

PASTORAL PLAN

Journeying towards a Synodal Church

Mission 2033



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Conference of Catholic Bishops of India

Pastoral Plan

Journeying Towards a Synodal Church: Mission 2033

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Abbreviations

ACAS	– <i>Asian Continental Assembly on Synodality</i>
ARMS	– <i>Association of Rectors of Major Seminaries</i>
BECs	– <i>Basic Ecclesial Communities</i>
BHCs	– <i>Basic Human Communities</i>
CBCI	– <i>Catholic Bishops Conference of India</i>
CCBI	– <i>Conference of Catholic Bishops of India</i>
CDPI	– <i>Conference of Diocesan Priests of India</i>
DCS	– <i>Document for Continental Stage</i>
FABC's	– <i>Federation of the Asian Bishops' Conferences</i>
KPIs	– <i>Key Performance Indicators</i>
ToT	– <i>Training of Trainers</i>

TABLE OF CONTENTS

Message	11
1. Introduction	15
2. The Historical Milestones	17
3. Context of our Nation and Church	20
4. The Process of Pastoral Planning	22
5. CCBI Identity	26
6. CCBI Mission	26
7. CCBI Vision	27
8. Core Values	27
9. Core Principles	27
10. Mandates	28
11. Key Shifts	28
12. Stakeholders	29
13. Plans of Commissions, Departments and Apostolates	29

COMMISSIONS

13.1 Commission for Basic Ecclesial Communities	32
13.2 Commission for Bible	43
13.3 Commission for Canon Law and other Legislative Texts	53
13.4 Commission for Faith Formation	59
13.5 Commission for Ecology	66

13.6 Commission for Ecumenism	72
13.7 Commission for Family	77
13.8 Commission for Laity	84
13.9 Commission for Liturgy	90
13.10 Commission for Migrants	97
13.11 Commission for Proclamation	105
13.12 Commission for Theology and Doctrine	112
13.13 Commission for Vocations, Seminaries, Clergy and Religious	117
13.14 Commission for Women	139
13.15 Commission for Youth	148

DEPARTMENTS

13.16 Bioethics Forum	155
13.17 Communio	161
13.18 Pontifical Mission Organization	168
13.19 Public Relations Office	175

APOSTOLATES

13.20 Education Apostolate	179
13.21 Health Apostolate	191
13.22 Media Apostolate	198
13.23 Social Apostolate	210
14. Dissemination Strategy	216
15. Facilitation Strategy	219
16. Communication Strategy	220
17. Conclusion	221

Annexure A:	CCBI Policies	223
Annexure B:	Proposals for CCBI	223
Annexure C:	Participants of Regional Workshops	225
Annexure D:	Participants of Diocesan Workshops	226
Annexure E:	Chairmen, Member Bishops, Executive Secretaries/ Coordinators and National Council Members	227



MESSAGE

The 34th Plenary Assembly of the Conference of Catholic Bishops of India (CCBI), held from 24th to 30th January, 2023, resolved to revitalize the 16 Commissions, the 7 Departments and the 4 Apostolates of the Conference as well as the Regional and Diocesan Commissions, through a pastoral planning process aimed at developing a comprehensive and coordinated approach to better serve the Catholic Church in India.

The CCBI decided to engage in this pastoral planning process, by responding to the question, ‘Where is God calling the Church to be by 2033?’ It has been a yearlong process, involving five thousand members of the Latin Catholic Church in India, comprising of Bishops, Clergy, Religious, Women, Men and Youth. We deeply acknowledge the contribution of all, especially the members of the Core Team and the Secretaries of the Commissions, the Directors of the Departments and the Coordinators of the Apostolates.

I am pleased to share with you the final Pastoral Plan document, titled “Journeying Towards a Synodal Church: CCBI Mission 2033.” It is the fruit of a process of conversations in the Spirit. We earnestly appeal to all to embrace this Plan. This Pastoral Plan is a mandate that we have given to ourselves. It is a project of all of us. Therefore, every individual must discern his or her potential contribution to realizing these plans at the parish, diocesan, regional and national levels. While the focus of the Plan has been on the National Commissions, we were deeply aware that the fruits of the planning would also benefit our Regions, Dioceses and Parishes.

We strongly believe that the Pastoral Plan intends to fulfil this dream of the faithful. We are happy and grateful that some Dioceses and Regions are aligning their pastoral plans with the National Pastoral Plan. The participation and contribution of all the faithful in the implementation of the Plan in the coming years are crucial. We are convinced that the laity, women and youth have much to contribute to the implementation process.

Through the implementation of the Pastoral Plan, we invite you to participate in this synodal journey. By walking together, we shall tread new pathways, realising God's invitation for us. Let us cut through our comfort zones and take new directions, guided by the Spirit, living our mission as Christians, in communion with one another and participating in the life of the Church, as its committed members. Let us forge ahead with 'Discerning Synodal Pathways to Mission.'

All Archbishops, Bishops, Priests, Religious, Laity and Youth are urged to join in this journey towards a Synodal Church that will bear abundant fruit for us all. Let us strive to build together a Church that is inclusive, synodal, welcoming and permeated with the compassionate love of Christ.

May God bless you abundantly as we embark on this journey together.

Given on 15 August 2024

on the Solemnity of the Assumption of the Blessed Virgin Mary and
on the 78th Independence Day of the Republic of India

Filipe Neri Cardinal Ferrão

President, Conference of Catholic Bishops of India
Archbishop of Goa and Daman

I came that they may have life and have it abundantly. I am the Good Shepherd. The Good Shepherd lays down his life for his sheep. I am the Good Shepherd. I know my own and my own know me, just as the Father knows me and I know my Father; and I lay down my life for the sheep. And I have other sheep that are not of this fold. I must bring them also, and they will listen to my voice.

John 10:10b-11,14-16a



1. Introduction

In every age Jesus Christ, the Good Shepherd, opens the door of salvation. He speaks to his Church, guiding her, caring for her and giving her abundant life. The mission of the Church is to offer this abundant life to all, transcending the boundaries we create. Pope Francis interprets the image of the Good Shepherd as a relationship that Jesus had with his disciples - a relationship based on tenderness, love, mutual knowledge and the promise of an immeasurable gift – In contemplating this page of the Gospel, we can understand the kind of relationship that Jesus had with his disciples: a relationship based on tenderness, love, mutual knowledge and the promise of an immeasurable gift: “I came”, Jesus said, “that they may have life, and have it abundantly” (Jn 10:10). This relationship is the model for relations between Christians and for human relationships. (*Pope Francis, Regina Caeli, May 11, 2014*) The life that Jesus Christ gives us satisfies our deepest aspirations and needs, bringing us to communion with God and with one another. The type of love, made possible by God’s grace, inspires our movement outside ourselves, towards others (*Fratelli Tutti, 93*); the love that derives pleasure in the well-being of the other.

Considering this and recalling the mandate of the Second Vatican Council to Bishops to exercise their office of father and pastor as good shepherds, unifying and moulding their flock into one family, so that all, conscious of their duties, participate in the action of love (*Christus Dominus no. 15*), - the Bishops of the Conference of Catholic Bishops of India (CCBI) resolved to engage in a comprehensive Pastoral Planning process. Amid the ongoing Synod on Synodality, the Conference of Catholic Bishops of India embarked on a journey to discern the Holy Spirit’s guidance, posing the question, “Where is God calling the Church to be by 2033?”

In steering the Church on “Journeying towards a Synodal Church: Mission 2033” the ‘Pastoral Plan’ serves as a transformative road map for the Church in India. This initiative represents a bold step towards a vibrant, inclusive and synodal Church, one that embraces the principles of shared leadership, mutual listening and collective discernment. This meticulous process engaged approximately 5,000 delegates across the country, encompassing bishops, clergy, religious and laity, with a special emphasis on youth and women, thereby fostering a sense of participation and collective ownership.

This current initiative aims to re-envision the CCBI’s Commissions, Departments and Apostolates, thereby empowering regions and Dioceses to manifest the abundance of life which Christ offers for the Church’s mission and activities. A Pastoral Plan framework was introduced to enhance the understanding of the planning process, using spiritual conversation methodology to elicit stakeholders’ visions for CCBI’s Commissions. Its orientation is towards mission, and its practice involves gathering in assembly at each level of ecclesial life. The process involved reciprocal listening, dialogue, community discernment and creation of consensus that seeks Christ’s presence and the guidance of the Holy Spirit. (*Instrumentum Laboris, Synod on Synodality no. 5*).

