both known hot spots and potential areas will be monitored. The high prevalence of annual bushfires, floods and other disasters affecting farm lands and destroying homes and crops, causing localized and widespread famines and severe human suffering, will get our attention. The incidence of urban and peri-urban floods are rising due to poor land use (poor spatial planning), poor enforcement and compliance of environmental laws exacerbated by poor waste management cause frequent blockages of drains, leading to flood disasters, mainly affecting the poor and vulnerable in slump areas. Inadequate investments in disaster programming has left national structures and systems for disaster education, prevention, preparedness and response very weak, with limited capacity to manage the impacts of natural disasters and climate change. The

Directorate of Social Development and Caritas Ghana will continue to monitor and respond to social and natural occurrences such as drought, floods, epidemics, storms, fire, crop failure etc, that put people at risks beyond their personal and local resilience levels. The strategic objective aims to deliver capacity development interventions at the level of the DDOs, enabling them to carry out periodic disaster risk surveillance, disaster education/awareness in disaster prone areas/communities, and provide relief services, resettle and rehabilitate victims of disasters. The Bishops' Conference Solidarity Fund would be promoted and enhanced to be able to respond timely to emergency and crises situations.

Strategic Objective 7:

To promote Justice and Peace

This Critical Pathway will contribute to Africa Union Agenda 2063 Aspiration 4 to establish 'mechanisms for peaceful resolution of conflicts, a culture of peace and tolerance nurtured' in the Ghanaian Adult, Youth and Children, and SDG 16 (Peace and Justice). It also aligns with CI Strategic Framework 2015 – 2019 which states in its Orientation 1 (Strategic Objective 2, Outcome b) that Caritas and other socio-pastoral actors, as living witnesses of gospel values '... are committed to promoting a society where justice, peace and reconciliation, dignity and prosperity for all prevail. They speak with a prophetic voice to condemn injustice'.

Development thrives better in an atmosphere of justice and peace. Though justice and peace are closely related to and a key outcome of Good Governance, Justice and Peace has been set apart as a critical pathway for special emphasis and for the unique intervention measures that are required. The Directorate of Governance, Justice and Peace of the Department of Human Development will harmonize the Sector strategy outcomes with this Critical Pathway and lead its implementation.

Strategic Objective 8:

To promote SDGs Principle of 'Ensure No One is Left Behind'

This Critical Pathway aligns with and will contribute to achievement SDG 10 (*Reduced Inequalities*) as well as Caritas Internationalis' (CI) Strategic Orientation 2 (*Save lives, rebuild communities*), seeking to "provide due attention to the protection and support to the most vulnerable, giving priority to families, women and children'. It will continue to facilitate interventions towards addressing needs and concerns of specially targeted members of population who are socially vulnerable and excluded, and suffer all forms of social and political injustices and human rights abuses, discrimination and violence. This Critical Pathway will be implemented as a cross cutting issue in all the interventions where relevant. This means all outcomes and measures of success will be screened for their sensitivity/responsiveness to all categories of vulnerable and socially excluded such as women, children, mentally ill, disabled, rural peasants, Trafficked Persons and People

Living With HIV/AIDs. This will ensure the interventions adequately address issues concerning the vulnerable and socially excluded. The general approach will include the development and deployment of mechanisms for identifying incidences of violence, abuse and discrimination against all classes of vulnerable people, as well as building capacities/strengthening and deploying church and civil society structures for empowering and supporting the vulnerable.

Strategic Objective 9:

To improve Organizational Effectiveness of DHD/Directorates/DDOs/Caritas Ghana.

Charity requires organization “if it is to be an ordered service to the community” (*Deus Caritas Est, 20*, as referenced in CI Management Standards).

In the view of CI, “improved management first of all aims to benefit the organisation itself. Secondly, however, because of the inter-dependence with other institutions, good financial management is among the fundamental conditions for an organisation's capability to access and maintain sustainable support both within the Caritas Confederation and with other institutional donors”. This is also one of the key insights shared in the mid-term evaluation report.

