

**The Congregation of the Holy Spirit (Spiritans)
Uganda Group**



**A CONCEPT FOR DEVELOPING THE 2022-2027
STRATEGIC PLAN FOR THE SPIRITANS, UGANDA GROUP**

SPIRITAN OFFICE for MISSION PROMOTION (SOMP)

UGANDA GROUP

**"A community where everyone, especially the disadvantaged, has the fullness of
life."**

2021

TABLE OF CONTENTS

A. Introduction.....	3
B. A Brief background of the Spiritans Uganda Group.....	3
C. The rationale for developing a Strategic Plan for the Spiritans Uganda Group	3
D. Main objective/goal for developing a strategic plan	4
F. Timeframe for developing the strategic plan.....	4
G. The Current Spiritan Mission Engagements.....	5
1. Pastoral Ministry	5
2. Social Development Ministry	5
H. The Uganda Spiritan Group Leadership Team - GLT (Group Council)	6
I. The Steering Committee for preparation of the Strategic Plan.....	6
J. The Consultant for the moderation of the Strategic Planning.....	6
K. The Roadmap for the Assemblies of the Strategic planning process.....	7
L. The Resource persons that will support the technical process of Strategic planning.....	7
M. Prospects.....	7
N. Appendix: Maps and Photos	8
O. Spiritan proposed organizational structure [Organogram]	10

A. Introduction

Reference is made to the **2021 Group Chapter resolution A.3** and basing on ratifications of previous Chapters **2008 Uganda 6.8.1; 2014 Uganda 17; 2017 Uganda 16**; whereof the need for developing a strategic plan for the Spiritans, Uganda Group has been expressed. The Uganda Spiritan Group leadership team GLT (Group Council) has given it a priority; and has approved the process for developing a five years strategic plan of the Uganda Group, that is 2022-2027. The steering committee for preparing the process of the strategic planning has been put in place, and it is composed of the Spiritans and lay people. Furthermore, the consultant to moderate the process of this strategic plan has been identified.

B. A Brief Background of the Spiritans Uganda Group

The Spiritans Uganda Group is part of the international religious missionary congregation of the Holy Spirit (Spiritans), which serves in 62 countries worldwide. The Spiritans took up the first Spiritan mission in Uganda in 1983 at our Lady of Help of the Sick Mulago parish in Kampala Archdiocese, under the Spiritan East African Province (EAP). Thereafter, they have expanded and opened more missions countrywide. In 2008 the Spiritans of the Uganda Group, became a full-fledged circumscription of the Congregation of the Holy Spirit.

At present the Uganda Group has 37 religious professed members, who are serving within the country and abroad. The Group also has 25 lay Spiritans, who are serving in Uganda. Hence, we have 52 members of the Group. We hold our Group Chapter (General Assembly) every after 3 years. The Uganda Spiritan mission out-reach currently serves in the following areas within the country: Mukono district in Central region (Lugazi diocese), Kanungu district in Southwest (Kabale diocese), Moroto district in Karamoja (Moroto diocese) as well as Kampala and Wakiso districts in the Central region (Kampala Archdiocese). We are engaged in pastoral, Education, and social development activities. These include the following: Parish ministries, Education, Health, Chaplaincy ministries, Youth ministries, Livelihood, and provision of pastoral-socio support/care particularly in the rural communities and slum areas. We offer our services under the jurisdictions of the local churches (dioceses).

The Charism of our Congregation (mission statement) is the proclamation of the Good News of the Kingdom of God, especially to the most disadvantaged, the marginalized and the poor, giving priority those areas where the Church finds it difficult to get personnel. Our motto is “One Heart and One Soul”. The Spiritan mission in Uganda is vast and still expanding to the remote and marginalized areas within the country. Our mission covers both rural and urban areas. The size in terms of catchment areas of our services is very wide, especially in the aspect of providing quality education. The national HDI is 0.516 which puts the country in a low human development category. The low human development is due to the high inequality estimated at 30.9%, the gap between the rich and poor, which is ridiculously huge compared to other countries in the region. The greatest population is still at a low-income level of earning nationwide. Hence, part of our mission is to contribute to the reduction of this gap through integral human promotion by reaching out to the poor and marginalized communities/groups through an inclusive and equal opportunity approach in all our ministries. Uganda has a population of about 45,741,000 people of which about 77% are the youth. Hence, we have a great youngest population, thus we live in a situation where the dependency ratio is very high. The life expectancy is 63 years, and the infant mortality rate is 43 per 1000 live births.