We sincerely acknowledge the contribution of everyone. We are pleased to share with you the final Pastoral Plan, titled “Journeying towards a Synodal Church: Mission 2033”. It is the fruit of a process of conversation in the Spirit. We earnestly appeal to all to embrace this Pastoral Plan. It is a project for all of us. Therefore, every individual must discern his or her potential contribution to realizing these plans at the Parish, Diocesan, Regional and National levels. While the focus of the Plan has been on the National Commissions, Departments and Apostolates, we were deeply aware that the fruits of the planning would also benefit our Regions, Dioceses and Parishes.

God is calling us to the fullness of life – to deepen the quality of our faith, life and mission at all levels. We strongly believe that the Pastoral Plan intends to fulfil this dream.

2. The Historical Milestones

The Conference of Catholic Bishops of India (CCBI), a canonical Episcopal Conference established in 1988, is the fourth largest in the world and the largest in Asia. The CCBI continues to grow and diversify. Currently, it comprises 16 Commissions, 7 Departments and 4 Apostolates, each dedicated to fulfilling the mission entrusted by the Risen Lord.

The five documents that have served as milestones and sources of inspiration in advancing this Pastoral Plan include:

1. The 'Pastoral Plan for the Church in India' (December 2013)
2. The CCBI's 'National Synthesis of the Synodal Consultation' (August 2022)
3. The CCBI's "Response to the Document for the Continental Stage" (DCS) (January 2023)
4. The Federation of Asian Bishops' Conferences (FABC) 'Asian Continental Assembly on Synodality' (ACAS) (March 2023)
5. The FABC 'Bangkok Document' (March 2023)

In 2013, marking its Silver Jubilee, the CCBI had published the '**Pastoral Plan for the Church in India 2013.**' This initiative responded to the Vatican II's call for a renewed Church, emphasizing the pressing need for collaboration, cooperation and coordination in carrying out the mission. The Pastoral Plan 2013, developed by 223 delegates—including bishops, clergy, religious, and laity—served as a guideline for Dioceses to formulate their own Pastoral Plans. It focused on four dimensions of the Church's life and mission: the profession of faith, the celebration of faith, the living of faith through service and the sharing of faith.

Ten specific areas of pastoral focus were identified in the Pastoral Plan 2013 for the Church in India:

Faith formation; 2. Safeguarding families; 3. Promoting the role of the laity; 4. Empowering women; 5. Mobilizing and engaging youth; 6. Proclaiming the Gospel; 7. Fostering ecumenism and inter-religious dialogue; 8. Contributing to Nation-building efforts; 9. Caring for ecology and 10. Utilizing mass media effectively.

The **Synod on Synodality** initiated a consultative process across all 132 Dioceses including Religious Congregations in India. Through this process, the CCBI's National Coordination Team synthesized reports from across the country and identified five pastoral priorities:

- Overcoming divisions based on caste, language, ethnicity and social status through communion and community building.
- Empowering the laity for greater participation by providing a clear pastoral framework, optimizing the use of their gifts and charisms.
- Emphasizing an inclusive model of collective discernment and decision-making, involving the laity and women religious and restructuring pastoral systems accordingly.
- Cultivating a vibrant spiritual life within the community by prioritizing faith formation, enhancing liturgical celebrations, delivering meaningful and scripture-based homilies, and providing sensitive pastoral care.
- Making the pastoral engagements in India visible to the faithful and advocating for issues such as migrant rights, ecumenism, environmental consciousness, supporting the marginalized in health and education, and serving as the conscience of the society.

The **Document for Continental Stage** (DCS), developed under the guidance of the Holy See, synthesized the feedback from the Episcopal conferences all over the world. The CCBI's National coordination team collated responses from 96 Dioceses and religious congregations.

1. Escalating divisions based on caste, language and ethnicity.
2. Disconnect between hierarchical and charismatic ministries.
3. Exclusion of youth and women from decision-making processes.
4. Inadequate synodal formation in seminaries.
5. Ongoing faith formation in synodality as a priority.
6. Enhanced pastoral care for families.
7. Active inclusion of youth and women in administrative roles.
8. Bolstering Basic Ecclesial Communities (BECs).
9. Addressing divisions, fostering inclusivity and empowering marginalized voices within the Church's structures and practices.

The priorities outlined in the FABC's **ACAS Document** are as follows:

- Emphasis on ongoing education for all levels of the Church community and cultivation of a Synodal culture.
- Central themes of inclusivity and hospitality, advocating for pastoral care for marginalized groups, such as women, youth and various vulnerable populations.
- Concept of missionary discipleship, emphasizing personal encounters with Christ and interfaith dialogue, utilizing technology for evangelization.
- Emphasis on accountability and transparency, particularly in financial matters and decision-making processes, alongside the call for greater involvement of the laity.
- Envisioning prayer and worship as culturally integrated, participatory experiences that animate the faithful.
- Urging the Church to lead in environmental stewardship, promoting a Green Church model and emphasizing the spiritual and social dimensions of ecological concern.

In response to the call for synodality and commemorating the 50th anniversary, the Federation of the Asian Bishops' Conferences released the **Bangkok 50 Document**, focusing on the themes of Communion,

Mission and Participation. Within this framework, nine areas for pastoral outreach were identified:

- Providing support to migrants for their formation and empowerment.
- Nurturing families through Basic Ecclesial Communities (BECs) to facilitate their growth.
- Advocating for gender equality and inclusivity, particularly for women and LGBTQIA+.
- Reaching out to youth through initiatives, such as faith formation, career guidance and counselling.
- Encouraging active engagement in the digital sphere to become positive influencers.
- Prioritizing assistance to the economically disadvantaged within the current economic structure.
- Promoting climate resilience and reducing greenhouse gas emissions.
- Fostering inter-religious dialogue.

3. Context of our Nation and Church

India is a vast mosaic of diverse strands encompassing religions, spiritualities, cultures, traditions, languages and social strata, interwoven into a complex and beautiful tapestry. However, despite its profound spirituality, social and economic disparities deeply fragment the fabric of the Nation. As the largest democracy in the world, India is also emerging as a significant economic power. Its robust digital economy and widespread use of technology have positioned it as a leader in digital and software innovation.

The Church in India reflects these diversities and divides. Discrimination based on caste, language, ethnicity, economic status, academic standing and social status continues to fragment the community. In addition to the Latin Catholic Church, there are two other *sui iuris* Churches

– *Syro-Malabar* and *Syro-Malankara* – within the Roman Catholic Church in India, comprising over 20 million faithful. Although this is just 1.9 percent of the country's population, the presence of the Catholic Church is felt in a significant way through the education, health and social ministries.

Christians in India navigate life as a minority within a pluralistic, multi-religious, socio-political context, encountering a unique set of influences and challenges, including rural-to-urban migration, external migration and the penetration of technology and media into remote regions, reshaping lifestyles, relationships and faith dynamics. The post-COVID pandemic landscape has prompted many Christians to reevaluate their understanding of faith and community within the Parish, often leading to a more individualistic approach. Additionally, community life faces significant challenges from substance abuse, social media addiction and the disintegration of families. A new lifestyle characterized by live-in relationships is also emerging, further complicating traditional communal bonds.

The Church has become increasingly institutionalized, resulting in priests and religious personnel being predominantly occupied with administrative duties, leaving them with limited time to fulfil their roles as spiritual ministers and to address the faith needs of the community. Additionally, the inadequate transmission of faith within families, coupled with consumerism, the pervasive influence of social media and comfort-seeking lifestyles, have led to a growing indifference towards faith practice. This shift has contributed to a significant decline in vocations to the priesthood and religious life.

The growing influence of *Hindutva*, which emphasizes a Hindu Nationalist identity, can lead to increased scrutiny and potential hostility towards minority religions, such as Christianity. Certain States have enacted laws restricting voluntary religious conversions, often

targeting the charitable activities of Christians. These laws can create a climate of fear and hinder the Church's outreach efforts.

Despite these challenges, the Church remains strong tracing its roots to the pioneers, who sacrificed so much to bring the faith to our land and emulating their example. Today, the Church in India is increasingly recognizing the laity's role as collaborators and their aspiration for a greater participation in the affairs of the Church. The cohesive spirit of the Catholic community is further strengthened by active engagement in Church activities, such as sacramental celebrations, popular devotions and communal endeavours, fostering a profound sense of familial belonging. As the present and future scenarios are filled with new opportunities and challenges for the mission of the Church, this Pastoral Plan document has been developed to build on the existing strengths, address the weaknesses, explore and maximize the new opportunities and thus respond to emerging challenges and threats as a cohesive body with the participation, contribution and ownership of many key stakeholders.