In their Dakar Declaration of 18th – 20th September, 2017 on the theme: “Organizing the service of Charity in Africa: The role of the Bishops”, the African Bishops committed to contributing to the improvement of governance in our socio-charitable works, by adopting appropriate constitutive texts, and by appointing appropriate and competent persons.

This Critical Pathway is aligned with and contributes to the Caritas International Strategic Framework, Strategic Orientation 5, to “build a confederation based on professional and effective members, guided by the *“formation of the heart”*, and mobilize more resources” and to further “enhance their organizational expertise and standards to respond to the need for quality service to the poor, marginalized and vulnerable, and for aid efficiency”.

It will build alliances/networks and partnerships that are relevant, and contribute to our organizational effectiveness by enabling us, as participating organizations, to develop and improve the quality of human and institutional relationships and bonds, which we can then capitalize to access core or project finances or to share/learn, or access technical assistance that increase our programme management/implementation capacity.

Core to this Critical Pathway is the on-going process of Institutional Development and Capacity Strengthening (IDCS) and Management Standards of Caritas Internationalis. This will enable our service of charity to be part of the “fraternal cooperation and mutual shouldering as members of the same family”.

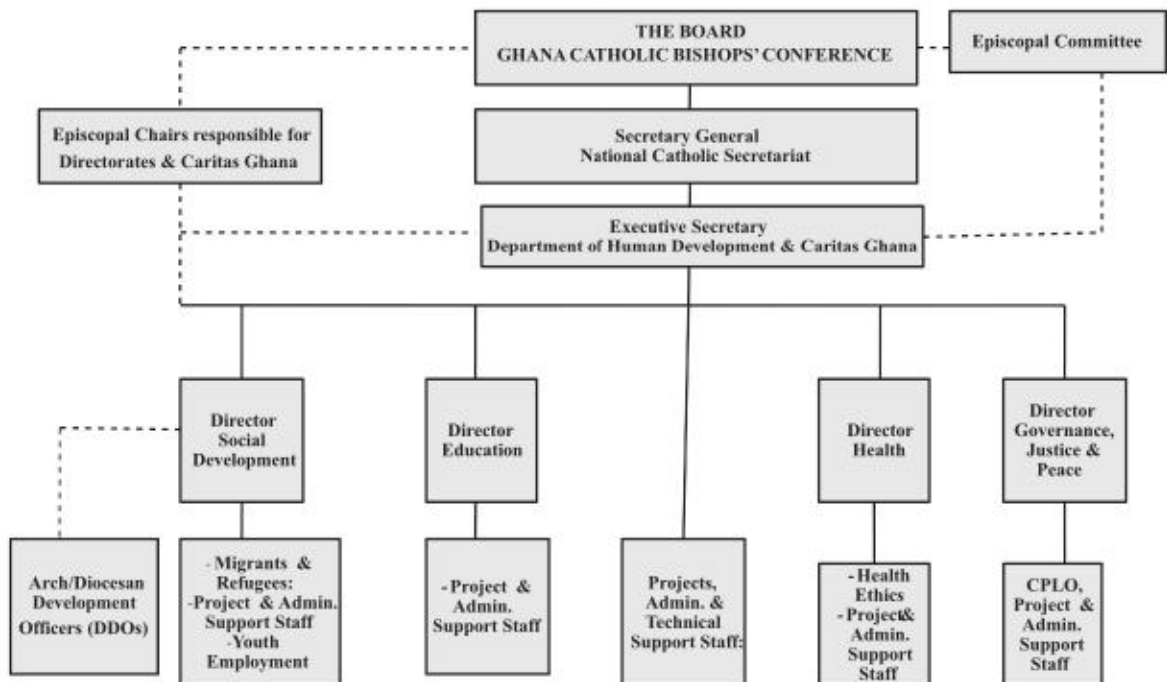
4.1. Summary of Strategic Objectives and Outcomes.