C. The rationale for Developing a Strategic Plan for the Spiritans Uganda Group

The purpose of developing the Spiritan Uganda Group strategic plan is to set up an integral well-coordinated Spiritan program for all our pastoral, education, and social development activities with option for the marginalized/disadvantaged. This is the right time to consolidate

our works and expand of our mission areas, in order to strengthen our commitment to evangelization and education to the marginalized. It is high time to plan the sustainability of our missions in terms of finance and personnel, then build the capacity of our personnel and improve on our service delivery. The signs of our times demand for the empowerment of the local communities and indigenization of our mission approach.

D. Main Objective/Goal for Developing the 2022-2027 Strategic Plan

Improving the quality and quantity of the Spiritan pastoral, education, and social development services in Uganda, especially in terms of effectiveness, efficiency, professionalism, transparency, excellent service delivery thus enabling us to address some of the prevalent pastoral and social development challenges affecting the communities we serve.

E. Specific objectives

- i. To develop and articulate our vision, mission, and key values; map out the strategic issues and strategic goals of the Group and then make a road map of achieving these goals by December 2021.
- ii. To set up a well-coordinated Spiritan program for all our pastoral, education, and social development activities by 2023.
- iii. To set up a **Spiritan Office for Mission Promotion** that will serve all the Spiritan missions of Uganda Group with a **visible organizational structure** by 2022.
- iv. To develop and articulate the policies governing our Group/organization and its activities, especially in the areas of; human resource management, administration, financial resource management, safeguarding of children and vulnerable adults, and property management by 2024.
- v. To establish a Spiritan advisory board for the Group by 2022.
- vi. To build strategic partnerships, develop our capacity for resource mobilization and management, and further develop networks with other stakeholders and relevant bodies by 2027.
- vii. To plan the expansion of both our mission areas (operational areas) and mission engagements including the social development activities, education activities, and pastoral activities by 2026.

F. Timeframe for Developing the Strategic Plan

Activity	Time	Person responsible
Setting a steering committee	June 2021	Group Superior and the GLT
Identifying the Consultant	June 2021	Steering committee
Publicity and sensitization	July – Sept 2021	Group Superior & Steering committee
Holding Assemblies	July – Nov. 2021	Consultant & Steering committee
Field trips 3	Oct. – Nov. 2021	Consultant, GLT & Steering committee
Funding & logistics	June 2021 – Feb. 2022	Group bursar
Preparations for the workshop	Dec. 2021- Jan. 2022	Consultant & Steering committee
Compilation and follow up	Oct. 2021 – Jan. 2022	Consultant & Steering committee
Validation workshop	February 2021	GLT, Consultant & Steering committee
Approval	February 2021	Group Superior and the GLT
Editing and publishment	March 2022	Consultant & Steering committee

G. The Current Spiritan Mission Engagements

1. Pastoral Ministry

Mission	Location	Diocese
Our Lady help of the Sick Mulago Parish	Kampala district	Kampala Archdiocese
St. Joseph's Chaplaincy Mulago hospital	Kampala district	Kampala Archdiocese
St. Joseph's Nyamirama parish	Kanungu district	Kabale diocese
St. John the Baptist Kambuga parish	Kanungu district	Kabale diocese
Holy Trinity Butogota parish	Kanungu district	Kabale diocese
St. Kizito Namasumbi parish	Mukono district	Lugazi diocese
Spiritans Formation house (Postulancy)	Wakiso district	Kampala Archdiocese