4. The Process of Pastoral Planning

The Pastoral Planning aimed at reorganising the programmes of the Commissions of the Conference of Catholic Bishops of India (CCBI) to enhance their competencies and effectiveness in mission. The CCBI Executive Committee appointed Fr Charles Leon (Coordinator), Fr Joseph Xavier S.J. (Consultant), Fr Jaison Vadassery, Fr Christopher Vimalraj Hiruthya, Sr. Lidwin Fernandes U.F.S. and Ms. Anastasia Pinto as members of the Core Team and entrusted them with the responsibility of leading the Pastoral Planning process.

Core Team Workshop in Goa

The CCBI President, Cardinal Filipe Neri Ferrão, the Deputy Secretary General, Fr. Stephen Alathara, and the Core Team members held their

first Workshop in Goa on March 10, 2023. The members appreciated the Pastoral Planning process presented by the consultant, especially the good blend of inputs, prayer and spiritual conversation, leading to communal discernment and consensus building, and decided to adhere to the framework.

National Workshop in Bangalore

A three-day Workshop was held from May 6-8, 2023, at St. John's Institute of Health Sciences in Bangalore for Commission Chairmen Bishops, Executive Secretaries, and a select group of lay representatives from 16 Commissions, 7 Departments and 4 Apostolates of the CCBI. This workshop provided the participants with an opportunity to understand the process and embrace it, in order to be taken forward to Regions and Dioceses.

Online Meetings with National Secretaries and Chosen Lay Representatives from the Commissions

Fr. Joe Xavier, S.J. led virtual meetings to outline the planning framework to the Secretaries and Commission members. Each Commission Secretary collaborated closely with their regional counterparts and key associates to develop initial plans for their respective Commissions.

Regional Workshops

Regional Workshops were conducted from July 2023 to January 2024 across all 14 Regions. These workshops saw the participation of 755 stakeholders, who engaged in spiritual conversations to discern how God wants the CCBI and its Commissions to be significantly different by 2033 to enhance their mission effectiveness. The attendees included bishops, clergy, religious and laity, with a significant representation of the youth.

Training of Trainers (ToT) Workshops as Preparation for Diocesan Workshops

The next phase involved extending the process to the Dioceses. To support this transition, the Core Team conducted Training of Trainers (ToT) Workshops from December 5-7 and 11-13, 2023, in Delhi and Bangalore. Approximately 128 ToT members were trained to facilitate one-day planning sessions within the Dioceses.

Diocesan Workshops

The Diocesan one-day Workshops on Pastoral Planning were successfully conducted from December 2023 to February 2024. Approximately 3,591 participants—bishops, clergy, religious, laity and youth—from 109 out of the 132 Dioceses took part and contributed. These Workshops were led by the Regional Deputy Secretaries and supported by the ToT members. The outcomes of the regional and Diocesan workshops were submitted to the National Executive Secretaries, who were tasked with discerning and preparing the Commission's plan document.

National Workshop for Secretaries

The National Workshop was held from March 4 to 6, 2024, at St. Peter's Pontifical Seminary in Bangalore. During this workshop, Commission Secretaries, along with 64 key individuals from the Commissions, participated and presented their plans. This event provided the Commissions with an opportunity to discern the promptings of the Spirit through collaboration with other Commission members and to explore and align inter-Commission strategies.

A few voices during the process!

“I have attended numerous workshops and seminars. I have contributed as a member of the drafting committee for the Bishops’ Conferences on various occasions. This workshop was engaging. The Church has many ideas, and we needed a professional plan framework. I can confidently say that this Pastoral Planning process fills this gap and I believe with the guidance of the Spirit the Church will be different by 2033, realising where God wants us to be by then” **Bishop Agnelo Gracias**

“I love my Church but recently I distanced myself because I felt the hierarchy did not have time to listen to us. They were interested in advising us and had a limited understanding of utilizing our skills. For the first time, I felt that I was listened to and considered as a valuable person during the regional Pastoral Planning workshop. I urge the hierarchical Church personnel to come down, be with us and listen to us. Along with you, we will take the Church forward”.

A young girl from the Chhattisgarh Region

“My friend who has contributed to the growth of the Church serving at the altar, teaching catechism, guiding youth and so on from childhood recently realized herself to be bisexual. The person was scared to reveal her gender orientation fearing exclusion by the Church. What message can I give to her? Will the Church be sensitive to the LGBTQIA+ community? Is not God calling us to work with the LGBTQIA+ community as equal partners in building God’s kingdom?” **A young girl from the Western Region**

Core Team’s Finalisation of the Pastoral Plan

The Core Team met in Goa from April 3-5, 2024, to finalise the comprehensive plan document, including annexures and recommendations, in the presence of Cardinal Filipe Neri Ferrão.

Pastoral Plan Presented for Approval to the CCBI Executive Committee

On May 7, 2024, the draft Pastoral Plan was presented to the 94th Executive Committee of the CCBI. The same was approved by the Executive Committee after review.

Workshop Participation

In total, approximately 5,000 individuals participated in the Workshops, though some may have attended more than one session.

5. CCBI Identity

The CCBI embodies and lives the merciful and compassionate face of Jesus in its life-mission.

6. CCBI Mission

The CCBI commits itself to

- a. Supporting the ministry of bishops, with an emphasis on evangelization leading to the integral development of the people we serve and exercising the pastoral functions entrusted to them: sanctifying, teaching and governing.
- b. Accompanying National Commissions, Departments, and Apostolates to ensure they are effective in realizing their mandates, working inter-ministerially and inter-generationally.
- c. Enabling the laity, women and youth to participate more fully by providing a clear pastoral framework and optimizing the use of their gifts and charisms.
- d. Aligning available human, material and spiritual resources across Dioceses, Religious Congregations and lay associations and exploring new opportunities, especially the use of technology.

- e. Making the missionary work in India visible to the faithful, particularly by walking with the excluded communities in the mission of reconciliation, justice and care for our common home, while working in collaboration and partnership with all people of goodwill.

7. CCBI Vision

Building the reign of God, where everyone, individually and collectively, experiences a dialogical and right relationship with God, one another, and creation.

8. Core Values

- Love and Compassion
- Reconciliation and peace
- Integrity and humility
- Gender equity and equality
- Social and environmental justice
- Fraternity and solidarity
- Greater glory of God

9. Core Principles

- Personhood and Common Good
- Diversity, Inclusiveness and Peaceful co-existence
- Preferential option for the excluded
- Subsidiarity and decentralized participative planning
- Shared responsibility and teamwork
- Discerning culture as a way of life
- Collaboration and sharing across Dioceses, Regions, Commissions, Departments and Apostolates of CCBI and Offices of the CBCI
- Encouraging creativity and innovation.
- Transparency and accountability in both operations and financial matters.

- Organically interconnected from Parish, vicariate/deanery, Diocese, regional and National levels with operational autonomy.

10. Mandates

1. To aspire to and realize the Church as God's home and family—a Church that is closer to the lives of its people, less bureaucratic and more relational.
2. To embark on a new path to experience and embody the missionary spirit in our context.
3. To live inter-culturally by integrating local customs and traditions into the life of the Church while remaining steadfast in its fidelity to the universal Catholic faith.
4. To actualize the call of Vatican II, Catholic Social Teachings and the post-Conciliar Magisterium within the diverse, multi-religious and culturally pluralistic context of India.
5. To embrace inclusion, diversity and the rich heritage of Asian spirituality.
6. To foster a culture of discernment in working and governing at all levels, while promoting collaboration and networking as key approaches for engaging in mission.

11. Key Shifts

1. Affirming the active participation, contribution and leadership of women and youth in all organizational structures and decision-making bodies.
2. Recognizing that the future of the Church relies on the active participation and contributions of the laity, women, youth and children, the CCBI is committed to invest in their capacity building in order to establish them as integral partners in the shared mission.
3. Embracing the principle of inclusion, the CCBI will reach out to Dalits, Adivasis/Tribals/Indigenous peoples, minorities,

LGBTQIA+ individuals, single mothers, widows, persons with disabilities, those with special needs, informal workers, migrants and the most vulnerable, with pastoral sensitivity and compassion.

4. Recognizing that we are not alone in the mission of new evangelization, the CCBI will proactively network with all people of goodwill, other *sui iuris* Churches, ecumenical Churches, faith-based and secular organizations, lay professionals, media, various decision-making bodies and government institutions.
5. Adopting the collaborative leadership model, the CCBI will build synergies across Commissions, Institutions, Congregations, Dioceses and Regions.

12. Stakeholders

- a. The primary stakeholders will be every Catholic, Church Bodies/Associations/Structures, Religious, Clergy, and Bishops coming under the ambit of the CCBI.
- b. The secondary stakeholders encompass the *sui iuris* Churches, CBCI, ecumenical Churches, faith-based and secular organizations following directly or indirectly the principles of the Catholic Social Teachings and all people of goodwill.