Strategic Objective 1: To provide support for Good Governance: Democracy and Rule of Law.
Outcomes
1.1 Public policies on social services are pro-poor and inclusive.
1.2 National Anticorruption Advocacy (programme implemented)
1.3 Public policies on Youth and employment are favorable
1.4 Utilization of public resources is more efficient at Local and National levels
1.5 Allocation of budget and other public resources is more equitable and contribute to reducing imbalances
1.6 National elections and democratic transition are peaceful.
1.7 Access to public information and openness of government improved
1.8 Partnerships and Development cooperation for national development are promoting equity and development effectiveness
1.9 Effective Decentralization Promoted.
1.10 Governments held to account for the implementation of the SDGs.
Strategic Objective 2: To protect and improve livelihoods and incomes for the poor
Outcomes
2.1 Agricultural Productivity and Incomes improved.
2.2 Smallholder farmers' access to productive inputs such as fertilizer seed etc, small scale irrigation, mechanization services and extension services improved
2.3 Right to food promoted through promoting sustainable agricultural production and postharvest management
2.4 Post production management (harvest, post- harvest, utilization, value addition and marketing) improved
2.5. Integrated crop –livestock systems promoted.
2.6 Economic empowerment/alternative income activities promoted for Small Holder Farmers
Strategic Objective 3: To strengthen climate resilience of farmers through climate change mitigation, good environmental management and sustainable Natural Resource Management (NRM)
Outcomes
3.1. Environmental enterprises and good management practices promoted and regulations effectively enforced.
3.2. Good and sustainable soil and water management practices promoted to small scale farmers.
3.3 Energy is produced and utilized in an environmentally-sound manner
3.4 Climate resilience of farmers improved.
3.5 Environmental laws/regulations enforcement.
3.6 Electronic waste management improved.
Strategic Objective 4: To enhance effective Delivery of Social Services
Outcomes
4.1 Inclusive and equitable access to, and participation in education at all levels enhanced
4.2 Quality of teaching, learning, & education management improved.
4.3 Improved Health: Sustainable, equitable, easily accessible quality healthcare services provided.
4.4 Public Health education intensified
4.5 Promotion of Healthy Lifestyles, food safety education, especially in Schools and among the aging/aged
4.6 New HIV and AIDS/STIs infections reduced, especially among the vulnerable groups
4.7 Water, Sanitation and Hygiene Services and practices improved

Strategic Objective 5: To promote Youth Self -Employment and Empowerment.
Outcomes
5.1 Employability and economic empowerment of youth promoted
5.2. Efficiency and competitiveness of youth SMEs improved to expand their growth and employment capacity
5.3 Migration managed to eliminate/minimize its negative impact and optimize it's positive impact
5.4 Opportunities for jobs created across all sectors
Strategic Objective 6: To Enhance Capacity for Emergency and Crises Response
Outcomes
6.1 Disaster preparedness enhanced through Humanitarian Response Policy, periodic disaster risk assessment and Surveillance
6.2 Disaster education/awareness and training carried out for communities, schools, Parishes, societies/groups.
6.3 Capacity of organizations and communities at risk built to manage emergencies
6.4 Effective and efficient relief services provided for disaster victims/displaced people.
Strategic Objective 7: To Promote Justice and Peace
Outcomes
7.1 Civic, moral and peace education intensified in schools , social groups, and church youth groups to promote/inculcate early law-abiding behavior and peaceful co-existence
7.2 Effective conflict risk assessment and signal monitoring implemented.
7.3 Peaceful co- existence promoted among different social, religious and ethnic groups through implementing peace building activities (especially in conflict areas)
7.4 Justice and Peace Commissions (JPCs) at the National, Diocesan and Parish levels strengthened and play a lead role
7.5 Effective management and transformation of conflicts achieved.
Strategic Objective 8: To promote SDGs Principle of ‘Ensure No One is Left Behind’.
Outcomes
8.1 Violence, Abuse and discrimination (against vulnerable women, girls, children people with disability and HIV/AIDS) eliminated
8.2 Access to productive resources for vulnerable groups. improved/increased
8.3 Child Rights protected and enhanced
8.4 Care for Persons with Mental Health conditions, Persons with Disability, Persons living with HIV and AIDS.
8.5 Trafficked people and persons in slave-like conditions, including street children and “Kayayee” supported.
Strategic Objective 9: To improve Organizational Effectiveness of DHD/Directorates/DDOs and Caritas Ghana.
Outcomes
9.1 Ethical resource mobilization enhanced to support programmes
9.2 Effective strategic Alliances, Networking and Partnerships developed
9.3 Visibility and public image of Institutions enhanced through improved communication and regulatory compliance.
9.4 Coherent institutional coordination intensified
9.5 IT Based systems for documentation, storage, retrieval and sharing/communicating information, reports, etc exists and effectively used
9.6 Organizational Workforce planning effectively instituted
9.7 CI Management Standards for Charity Institutions implemented

