

CATHOLIC EPARCHY OF KEREN

STRATEGIC PASTORAL PLAN

2007 – 2009

KEREN

SEPTEMBER 2006

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INTRODUCTION

Background:

The Eparchy of Keren was established by the Apostolic constitution "**Communitates in Orbe**" of December 21st, 1995, with its first Eparch H.B. Abune Tesfamairam Bedho.

2. EXTENT

The new Eparchy of Keren comprises the former Senhit and Sahil provinces of Eritrea.

Population: 450,866 **Catholics:** 49,959

Languages : Blin, Tigre, Tigrigna

Parishes : 38

Chapels: 38

Priests

1. Eparchial (Diocesan)

a. In Parishes	= 19
b. Seminary Asmara	= 3
c. Seminary Keren	= 5
d. In Er. C.S Asmara	= 1
e. in Eparchy	= 2
f. In abroad	
i. In Pastoral service	
1. USA	= 2
2. Italy	= 1
3. Scandinavia	= 1
4. Germany	= 1
ii. In study	
1. Rome	= 4
2. Ghana	= 1

Total = 40

2. Religious serving in Parishes

a. Capuchin Fathers	= 12
b. Lazarist Fathers	= 3
c. Comboni Fathers	= 1

Catechists: 110

Education:- i) Elementary schools

ii) Junior & High schools	3
iii) Kindergarten	4

Social Welfare:

i) Orphanages	1
ii) Women's Promotion	7

Health units:

i) Health centers	3
ii) Health station	5

In these 150 years of Catholic evangelization, a lot of challenges, decadences, and developments were seen. In the Eparchy, exigencies are many. Well developed pastoral & Socio-Pastoral strategies for development are being questioned. Our Church together with our world is experiencing profound changes. Hence, if the world is changing, we must too change.

Therefore, in order to develop a renewed sense of direction for the future, the Eparchy must re-assess its role & activities.

This will help us to maintain our relevance in the future. As we have celebrated the 150⁰ Jubilee & the 10th anniversary of the establishment of the Eparchy, the years of 2004 – 2005 were the year of evaluation and planning for renewal of the Eparchy. This have made us to engage ourselves to analyze, re-assess and change our role, ministerial services and our self of direction. This feeling have resulted in the strategic planning process.

Aims of Strategic Planning

The Catholic Eparchy of Keren (hereafter CEK) approved the following aims for the strategic planning process.

1. to clarify the identity and mission of CEK
2. To articulate clear objectives and goals for the CEK
3. To formulate appropriate responses to the major challenges faced by CEK
4. To plan an organized approach to achieving goals within CEK
5. To develop appropriate structures at Eparchy and Parish levels.

Organization of the Strategic Plan

Part one: Strategic framework Presents the over view or **frame work** of the strategic plan. It answers the question *why* and explains *what we want to achieve* in a broad sense. It provides *the guidelines* for all the works of the Eparchy. It is divided into sections:

1. The vision
2. Mission
3. Identity and role of the Eparchy
4. Guiding values and principles and
5. Strategic goals

Part Two: Achieving the Strategic Goals, develops our plans for the actual programs and services, which the Eparchy will be providing during this period. We look at the various possible results we can achieve under the four strategic goals identified in the strategic framework.

Part Three: Strengthening the Eparchy, we look in words and plan what we have to do to strengthen the structures of the Eparchy at Eparchy and parish levels, so that we can deliver effective programs and services.

Part one: Strategic framework

1. The Vision is a mental *picture* or *image of the results we want to achieve*. Our vision reflects *our highest purpose* as a Socio-Pastoral expression of the Church. It should inspire us, and pull us together in to unity of action. The vision provides the guiding light.

A vision for CEK:

VISION – a Church where people being inspired from the witness of sacred scripture and a living tradition of the Church try to be empowered to a profound Christian faith and practice:

It is a Church:

- which reflects the Reign of God, where love of God
- And love for neighbor prevails.
- In which integral human development is paramount where all people, in particular the poor, and the poorest, the marginalized and the oppressed, find hope and are empowered to come to the fullness of their humanity.

2. MISSION STATEMENT

- The mission statement describes *what we need do to achieve our vision*. In particular, it focuses on the role and identity of the Eparchy.
- Mission defines our roles and contribution to the achievement of the vision.

The mission statement of CEK :By witnessing Christ in our daily life, and transform our Parish, Eparchy, and beyond.

In working towards this vision, the CEK seeks to play a leading role in the Pastoral field ¹of the Eparchy, through the spreading of the Good News. CEK will carry out this mission by:

¹ Socio-Pastoral aspect is CESK's competence

- Having a well prepared clergy (both from the Eparchial and Religious Institutes) and trained catechists
- Organizing on-going formation programs
- Administering the sacraments deliberately and making the liturgy understandable to the common people using vernacular languages
- Providing retreats, workshops, and special prayer programs
- Developing a youth apostolate
- Taking care and giving pastoral ministry to HIV/Aids victims.
- Co-operating within and beyond the Eparchy.