13. Plans of Commissions, Departments and Apostolates

Commissions, Departments and Apostolates		
	Commissions	Departments
1	Commission for Boundary	Communio
2	Commission for Basic Ecclesial Communities	CCBI PR Office
3	Commission for Bible	Pontifical Mission Organizations (PMO)
4	Commission for Canon Law and Legislative Texts	CCBI Bioethics Forum

5	Commission for Faith Formation	Conference of Diocesan Priests of India (CDPI)
6	Commission for Ecology	Association of Rectors of Major Seminaries (ARMS)
7	Commission for Ecumenism	Shanti Sadan
8	Commission for Family	Apostolates
9	Commission for Laity	Education Apostolate
10	Commission for Liturgy	Health Apostolate
11	Commission for Migrants	Media Apostolate
12	Commission for Proclamation	Social Apostolate
13	Commission for Theology and Doctrine	
14	Commission for Vocations, Seminaries, Clergy and Religious	
15	Commission for Women	
16	Commission for Youth	

- Pastoral Plans have been prepared for 23 entities: 15 Commissions, 4 Departments and 4 Apostolates.
- No plan has been prepared for the Commission for Boundary.
- Two Departments, CDPI and ARMS, have been incorporated into the Commission for Vocations, Seminaries, Clergy, and Religious.
- No plan has been prepared for Shanti Sadan, Goa, as it serves as a training centre accessible to all Commissions, Departments and Apostolates for organizing workshops.

Comments on Plan Structure

There are Four Sections in the Pastoral Plan for each Commission, Department, and Apostolate.

- **Section 1** titled “Mission Trajectory,” addresses how each entity plans to move forward in the next 20 years.
- **Section 2** covers Goals, Objectives and Key Performance Indicators (KPIs). The Goals are stated as changed realities by 2033. Objectives are carefully chosen programmatic and structural directions or

roadmaps, considering human and financial resources and collaborative partners.

- KPIs help measure the realization of objectives both quantitatively and qualitatively.
- Although Goals, Objectives and KPIs are planned for 10 years, alterations may be made based on our learning and experiences as we progress.
- **Section 3** addresses programmatic strategies. These strategies are classified into short-term (2024-26), medium-term (2027-29), and long-term (2030-33). Strategies are restatements of objectives and KPIs in simple language for readers to understand.
- **Section 4** deals with the activity plan matrix. Currently, activities are planned only for the short term (2024-26). At the end of 2026, each Commission, learning from experiences and taking inputs from the Facilitation Committee, will develop an activity plan matrix for the medium-term (2027-29). Activities adhere to SMART principles (Specific, Measurable, Achievable, Realistic and Time-bound). Levels indicate whether activities take place at the Parish, Vicariate, Diocese, National, Institution, inter-Commission, inter-Institute levels, etc. “By when” refers to the time frame to complete the activity. “Financial resource” indicates how the activities will be financially supported. “Responsible” indicates the person responsible for implementing the particular activity. “Monitoring” refers to the monitoring of activity as per the template. There is a separate Facilitation Committee for monitoring, review and evaluation.

COMMISSION FOR BASIC ECCLESIAL COMMUNITIES

A. Mission Trajectory

The Commission for Basic Ecclesial Communities (BECs) aims to establish in every Parish a communion of communities, built on the Word of God and Eucharist, renewing the Church, and offering life in abundance for all in the context of India. It aspires to establish, empower, and sustain BECs as a manifestation of a new way of being the authentic Church, working for the transformation of society through networking at all levels (Parish, Denary, Diocesan, Regional and National) for co-responsible mission and integral development in a Synodal path. The Commission works towards the formation and empowerment of BECs in the neighbourhood gearing towards transforming them into active missionary communities. It will do this by strengthening efforts to build resources (people, materials, finance), fostering collaboration with people of other faiths to establish the Reign of God, and reinforcing the role of the clergy and the religious at all levels to be active promoters and animators of BECs and BECs become foundations to all Commissions.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: BECs function effectively with inbuilt sustainable mechanisms in every Diocese/Parish following the model of Early Christian communities.	
Objectives	KPIs
1. Forming and training Regional/ Diocesan Service Teams.	1. By 2025, 14 Regional and 100 Diocesan Service Teams, each team comprising of at least 10 persons are formed and trained through workshops.
	2. By 2025, user friendly handbook materials are made available by National Commission for Diocesan service team and Parish animation team.
	3. By 2026, 100 Diocesan directors express that they are well equipped to guide and animate BECs.
	4. By 2028, 70 Diocesan directors of BECs undergo one month formation programme on BECs.
2. Enhancing the proper understanding of BECs	1. By 2027, every region would have contextualized the functioning of BECs
3. Involving active participation of children, and youth in BECs	1. By 2028, at least in 100 Parishes, children, and youth actively participate in BEC units

4. Training Parish Animation Teams.	1. By 2026, 100 Animation teams of BECs in Parishes are trained on integrating the 7 steps of Gospel sharing method. 2. By 2027, 60% of Parishes in 132 Dioceses have active BEC animators. 3. By 2028, 40% of Parishes in 132 Dioceses, Animation teams of BECs are trained.
5. Forming resource teams at councils /media desk at National, regional, and Diocese/ deanery levels	1. By 2026, 10 Regions and 60 Diocesan deaneries will have councils and media desk.

Goal 2: BECs, enlightened by the Word of God and the Eucharist, become missionary communities and initiate formation of Basic Human Communities	
Objectives	KPIs
1. Organizing regular BECs based activities at Diocesan and Parish levels	1. By 2026, 70% of families in 300 Parishes engage in regular Gospel Sharing. 2. By 2027, irrespective of the literacy level, 500 people are formed to handle dynamics and methodology of Gospel sharing. 3. By 2027, at least 50% of lay faithful of 132 Dioceses are actively involved in Parish life. 4. By 2028, 50% of BEC of 132 Dioceses are engaged in solidarity actions to support the poor and needy. 5. By 2029, 50% of the 132 Dioceses have stability regarding the appointment of BEC Directors

2. Initiating Basic Human Communities	1. By 2029, 50% of the 40 deaneries issue-based discussions are organized and BHCs are initiated in the grassroots. 2. By 2029 every year, 50% of 100 Parishes organize 3 National days/ cultural festivals inviting people of other faiths. 3. By 2030, 50% of the BECs in 100 Parishes put in efforts to address issues of the environment, poverty, injustice, and violence.
3. Reviving the spirit, culture of Love, Communion and Sharing in BECs	1. By 2029, 60% of 100 Parishes foster a strong sense of community spirit among the members of BECs regardless of caste and creed. 2. By 2029, 50% men in 100 Parishes are motivated and encouraged to join the BEC gatherings. 3. From 2029, every year 60% of 100 Parishes organize events/cultural programmes inviting all.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Making BECs a pastoral priority in the Dioceses and direct that all Parishes to start BECs in the neighbourhood. 2. Making mandatory of acquiring a copy of Bible per family/per person. 3. Organizing National Service Team meetings for review, learning, sharing, and implementing Pastoral Plan and to ensure that BECs function effectively in all the regions. 4. Organizing National Resource Team meetings and preparation of resource material for the regional teams.	1. Building Regional and Diocesan level Service and resource teams. 2. Strengthening spirituality of BECs through retreats/pilgrimages 3. Promoting financial self-reliance of BECs at the Regional and Diocesan level. 4. Making Gospel sharing methods popular (Look-Listen-Love, and Life-Bible-Notes) equipping BECs to use them in the meetings.	1. Organizing National and Regional level BEC conventions. 2. Building Regional and Diocesan level Service and resource teams. 3. Forming Ministries in the BECs Viz., Family visiting, Liturgy, youth and Children, Health care, social and civic, Environment, Reconciliation and Human Harmony, Education, Finance and Women's Ministry. 4. Making all Parishes into BECs model.