2. Social Development & Education Ministry

Mission	Type	Location
Libermann Academy Namugongo	Secondary Education	Wakiso district
Mulago School for the Deaf	Special Needs Education	Kampala district
St. Martin Mulago Primary school	Primary Education	Kampala district
St. Kizito Namasumbi Primary school	Primary Education	Mukono district
Mulago Vocational Training centre	Vocational skills training	Kampala district
Poullart Des Place Secondary school	Secondary Education	Kanungu district
Newman Primary school	Primary Education	Kanungu district
St. Kizito Primary school Kigalama	Primary Education	Kanungu district
Kagunga Primary school	Primary Education	Kanungu district
Kanyampizo Primary school	Primary Education	Kanungu district
Busogye Primary school	Primary Education	Kanungu district
Mokyogo Primary school	Primary Education	Kanungu district
God Cares Buyondo primary school	Primary Education	Kanungu district
Bishop Comboni College	Secondary Education	Kanungu district
St. Louis Secondary school	Secondary Education	Kanungu district
Bishop Comboni College	Secondary Education	Kanungu district
St. Charles Lwanga SS	Secondary Education	Kanungu district
Bright Future Primary school	Primary Education	Kanungu district
Bishop Callist SS	Secondary Education	Kanungu district
Nyakashozi Primary school	Primary Education	Kanungu district
Bugongi Primary school	Primary Education	Kanungu district
Bright Star Primary school	Primary Education	Kanungu district
Nyarurambi Primary school	Primary Education	Kanungu district
St. Joseph Kitibiri Primary school	Primary Education	Kanungu district
Muhumuza Primary school	Primary Education	Kanungu district
Kiringa Primary school	Primary Education	Kanungu district

Kagashe Primary school	Primary Education	Kanungu district
Zorooma Primary school	Primary Education	Kanungu district
Rweere Parents Primary school	Primary Education	Kanungu district
Rweere Primary school	Primary Education	Kanungu district
Kikombe Primary school	Primary Education	Kanungu district
Namugongo Spiritan farm	Livelihood – Agriculture	Wakiso district
Kambuga Parish farm	Livelihood - Agriculture	Kanungu district
St. Ann Health Centre	Healthcare services	Kanungu district
Support and Care to HIV/AIDS victims	Healthcare services	Kampala district
Pastoral social care to the needy	Charity support services	All Spiritan missions

H. The Uganda Spiritan Group Leadership Team - GLT (Group Council)

Names	Address	Designation
Rev. Fr. Kamoga John Bosco	Kyebando Spiritan House	Group Superior
Rev. Fr. Damasius Kayemba	Kyebando Spiritan House	Group Bursar
Rev. Fr. Bonaventure W. Ssebyanzi	Namugongo Spiritan Formation house	1 st Assistant Group Superior Councillor for Education
Rev. Fr. Valentine Amuneke	Kyebando Spiritan House	Councillor for Mission
Rev. Fr. Jude Kiggala	St Kizito Namasumbi Parish	Secretary of the Council

I. The Steering Committee for Preparation of the Strategic Plan

Names	Address	Designation
Fr. Dennis Bukenya	Sacred Heart Parish Wimbledon	Chairperson
Fr. Kayemba Damasius	Kyebando Spiritan House	Finance and logistics
Fr. Aloysius Tamale	Kyebando Spiritan House	Member
Mr. Damaseni Hagumakubaho	Kisubi Hospital	Secretary
Mrs. Catharine Nanyunja Etaru	Buwate Entebbe	Member
Mrs. Laetitia Twesigye	Mulago Parish	Member

J. The Consultant for the Moderation of the Strategic Planning

Names	Mr. Walugembe Kakungulu John
Address	Plot 43, Stretcher Rd. Ntinda Kampala Uganda. Tel +256774147864 Email: john.walugembe@gmail.com
Areas of consultancy services	Strategy Development, Green Finance, Renewable Energy, Resource Mobilization & Sustainability, Private Sector Development, Government relations, Stakeholder management, Sustainable Water, Sanitation & Hygiene
Education background	-Bachelor of Science (First Class Honours), Makerere University. -MA Public Administration (MPA) – Development Economic and International Development, Harvard University. -MA Business Administration – Finance and Economics, Oxford University. -Certified Expert in Climate and Renewable Energy, Frankfurt School of Finance & Management.