3. IDENTITY AND ROLE OF CEK

CEK is a portion of the people of God that is entrusted to a Bishop to shepherd, with the co-operation of the presbyters, in such a way that adhering to its pastor and gathered by him through the Gospel and the Eucharist in the Holy Spirit becomes a particular church in which the one, holy, Catholic and apostolic church of Christ truly exists and is operative (CCEO.C. 177§1).

Roles:

As a church, has the mandate to reach out salvation to all people, through:

- Preaching the Gospel
- Administering the Sacraments
- Soico-pastroal activities (i.e., education, health, and development programs).

4. GUIDING VALUES & PRINCIPLES

The guiding values and principles provide the moral and strategic basis for all the work of the CEK. These are not “*ends*” in themselves but serve rather to help us, orient and focus all the different programs that we undertake.

4.1 Guiding values: We identify the following core values.

❖ **The identity of the Human Person**

- The human person being created in the image and likeness of God, is our fundamental moral value.

❖ **Priority for the Poor,**

- The preferential option for the spiritually and materially poor & marginalized.
- Spiritually strengthening them to live their faith.
- Materially provide them to meet their needs

Solidarity

- CEK seeks to inculcate in its membership & its dealings with other Eparchies, CARITAS members and NGO’s

4.2 Guiding principles : We have identified the following to guide our work.

Church

- We are a Church and are continue to make efforts to promote the saving mission of the Christ.

Identifying issues at grass roots

One of the potential strengths of the CEK, lies in its ability:-

- To identify issues at grass root level, (that is, from the individual – family – community -to the Parish – Eparchy)
- To organize reflection & analysis at parish level and at Eparchial level, and then to initiate action accordingly.

➤ **Subsidiarity**

* The Eparchy respects the Parish autonomy for all activities at parish level, while, at the same time, helping the whole Eparchy to work together effectively and harmoniously in achieving our common vision.

➤ **Development**

- CEK sees its Socio-Pastoral work in the context of integral human development concerns. This forms part of the promotion of dignity of the human person. So, CEK will continue coordination of such works through the CESK office.

Partnership

- implies a long-term commitment to agreed objectives based on shared values, strategies and information. It should be further characterized by feed back & joint planning. A display of transparency and accountability on both sides.
- CEK seeks to work on the basis of partnership, which underlines all relations between Eparchies/dioceses and caritas organization.

Co-operation

- CEK will continue to develop close working relations with Catholics, other Christians, inter-faith and secular organizations which share our vision.

Stewardship of resources

- CEK will steward these resources entrusted to it in an efficient and effective manner, at all times in a transparent and accountable way to the Partners, Parishes and the Church.

Capacity building

- In order that our values & principles be realizable, CEK recognize that, it must strength the capacity of its members to deliver effective programs and services.

Witnessing

- CEK is endeavors to witness the Christian faith in words & deeds, so that the Good News will reach to all.

5. STRATEGIC ROLES & GOALS: CEK will assume the following roles. These four central roles are expanded in the following strategic goals which correspond to the results that we wish to achieve in the future.

Role 1. Laison: CEK will laison among its Parishes to enable them to share ideas, to learn from each other & to support each other's efforts.

Role 2. Capacity building: CEK will provide capacity building service to its members in order to strengthen, their ability to think, plan & implement programs, mobilize resources & manage their parishes.

Role 3. Construction

Since infrastructure is the pivot of the whole activities of the Eparchy, a modest physical structure is needed. Therefore, CEK tries to arrange programs of construction.

Role 4. Apostolate

- Youth ministry
- Hiv/Aids special ministry
- Family apostolate

Part two: Achieving the strategic goals

Strategy Goal One: Liaison

- **Introduction**

In this strategic goal, the role of the CEK is to organize opportunities for Parishes to come together, to share ideas & learn from each other.

Strategy 1: more effective meetings

- CEK will significantly improve & make more dynamic the way its holds its meetings in order to achieve more effective dialogue & decision making
- CEK will provide more timely information & training to help the memberships to participate more effectively in our meetings.

Strategy 2: use of modern communication means

- CEK will facilitate regular information sharing on the creative use of modern communication technology

Strategy 3: Participation

- CEK will ensure the more active participation of clergy, and in particular of the laity.

Strategy goal two: Capacity building

Introduction:

In this goal, the role of CEK is both to facilitate capacity-building service & through its CESK, provide expertise to its parish members. Capacity-building to strengthen the members of CEK, so it is capable of serving the Eparchy.

Strategy 1 standards: CEK will work out clear indicators for the effectiveness of its members in the areas such as: pastoral planning, implementation & evaluation, reporting

and financial management, parish management, archiving & documentation, Seminary formation, . . .

Strategy 2: CEK will ensure its members have access to experts in training in the areas which they need to strengthen.

Strategy Goal Three: Constructions

Introduction:

In this goal, CEK will try to create the necessary infrastructure both at parish and Eparchy level.

Strategy 1. Completing CEK infrastructure

- Bring to completion the Bishop's curia & Priests residence
- Bring to completion the Sisters residence

Strategy 2. completing the Cathedral construction

- The Cathedral construction is very important for CEK's faithful, because it is the sign of their faith and place of worship.
-

Strategy 3. Building Parish Priest house for the following parishes.