5. Animating and sustaining in a systematic way the setting up of teams like (Diocesan Service team (DST), Diocesan Resource Team (DST) and Diocesan Council for BECs. 6. Training and empowering Regional and Diocesan secretaries for implementing the Vision, Mission, and Structures of BECs approved by the CCBI. 7. Promoting the role of the Clergy and the Religious at all levels to be active promoters and animators of BECs.	5. Forming Ministries in the BECs Viz., Family Visiting, Liturgy, Youth and Children, Health care, Social and Civic, Environment, Reconciliation and Human Harmony, Education, Finance and Women's Ministry. 6. Setting up of an organizational structure with a 4-Tier System for the sake of efficiency and proper participation namely: Service team, Resource Team, BEC Council at the concerned level and Media Desk. 7. Organizing regular planning/evaluation at the Diocesan, deanery, and Parish levels.	5. Building Resources (people, materials, finance) for a sustainable process 6. Transforming BECs into active missionary communities. 7. Forming ministry structure BECs based on the needs of the people in each BEC to help people to become active and witnessing members of the BEC and evangelizing little Churches in the neighbourhood. 8. Forming Human communities by way of collaboration with people of other faiths
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8. Making Gospel sharing methods popular (at least two, 7 step Gospel sharing and Group Response) and equipping BECs to use them in the meetings. 9. Initiating training at the grassroots regarding forming ministries in the BECs and setting up BEC Coordination team in which the heads of these ministries along with the PPC members of the BEC will form the BEC animation team. 10. BECs work for the socio-political involvement and leadership formation.	8. Organizing activities at different levels (Diocesan, deanery, and Parish) for sustaining motivation and spirit, like BEC days, Bible conventions, quiz competitions, adult catechesis, study of Church documents, exposure programs, out-station training, picnic and pilgrimages, etc. 9. Organizing networking and collaboration work with other Christian denomination for ecumenical endeavors and Christian unity. 10. Organizing networking and collaboration work people of other faith for the establishment of a just and humane society expressed in the solidarity with the oppressed people.	
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Training 300 Diocesan Directors held annually (one Month Course) to take up post of Directors	National	Annual	National	National Secretary	National Council
2	Organizing BEC Council for 150 Regional and Diocesan secretaries on important topics.	National	Annual	Regional/ Diocesan/ National	National Secretary	National Council
3	Organizing National Youth Convention for 200 BEC youth.	Regional/ National	Annual	Regional/ National	Regional Secretary	National Secretary
4	Organizing Media Skill Training and production for 20 BEC animators, 10 in batch, 3 days each.	Regional/ National	Annual	Regional	National Secretary	National Council
5	Organizing Introductory workshop in English for 100 Animators from 14 Regions.	National	Annual	Regional/ National	National Secretary	National Council
6	Organizing Introductory workshop in Hindi for 100 Animators for 14 Regions.	National	Annual	National	National Secretary	National Council
7	Organizing TOT training for 100 animators at regional level	Regional	Annual	National	National Secretary	National Council

8	Organizing National Resource Team meetings at least 4 times to prepare lessons for training BEC animators for two days	Multi-Regional	By 2026	National	National Secretary	National Council
9	Organizing 50 training sessions on BEC Structures for 50 Diocesan Team (20 persons in each session)	Diocesan	By 2025	Diocesan	Regional Secretary	National Secretary
10	Organizing at least 5 Diocesan/ 10 Parish level BEC conventions.	Diocese/ Parish	By 2026	Diocese	Regional Secretary	National Secretary
11	Organizing 100 BEC Day at Parish level	Parish	Annual	Parish	Denary Secretary	Diocesan Secretary
12	Forming 100 Children's Gospel Sharing groups at Parish level	Parish	By 2025	Diocese	Diocesan Secretary	Regional Secretary
13	Forming 500 BHC at Parish level to participate in social issues.	Parish	By 2026	Diocese	Diocesan Secretary	Regional Secretary
14	Translating DIIPA Introductory Book in 5 Regional languages –Kasi, Tamil, Odiya, Santali & Hindi	Diocesan	By 2025	Diocesan	Diocesan Secretary	Regional Secretary
15	Organizing workshops for 100 Youth on 'Youth and BEC' (in 5 batches of 20 each) at 5 Dioceses.	Parish	Annual	Parish Animation Team	Diocesan Secretary	Regional Secretary

16	Organizing 100 BECs workshops on community celebration of the Sacraments in 5 batches of 20 each at 10 Dioceses.	Parish	By 2026	Diocesan/ Regional	Diocesan Secretary	Regional Secretary
17	Organizing one-day training on different methods of Gospel Sharing for 500 BEC animators in 100 Parishes.	Parish/ Denary	Annual	Parish	Diocesan Secretary	Regional Secretary
18	Organizing one-day training for 50 BECs to take social action in collaboration with BHC in 50 Parishes.	Parish	Annual	Parish	Diocesan Secretary	Regional Secretary
19	Motivating 100 Dioceses to print BEC news, inputs, success stories in Bulletin for circulation.	Diocesan	Annual	Diocesan	Diocesan Secretary	Regional Secretary
20	Printing 1000 copies of 'Success Stories of the BECs' books and circulating among all Regions.	Regional	By 2024	National	National Secretary	National Council
21	Conducting 20 one day immersion and exposure programs to different BECs at Regional levels.	Regional	Annual	Diocesan/ Regional	Diocesan Secretary	Regional Secretary
22	Conducting 100 Parish-wise survey of the BECs to access those BECs that very active, active and inactive and plan its further course.	Parish	By 2025	Parish	National Secretary	National Council

23	Conducting 10 offline Diocesan media training to prepare PPT presentations, short mobile videos of BECs activities, testimonies, discussion topics, etc and create websites, WhatsApp groups for BECs related communication for three days each.	Diocesan	Annual	Diocesan	Diocesan Secretary	Regional Secretary
24	Organizing 30 days BECs Theology Course for 100 Priests and Religious at National level.	National	Annual	National	National Secretary	National Council

Chairman: Most. Rev. Selvister Ponnumuthan

Executive Secretary: Fr. George Jacob Palackaparambil S.A.C.

COMMISSION FOR BIBLE

A. Mission Trajectory

In the light of the CCBI Pastoral Planning, the *vision* of the Commission for Bible is to nurture a vibrant Catholic community in India, deeply rooted in the Word of God, actively engaged in discipleship, and radiating the love of Christ in the service of others.

The *mission path* that the Commission wishes to adopt is:

- (i) **Empower the lay faithful and the clergy:** equip lay faithful, catechists, catechism teachers, religious, and priests with a strong foundation for biblical interpretation, pastoral skills, and culturally sensitive communication to effectively guide and nurture families, BECs, Parishes, religious, and Diocesan communities.
- (ii) **Ignite the transformative power of scripture:** Foster a captivating engagement with the Bible through innovative study materials, storytelling, creative expression, workshops, and interactive learning experiences designed for diverse audiences.
- (iii) **Bridge the gap between scripture and daily life:** Promote the application of biblical teachings to address contemporary challenges faced by individuals, families, and society at large, such as poverty, social justice, and interfaith dialogue.

(iv) **Harness the power of technology:** Utilize digital resources and communication platforms to reach wider audiences, particularly young people, with engaging content that connects scripture to their lives.

(v) **Create connections within and beyond:** Strengthen collaboration amongst Catholic Dioceses, religious congregations, and lay movements. Foster interfaith dialogue and cooperation with other Christian denominations and faith traditions in India.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Committed and competent ministers prepared by St. Paul's Bible College function as ambassadors of the Word of God in the regions, and in the Dioceses.	
Objectives	KPIs
1. Developing St. Paul's Bible College as a National resource and training Bible Institute, having extension centres in 14 regions.	- By 2025, St. Paul's Bible College defines curriculum for basic, intermediate, and advanced levels. - By 2028, the extension centres in 14 regions equipped with human and financial resources to take the courses of St. Paul's Bible College in their regional languages. - By 2033, St. Paul's Bible College evolves into full-fledged institute training the faithful in biblical exegesis, critical analysis, and contextual interpretation of scripture.
2. Preparing resource materials, and tool kits for biblical pastoral animation.	- By 2025, a team of 30 competent and committed faculty members and volunteers set up. - By 2028, resource materials for biblical pastoral animation to the targeted audiences such as children, young people, clergy, and religious, and lay adults prepared in English and by 2029 regional centres translated and disseminated the materials. - By 2033, all the Dioceses use the materials and the tool kits for biblical pastoral animation in the Parishes through basic ecclesial communities (BECs), and families.

3. Training volunteers to become ambassadors of the word of God.	1. By 2025, a nationwide chain of clergy, religious, and catechism teachers (300 persons in total) equipped with skills for biblical pastoral ministry. 2. By 2028, each region formed volunteers for biblical pastoral ministry. 3. By 2033, each Dioceses has 6 volunteers from each Parish equipped with skills for biblical pastoral ministry.
Goal 2: Word of God is appreciated by the Catholic community as life-giving source of living our faith, manifested in every action.	
Objectives	KPIs
1. Promoting a culture of reading of the Bible in families.	1. By 2025, inventory of available Catholic translations of the Bible in the regional languages (text, and audio) will be taken. 2. By 2028, all families will have Bible in their homes (as texts) or phones (as audio), at least the New Testament or some parts of the Bible in their own tongue. 3. By 2033, the entire Bible is read or heard once by 60% of the families.