5.0. ORGANIZATIONAL STRUCTURE

NATIONAL CATHOLIC SECRETARIAT (NCS)¹⁰ (DEPARTMENT OF HUMAN DEVELOPMENT-DHD) & (CARITAS GHANA)



¹⁰The structure has been adapted from the National Catholic Secretariat Restructuring Document of 2010 by the GCBC. Since March, 2016, Caritas Ghana attained a distinctive identity and statutory legal recognition as a National NGO of the GCBC under the ambit of the NCS. Its distinctive policy guidelines and relationship with the other social development structures at the NCS are still being worked on. For the meantime, Caritas Ghana does not replace the Department of Human Development as a structure even though most of the functions of the Department are more adequately absorbed by Caritas Ghana. The MTPCP II Strategic Framework Document gives practical expression to this. Formal decision and policy articulation remain the prerogative of the GCBC in due course.

PRAYER AGAINST BRIBERY AND CORRUPTION IN GHANA

Father in Heaven, you always provide for all your creatures so that all may live as you have willed. You have blessed our country Ghana with rich human and natural resources to be used to your honour and glory and for the well-being of every Ghanaian. We are deeply sorry for the wrong use of these your gifts and blessings through acts of injustice, bribery and corruption, as a result of which many of our people are poor and defenceless, sick and hungry, ignorant and frustrated.

Father,

We beg you, touch our lives and the lives of our leaders and people so that we may all realise the evil of bribery and corruption, and work hard to eliminate it. Make us cherish, fearless, honesty and integrity, transparency, probity and accountability in our dealings with each other. Instil in all of us the fear of God, so that we may walk the path of peace, prosperity, freedom and justice. We ask this through Jesus Christ our Lord, Amen.

Most Sacred Head of Jesus

Have Mercy on us

Immaculate Heart of Mary

Pray for us



Republic of Ghana

TRADE MARKS ACT, 2004

**CERTIFICATE OF REGISTRATION OF A
TRADE MARK**

The Trade Mark shown below has been registered in the Register as of October 21, 2015 in the name of NATIONAL CATHOLIC SECRETARIAT of P. O. BOX KA 9712, AIRPORT ACCRA,, GHANA under No. 47388 in respect of Humanitarian development services, advocating for social change at the grassroots and national levels, helping to strengthen civil society and advocates to call on the country's leaders to address these problems and tackle the legacy of corruption and patronage, advocacy services on the environment, especially sustainable agriculture and campaigns to reduce the amount of chemical fertilizers used in farming in International class 45



CARITAS GHANA

APPLICANT DISCLAIMED THE NAME "GHANA" APPEARING IN THE MARK

IN WITNESS WHEREOF I have caused my official

Seal to be hereunto affixed the November 24, 2017


For: Registrar of Trade Marks

Registrar General's Department
P. O. Box 118
Accra
Ghana



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