1. St. Michael Cathedral Parish
2. Holy Trinity – Gezebanda

Strategy 4: New Minor Seminary

Strategy 5. Constructing Churches and Chapels

- | | |
|--------------|------------|
| 1. Afabet | 10. Azefa |
| 2. Zen | 11. Hasen |
| 3. Gezabanda | 12. Isasuk |
| 4. Gheleb | |
| 5. Nakfa | |
| 6. Hamedey | |
| 7. Aybaba | |
| 8. Megarih | |
| 9. Shariki | |

Strategy 6. Multipurpose hall in Parishes

- | | |
|-----------------|-------------|
| 1. Gezabanda | 5. Wasdenba |
| 2. Halibmentel | 6. Boggu |
| 3. Haddish Addi | 7. Bambi |
| 4. Hashela | 8. Ghilas |

Strategy 9. Solar energy system

- | | | |
|---------------|--------|-----------|
| 1. Kerotnejar | 2. Zen | 3. Cindik |
|---------------|--------|-----------|

4. Kerecia

5. Ira

6. Tekera

Strategy Four: Apostolate (Re-evangelization)

Introduction:

This is the core goal of the Eparchy. This is in which the whole life of CEK depends. All activities must be seen from these perspective.

Strategy 1: The Divine Liturgy

In order the Divine liturgy to be understood & to make it entirely participatory it should be in the vernacular language. Hence, CEK should ensure translations² of the following:

1. Blin missal
2. Blin Lectionary
3. Blin Bible
4. Blin Divine office

Strategy 2. Catechism:

CEK will ensure that catechesis is going in all levels. Therefore

1. Maintenance of catechists
2. Workshop for catechists
3. Retreat

Strategy 3: Youth ministry

Strategy 4: HIV/Aid special ministry

Part three: Strengthening the Eparchy

a) Strengthening the Governance structures

Introduction:

The governance structures, (curia, Presbyteral council, college of Consulters, Protoperbyterate assemblies (ረኪብ ካህናት) should be more accountable, better known to all members of the Eparchy.

Strategy 1: Quality of dialogue & Decision making CEK will significantly improve the quality of meetings of its governance structure including. The preparation in the process during meetings, the timely circulation of information before and after meeting in order to ensure the widest consultation & follow-up action.

CEK will also ensure that the priorities determined with capacity of CEK to carry them out.

Strategy 2: Roles & Responsibilities

² The other languages in the Eparchy have translations already made.

CEK will develop for all working groups & commissions clear mandates, responsibilities & time frame as well as budget.

b) Strengthening CESK

Introduction

It is vital for the well-functioning of CEK, that CESK should be strengthened. CESK should serve as an essential form for discussion of major Socio-Pastoral issues in the Eparchy. It should act as a relay station in the chain from parish to the Eparchy.

Strategy 1: Recognition

CEK will continue to ensure that CESK represents the Eparchy to all Caritas network, and to the NGO's in all socio-pastoral activities.

Strategy 2: Staffing

CEK will ensure that all the departments of CESK have the right people.

Strategy 3: Roles & Responsibilities CESK will play a great role in the following sectors:

- | | |
|--------------|---------------------|
| a) Education | d) Relief/Emergency |
| b) Health | e) HIV/AIDS |
| c) Pastoral | |

C) Self reliance

Introduction

For efficiency and continuity of the socio-pastoral activities of the Eparchy are dependent on the state of the Eparchy's financial capacity. Therefore, if the Eparchy is not at least to some extent a self reliant, then, its programs are always exposed to the danger of ceasing at any time.

Strategy 1. find income generating ways

To find ways of implementation of the project prepared for that end, intended to be built in the plot of land the Eparchy have right at the heart of the city.

Strategy 2.

- optimize the farm land already in use.
- Make functional the Eparchial Garage.

MAIN ISSUES OF CONCERN & EXPECTED OUTPUT

ISSUES	OUTPUT
1. Operational structure	- to have improved share of ideas and information
2. Capacity building	- to improve the Eparchial personnel's capacity to implement effective programs
3. Insufficient Infrastructure	- Creating the necessary structures both at Eparchy and Parish levels.
4. Catechesis	- To consolidate the existing faith & re-build the foundation of moral & social life based on strong spiritual drives.
5. Publication	- To raise faith awareness and create access to revealed Truths through various publications.
6. Youth ministry	- To have a youth generation with solid Christian faith & moral.
7. HIV/AIDS ministry	- To see victims full of faith love & hope, and live a dignified life.
8. Priests ongoing formation	- To have a well equipped & skilled pastoral agents
9. Seminarians summer apostolate	- To strength the faith of the people & help Seminarians to discern their vocation.
10. Strengthen CESK office	- To see the major socio-pastoral programs run effectively.
11. Acquisition of means	- To be equipped, so that outcomes be effective.
12. Self reliance programs	- to enable the Eparchy to run its socio-pastoral programs efficiently.