2. Establishing and promoting Parish-level centres for biblical reflection and sharing.	1. By 2025, <i>Lectio Divina</i> training tool kit be made available in 40 regional languages to help the people in reflecting on the Bible. 2. By 2028, the Parish-level catechism teachers be trained at the zonal or regional level towards biblical reflection and sharing. 3. By 2033, every basic ecclesial community and family uses the <i>Lectio Divina</i> method to read and pray with the Bible.
3. Organising formal and informal reflection sessions in the Parishes or villages to interface Biblical narratives with concrete life realities.	1. By 2025, the Parish priests, through their Sunday homilies, create an awareness about the need for biblical literacy and deepening. 2. By 2028, the entire Bible is read once in common by all Parish entities followed by common reflections (Parish councils, associations, etc.) 3. By 2033, the Parish Churches or village chapels become spaces for the lay faithful to share their life stories connecting them with the Bible.

C. Programmatic Strategies

Short-term (2024-26)	Medium-term (2027-29)	Long-term (2030-33)
1. Launch regional leadership development programs to equip lay faithful, religious, and clergy, with biblical knowledge, pastoral skills, and contextualization tools. 2. Develop engaging multimedia study materials for various age groups and literacy levels, incorporating local languages and cultural references. 3. Organize thematic scripture conferences, workshops, and public lectures addressing social justice issues, family life, and youth concerns. 4. Establish a digital platform for resource sharing, online Bible study groups, and faith formation initiatives.	1. Establish regional centres for biblical scholarship and theological reflection, fostering collaborative research and contextualized interpretations. 2. Integrate biblical literacy initiatives into Catholic educational institutions and Parish catechetical programs. 3. Expand digital outreach through social media platforms, interactive websites, and mobile apps to engage diverse groups and contexts. 4. Partner with other Christian denominations and faith traditions on joint service projects and educational programs. 5. Advocate for legislation promoting social justice and human dignity, informed by biblical principles.	1. Witness a flourishing generation of well-equipped leaders effectively using scripture to guide and inspire their communities. 2. Observe a vibrant culture of Bible study, reflection, and application within Catholic families and communities. 3. See substantial contributions by Catholics to promoting interfaith understanding, social justice, and the common good in India. 4. Gain recognition as a leading voice for biblical interpretation and pastoral ministry within the global Catholic Church.

5. Initiate interfaith dialogues and collaborative projects with neighbouring communities to promote understanding and cooperation.		
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Visiting the 14 regions to disseminate the plan document and taking the regional secretaries, and the Diocesan directors on board.	National	December 2024	National & Regional	National Secretary	National Council
2.	Organising a two-day All India Bible Seminar for the 100 catechism teachers and Bible volunteers.	National	April 2025	National	National Secretary	National Council
3.	Evaluating present 7 courses at St. Paul's College and elaborating them to accommodate courses for the differentiated audience.	National	December 2024	National	National Secretary	National Council
4	Taking inventory of available Catholic translations in text and audio through available in region.	Regional	April 2025	Regional	Regional Secretary	National Secretary

5.	Creating resources materials for the Word of God Sunday 2025, Word of God Month 2025, and Vacation Bible School 2025.	National	December 2024	National	National Secretary	National Council
6.	Promoting Bible engagement through nationwide online-social media campaign.	National	April 2025	National	National Secretary	National Council
7.	Printing and distributing the Bible Reading Year Planner to all the families, through Dioceses, regions.	Diocesan	December 2024	Diocese	Diocesan Director	Regional Secretary
8.	Establishing 132 persons as Diocesan volunteer for biblical pastoral ministry.	Diocesan	April 2026	Diocese	Diocesan Director	Regional Secretary
9.	Setting up a 14 persons-team of experts and volunteers to prepare resource materials for biblical pastoral ministry.	National	December 2024	National	National Secretary	National Council
10.	Preparing the tool kit to use <i>Lectio Divina</i> in the Parishes, basic ecclesial communities, and families, printing, and distributing.	Regional	December 2024	National	Regional Secretary	National Secretary
11.	Building skills of 260 lay faithful (2 from each Diocese) on biblical pastoral animation through regional secretaries.	Regional	April 2026	Region	Regional Secretary	National Secretary

12.	Conducting a 2-day workshop for the research scholars on intertextual reading of Sacred Scripture, in collaboration with Commission for Ecumenism.	National	November 2025	National	National Secretary	National Council
13.	Forming Biblical Pastoral Ministry Cell in every Parish through 132 Diocesan Directors.	Diocesan	April 2026	Diocese	Diocesan Director	Regional Secretary
14.	Creating a database (in MS Excel Worksheet) of Men and Women Religious, Lay Missionary movements involved in Biblical Pastoral Ministry across the Latin Dioceses in India.	National	December 2024	National	National Secretary	National Council
15.	Popularizing the Bible by printing 101 comfort verses from the Bible in English and distributing to 100,000 people.	Regional	December 2025	Regional	Regional Secretary	National Secretary
16.	Preparing, printing, and distributing 10,000 templates for Handwritten Bible	Regional	June 2025	National & Regional	Regional Secretary	National Secretary
17.	Initiating ESV CE, and NLT CE to be part of the Catholic Connect App.	National	December 2025	National	National Secretary	National Council

18.	Owning the Bible through a nationwide campaign: every Catholic owns a printed Bible / NT at his / her home, and an e-bible in his / her mobile.	Diocesan	September 2025	Diocese	Diocesan Director	Regional Secretary
19.	Creating a Bible Resources Centre in English with different translations of the Bible, commentaries, resources materials, audio-video materials.	National	December 2025	National	National Secretary	National Council
20.	Translating the two-page Biblical Pastoral Ministry brochure into Hindi, Malayalam, Tamil, Telugu, Konkani, Odia, Punjabi, Kannada, and Khasi, printing, and distributing in order to create orientation towards Biblical Pastoral Animation.	Regional	March 2025	Regional	Regional Secretary	National Secretary

Chairman: Most. Rev. Antonysamay Peter Abir

Executive Secretary: Fr. Yesu Karunanidhi

COMMISSION FOR CANON LAW AND OTHER LEGISLATIVE TEXTS

A. Mission Trajectory

The Commission for Canon Law and Other Legislative Texts, through its comprehensive planning, formative, and executive programmes, seeks to establish, strengthen, and maintain effective administrative and pastoral structures within the local Church. These structures will be guided by the spirit of Christ and the established teachings of the Church, contributing to a thriving and participatory community that reflects the Kingdom of God. In line with the recent emphasis on synodality, the Commission endeavours to

- a) Increase lay faithful's understanding and application of Canon Law;
- b) Empower and encourage lay faithful to fully realize their baptismal calling;
- c) Support their participation in the "*tria munera Christi*" for a more collaborative and inclusive Church, mirroring the principles of synodality.

The Commission will undertake necessary measures to draft and disseminate essential and relevant documents. These documents will be tailored to address the specific needs and signs of the times. Furthermore, the Commission will strive to assist Bishops in their episcopal ministry by providing expertise on matters related to Canon Law.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

GOAL 1: Relevant documents are available to the Latin Church in India	
Objectives	KPIs
1. Drafting and Disseminating the Required Documents Pertaining to the Bishops' Conference to Serve the Latin Church in India	1. By September 2024, the Publishing and Dissemination of the Norms for the Designation of the National Shrines. 2. By September 2024, Finalisation and Promulgating the Safeguarding Policy. 3. By December 2026, Publishing of the Pastoral Handbook for the Clergy.
2. Disseminating the Documents from the Holy See	1. From 2025, Every Year, at least one Online Updating Seminar in Canon Law based on the Canonical Amendments 2. From 2025, Every Year, at least one Online Seminar on the New Relevant Documents from the Holy See

GOAL 2: Laity and Personnel in the Tribunal and other Ecclesiastical Offices are deepened in their knowledge on <i>Tria munera</i>	
Objectives	KPIs
1. Promoting the Ministry of Justice in Ecclesiastical Tribunals and other Offices in the Church	1. From 2024, every year, a 3-month online course is organised. 2. From 2024, every year, one National Conference cum Workshop organised for different stakeholders.
2. Empowering the Laity for a Synodal Church	1. From 2025, Every two years, at least one Conference for the Laity.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Strengthening the Latin Church in India by the Promulgation and dissemination of Different Documents. 2. Strengthening the Administration of Justice Within the Church. 3. Laity and Co-responsibility: Shaping a Synodal Church. 4. Online and Offline Programmes for Different Categories of the Christ's Faithful. 5. Focus on National Level Programmes. 6. Conducting the Diploma Courses in Canon Law.	1. Study of Ecclesiastical Tribunals in the Dioceses in India 2. Focus on National, Zonal and Regional Level Programmes. 3. Conducting Regional-level formation Programme for participatory structures of the Dioceses 4. Conducting the Diploma Courses in Canon Law	1. Data Collection of all Canonists in India and their Canonical Literature (Thesis, articles and write-ups). 2. Set up a forum involving regional and Diocesan Commission secretaries. 3. International Colloquium.