Experience	<ul style="list-style-type: none"> -African Management Institute – Country Representative. -Oxford Green Finance – Founding Executive Director. -United Nations Capital Development Fund – Advisor & Consultant. -Uganda Investment Authority / UK Export Finance – Consultant. -Misingi East Africa (DFID/Gatsby Africa Foundation – Consultant. -Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) - Consultant. -USAID / Chemonics – Consultant -United Nations Development Program (UNDP) Kampala – Consultant -Uganda Investment Authority – Consultant -Global Green Growth Institute (GGGI)/UN Office Project Services – Consultant. -Sustainable product innovation and energy efficient practices – Consultant. -HWK-TVET partnership project – Focal person. -Uganda Small Scale Industries Association – Project Coordinator. -Enabling synergies between organized enterprising people (ESO-EP) – Focal person. -Sustainable Organizations for Private Sector Development Project – Country Coordinator. -Institutional capacity building project for Uganda National Chamber of Commerce and Industry – Project Coordinator.
-------------------	--

K. The Roadmap for the Assemblies of the Strategic planning process.

	Activities	Forum	Timeline
Element 1	External Input Gathering	Assembly I	August 2021
Element 2	Internal Input Gathering		
Element 3	Vision Setting	Assembly II	September 2021
Element 4	Strategic Objectives and Map		
Element 5	Strategic Performance Measures	Assembly III	October 2021
Element 6	Strategic Initiatives		
Element 7	Strategic Risks	Assembly IV	November 2021
Element 8	Implementation Framework		
Element 9	Drafting	Committee	Dec. – Jan. 2022
Element 10	Validation and Finalization of the Plan	Workshop	February 2022

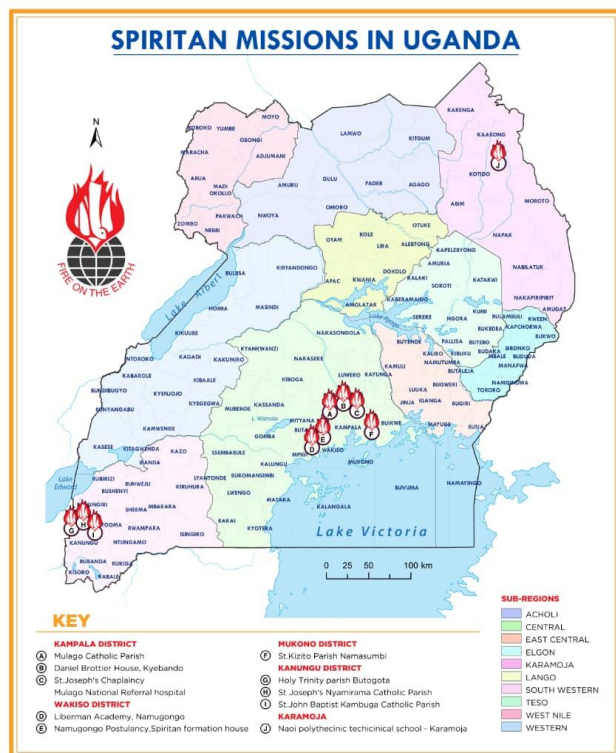
L. Resource Persons to support the technical process of the Strategic planning.

1. Fr. Philippe Engel CSSp: Director SPIRITAN INTERNATIONAL, Rome.
2. Fr. Dennis Mugalula CSSp: Holy Spirit Catholic Mission Yabello, Ethiopia.
3. Ms. Marielle Lacroix: Financial Advisor SPIRITAN INTERNATIONAL, Rome.
4. Mr. Paul Gichuki: East & Central Africa Development mentor, Misesan Cara.

M. Prospects

1. Stage one: Setting the Spiritan Office for Mission Promotion Uganda (Local Development office) including Director's office, Finance office, Projects' office, and PME, HR & Capacity building office.
2. Stage two: Setting up Coordination desks for education work, pastoral work, social development work, and Lay Spiritans & Safeguarding.
3. Making a resource mobilization plan.
4. Engaging into more pastoral, social development, and educational activities.

N. Appendix: Maps and Photos



Brottier Spiritan House Kyebando



2021 Group Chapter at Namugongo



St. Kizito Namasumbi Church and School



St. John the Baptist Kambuga mission



Our Lady help of the sick Mulago Church



Libermann Academy Namugongo



Cross section Namugongo Spiritan farm



Mulago School for the Deaf - SNE



Homestead environment in Namasumbi



Namugongo Spiritan Formation Centre



O. Spiritan proposed organizational structure [Organogram]