D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Forming the Notaries in the Tribunal 12 Sessions – Weekly – Online – for 50	National	Sep – Dec 2024	Participants Fee	National Secretary	National Council
2	Publishing the Norms for the Designation of the National Shrines. 500 Copies – Rectors, Bishops, Seminaries	National	September - 2024	National Commission	National Secretary	National Council
3	Publishing an Edited book based on the proceedings of the first National Conference held in Feb 2024 - 500 Copies	National	September - 2024	Canon Law Commission	National Secretary	National Council
4	Organising an online meeting with the Rectors of the already Existing National Shrines to update the newly promulgated Norms for the Designation of the National Shrines for at least 50.	National	March - 2025	Free	National Secretary	National Council
5	Organising an online Seminar on Complementary Norms to the Code of Canon Law for at least 100 canonists in India. Two Days – 2 Hours Each	National	July - 2024	Participants Fee	National Secretary	National Council
6	Finalising and Promulgating the Safeguarding Policy	National	September 2024	-	National Secretary	National Council

7	Organising 1-day National Conference cum Workshop for at least 50 Major Superiors of R.I, S.I and SAL –	National	August 2025	Project + participants' fee	National Secretary	National Council
8	Organising an online Course for at least 100 Religious – 15 Sessions – 2 hours per week	National	Sept 2025 to February 2026	Participants Fee	National Secretary	National Council
9	Organising an online, 2-hour annual updating seminar on Canon Law for at least 75 canonists from Dioceses and religious.	National	February 2025/2026	Free	National Secretary	National Council
10	Organising online Seminars for clergy, laity, religious on relevant new documents from the Holy See, at least for 100.	National	Every time a new document is published	Free	National Secretary	National Council
11	Organising a 3-day National Seminar for the Laity on Rights and Obligations and Lay Cooperation in the <i>Triumunera</i> for 150 persons	National	September 2026	Project + Fee from the participants	National Secretary	National Council
12	Publishing the Pastoral Handbook for the Clergy	National	December 2026	National Commission	National Secretary	National Council

13	Publishing the Guidelines for the Pastoral Ministry to the Faithful of the Latin and Eastern Catholic Churches <i>sui iuris</i> in India	National	December 2026	National Commission	National Secretary	National Council
14	Publishing <i>CIC</i> 1983 in English and Latin	National	December 2026	National Commission	National Secretary	National Council
15	Organising a 2-day Workshop for 14 Regional Secretaries' sharing and planning.	National	November 2025	Project + Fee from the participants	National Secretary	National Council
16	Organising a two-hour online meeting for canonists at the regional level for Cross learning	Regional	1 R – February 2025 and 2 R – July 2025	Free	Regional Secretaries	National Secretary

Chairman: Most. Rev. Antonysamay Savarimuthu

Executive Secretary: Fr. Merlin Rengith Ambrose

COMMISSION FOR FAITH FORMATION

A. Mission Trajectory

The Commission for Faith Formation envisages bringing about maturity in the faith by forming a witnessing community at the Parish, Region, and National levels. It will build an effective and efficient infrastructure through the formation of resource teams at the National and regional levels which will render service to the catechetical ministry in the Nation by creating resources for the formation of catechists as well as various age groups of the Catholic community. All of these would be guided by a set of guidelines and catechetical resource modules to achieve its aim of strengthening, deepening, and nourishing the Faith of the Community.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Catechetical collaborators capacitated and serve at the National, Regional and Diocese levels.	
Objectives	KPIs
1. Forming and training resource teams at the National level and preparing resource materials.	1. By 2025, a resource team of 30 persons, at least 2 from each Region, is formed and trained through series of workshops at the National level. 2. By 2026, training resource materials are prepared (content and methodology) to be used by Diocesan collaborators.
2. Forming and training catechetical collaborators at the Diocesan level	1. By 2026, in 90% of Dioceses a team of 10 collaborators each, 50% being women, are formed. 2. By 2027, 120 Diocesan teams are trained on how to use training manual by the National resource team.
3. Preparing catechetical guidelines and modules for effective functioning.	1. By 2025, guidelines and modules on how to organize catechetical apostolate effectively in the region and Diocese are prepared

Goal 2: Dialogical way of faith formation is experienced at all stages - children, adolescents, young people, and adults – inclusive of intellectual exercise personal faith experience, and witnessing	
Objectives	KPIs
1. Organizing regular Catechesis and moral formation in families, Parishes and schools using training manual.	1. By 2026, 50% of our schools out of 20,000, across India and 90% Parishes run regular catechesis. 2. By 2026, 50% of participants of Catechism express happiness and joy in participation. 3. By 2026, a family catechetical manual is prepared and made available. 4. By 2028, 40% of families in each Parish utilize catechetical manual.
2. Investing and training Missionary catechists.	1. By 2026, 50 new missionary catechists are trained and by 2030, 200 missionary catechists in mission Diocese are trained. 2. Once a year ongoing formation is organized for other Catechists.
3. Catechizing Youth and adults on a priority basis.	1. From 2025, YouCat and DoCat are put into use at least 5 Parishes in each Diocese and by 2033, in 100 Parishes YouCat and DoCat will be used regularly. 2. From 2025, CCBI Adult Catechism is used in 5 Parishes in each Diocese, and by 2033 in 50 Parishes adult catechism will become functional. 3. From 2026, spaces are created for youth and adults to share their experiences at the Regional and National level.

C. Programmatic Strategies

Short Term (2024-26)	Medium Term (2027-29)	Long Term (2030-33)
1. Organizing National Level Conference for review, learning, and sharing of Pastoral Plan 2. Building National level Resource Team. 3. Initiation of YouCat/DoCat ministry and study sessions at Regional and National Level 4. Preparation of National Sunday Catechism Textbooks 5. Formation of Diocesan Directors	1. Organizing National Level Conference 2. Capacity building of Resource team 3. Development of YouCat/DoCat ministry and TOT Training. Implementation of Textbooks at Diocesan level 5. Ongoing Formation of Diocesan directors	1. Organizing National Level Conference 2. Building up of Diocesan level resource team 3. Formation of 10 members YouCat/DoCat TOT team 4. Implementation with updated textbooks at National level 5. Ongoing Formation of Diocesan directors

D. Activity Plan Matrix 2024-26

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Visiting the 14 Regions to disseminate SP and taking the Regional Secretaries, and the Diocesan directors on board.	National	October 2026	National Catechetical Commission	National Secretary	National Council

2	Organising 3-day Annual Catechetical Conference on a specific theme decided by the executive committee, for Diocesan 132 Directors/Secretaries, those who take leadership in Catechetical Apostolate in collaboration with Regional Secretary	National	September 2024	National CC and Diocesan CC	National Secretary	National Council
3	Training 40 Diocesan Directors/Secretaries- 5 days course on Introduction to Catechetical Apostolate and Administration of Catechetical office in the Diocese	National	From June 2026	National Commission	National Secretary	National Council
4	Training 14 Regional Secretaries for 2 days on theme discussed at Annual National Conference	National	May-Sep 2025	National Commission	National Secretary	National Council
5	Training of 100 Lay Catechetical Collaborators for 2 days on the theme: Modern Methodology of Catechesis	Regional	Sep - Dec 2026	Regional	Regional Sec.	National Secretary
6	Training 100 Lay Catechists for 2 days on the theme: Modern Methodology of Catechesis	Diocese	December 2026	Diocese	Diocesan Secretary	Regional Secretary

7	Training 200 Lay Catechists for 2 days on the theme: Sacramental Catechesis (First Holy Communion, Confirmation)	Diocese	October 2026	Diocese	Diocesan Secretary	Regional Secretary
8	Organising 1 day YouCat/DoCat training and Study Session for Regional Catechetical Directors on Journeying with YouCat/DoCat in collaboration with Youth Commission	National	December 2025	National	National Secretary	National Council
9	Organising 1 day YouCat/DoCat training and Study Session for 50 lay catechists on Journeying with YouCat/DoCat, in collaboration with Youth Commission	Regional	October 2026	Regional	Regional Secretary	National Secretary
10	Organising YouCat/DoCat Online study session once in every month for one hour on one relevant question from YouCat/DoCat in collaboration with Youth Commission	National	November 2024	National	National Secretary	National Council
11	Preparing Sunday/School Catechism Textbooks and Teachers' Guide for class 1 to 10	National	December 2025	National/CCBI	National Secretary	National Council

12	Preparing Diocesan Catechetical Directory in every Diocese.	Diocese	May 2026	Diocese	Diocesan Secretary	Regional Secretary
13	Implementation of Catechism programme for children (Std 1-12) every Sunday for 1 hour in every Parish	Diocese	June 2026	Diocese	Diocesan Secretary	Regional Secretary
14	Training 20 Lay Animators of Adult Catechesis for 2 days on: How to impart Adult Catechesis in a Parish	Regional	January 2026	Region	Regional Secretary	National Secretary
15	Training 50 Lay Animators of Adult Catechesis for 2 days on: How to impart Adult Catechesis in a Parish	Diocese	June 2026	Diocese	Diocesan Secretary	Regional Secretary
16	Training Regional Directors for 2 days on Eco-Catechesis in collaboration with Commission for Ecology	Regional	January 2026	Region	Regional Secretary	National Secretary
17	Training Regional Directors for 2 days on Adult Catechumenate/RCIA	Regional	October 2026	Region	Regional Secretary	National Secretary

Chairman: Most. Rev. George Palliparambil, S.D.B.

Executive Secretary: Fr. Vijay Machado

COMMISSION FOR ECOLOGY

A. Mission Trajectory

Taking inspiration from the encyclical *Laudato Si'* the Catholic Church in India envisages a holistic perspective that goes beyond human life and encompasses Creation as the object of God's love. The Commission for Ecology aims to generate awareness of the sacredness of creation, to help us understand the adverse effects of Environmental crises, to prevent any form of action that is harmful or detrimental to the well-being of God's Creation and to encourage an Eco-friendly lifestyle, especially among the faithful, that is free from being obsessed with consumption and consumerism. To develop a working mechanism the Commission will establish Commissions in all Dioceses and Regions, document eco-friendly practices, collaborate with the government on environmental schemes and projects, identify and train eco-ambassadors to develop disaster preparedness, use technology to spread awareness, and promote innovative eco-friendly and climate-resilient practices. Green and sustainable practices will be core as we believe that we are stewards and not masters of creation.

B. Goals, Objectives and Key Performance Indicators (KPIs)

Goal 1: Commission for Ecology at Regional and Diocese Levels established and functioning	
Objectives	KPIs
1. Forming Commissions in Regional and Dioceses.	1. By 2024, Regional Secretaries are appointed in 14 Regions (Lay faithful) 2. and are aware of Pastoral Planning for the Commission for Ecology 3. By 2025, the National secretary visits at least 5 Regions and by 2027 the remainder of the Regions is visited. 4. By 2025, in 40% Dioceses Ecology Commission are formed and functioning and by 2028 in rest of the Dioceses Commission are formed functioning.
Goal 2: The Church bodies in their life-mission starting from Parishes, demonstrate in daily practice ‘Care for Common Home’ and interconnected and inter-dependent relationship with God, Communities and Environment.	
Objectives	KPIs
1. Capacitating the Regional and Diocesan Ecology Commissions on the Gospel of Creation to the people.	1. By 2026, in 80% of Regions and Dioceses Commissions’ key persons are trained in Gospel of Creation 2. By 2028, promoting ecological spirituality at least in 7 Regions.

2. Initiating mass awareness, campaigns and initiating a new way of relating with nature.	1. By 2025, save water Abhiyan, Plastic free Abhiyan and promotion of save energy in 200 schools at Regional level. 2. By 2025, waste management systems promotion in at least 200 ICYM, Krusveer, Women at Regional and Diocese levels (Swatch Bharat Abhiyan). 3. By 2026, a National campaign initiated to promote a culture of use of jute and cloth bags. 4. By 2027 Forest protection committees are formed in 40% Diocese of 5 Regions. 5. By 2030, in 5 Regions and 20 Dioceses models of networking with government and NGOs experimented and showcased with process documentation. 6. From 2025 onwards awareness on environment and Campaign on Tree Plantation at Regions and Diocese level.
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C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Appointment of Secretaries at Regional and Diocese level 2. Input session on Pastoral Planning of Commission for ecology for Core team. 3. National Secretary visiting the Regions. 4. Formation of Diocesan Ecology Commission 5. Training of key persons of Regional & Diocesan Commissions 6. Organizing Regional and Diocese level workshop on the gospel of creation. 7. Creating awareness campaign on saving water, plastic free in the schools and tree plantation. 8. National campaign initiated to promote a culture of use of jute and cloth bags.	1. Capacity Building of Regional and Diocese Secretaries 2. Promoting Eco-spirituality at Regional level 3. Training for key persons on eco- friendly practices 4. Promoting a culture of use of jute and cloth bags. 5. Formation of Forest Protection Committee 6. Awareness on environment and Campaign on Tree Plantation at Regional and Diocese level	1. Building Regional and Diocese level resource team 2. Organizing National conference for review, learning and sharing of SP. 3. Strengthening to preserve natural resources. 4. Promoting proper waste management systems 5. Networking with government and NGOs experimented and show-cased with process documentation. 6. Awareness on environment and Campaign on Tree Plantation at Regional and Diocese level

D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Ensuring appointment of 14 Regional Secretaries	National	By May 2024	--	National Secretary	National Council
2.	Disseminating Ecology Commission Pastoral Plan to 14 Regional secretaries, 3-day meeting	National	By July 2024	National	National Secretary	National Council
3.	Visiting 5 Regions by the National Secretary strengthening and monitoring ecology Commission	National	By 2025	National	National Secretary	National Council
4.	Forming Ecology Commission in 40 Dioceses	Diocese	By 2025	National	National Secretary	National Council
5.	Organizing 2-day workshop on Gospel of Creation for 14 Regional and 15 Diocese Secretaries.	National	June 2026	National	National Secretary	National Council
6.	Creating Awareness on saving water, Plastic free and save energy in 200 schools at Regional level. Providing IEC materials for 50 sessions.	Regional	From 2025 Quarterly	Regional	Regional Secretary	National Secretary

7.	Promoting waste management system in at least 100 ICYM, Krusveer, Women at Diocese levels	Diocese	From 2025 Quarterly	Diocese	Diocesan Secretary	Regional Secretary
8.	Organizing 5-day training program for 100 women on making jute and cloth bag in collaboration with Commission for Women	National	By 2026	National	National Secretary	National Council
9.	Organizing awareness sessions and Campaigns on Tree plantation at Regional and Diocesan level	Regional Diocese	From 2025	Regional & Diocese	National Secretary	National Council
10	Organizing 2-day National conference for 132 Diocesan and 14 Regional Secretaries	National	Every year from 2025	National	National Secretary	National Council

Chairman: Most. Rev. Theodore Mascarenhas, S.F.X.
Executive Secretary: Sr. Jonita Dungdung, O.S.U.

COMMISSION FOR ECUMENISM

A. Mission Trajectory

The basic mission of the Church is to evangelize, and new evangelization demands that we bear witness to the saving acts of Christ to all. The corollary of this mandate is unity among Christians. It is, therefore, imperative that Christians come together to witness the gospel unitedly so that the world may believe in Jesus Christ (cf. Jn 17:21). The CCBI Commission for Ecumenism strives earnestly for the reception of the Second Vatican Council's teaching on Ecumenism expressed in its decree '*Unitatis Redintegratio*' through Ecumenical formation and initiatives.

The Commission for Ecumenism is committed to walk in new pathways:

- a. Dialoguing with other neighbourhood religions and Christian denominations.
- b. Respecting the uniqueness of each one's identity for collaboration.
- c. Establishing Forums and common platforms to foster unity and harmony in the society which brings fraternal solidarity.
- d. Upholding human dignity across the divisive existential realities to bring peaceful co-existence.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Common platforms expressing solidarity, fellowship and bearing witness to Word of God are built among different Christian denominations strengthening commonness.	
Objectives	KPIs
1. Building solidarity platform among Christian denominations respecting traditions and dogmas	1. By 2025, 50% Regional level ecumenical Commissions established and the remainder by 2026. 2. By 2025, Ecumenical Forums in 10 major cities established and 20 more by 2027. 3. By 2025, a National resource team is formed. 4. By 2027, Ecumenical Forums in 50 Dioceses established by the Diocesan Secretaries and 30 more by 2030. 5. By 2033, in 70 Dioceses, amicable relationship exists among various denominations.
2. Strengthening Spiritual and human formation of Ecumenical Commission members	1. From December 2024, publishing best practices through a newsletter. 2. From 2025, every year, the National Commission organizes two spiritual and two human formation training sessions in 10 major cities for ecumenical forum members. From 2027, in 30 major cities training sessions are organized. 3. From 2027, every year, 10 Regional secretaries organize 2 spiritual and 2 human formation training sessions for 50 Diocesan ecumenical forum members and from 2030, 80 Dioceses are covered. 4. From 2027, the unity week prayer is observed in all Dioceses and 50% of Parishes in the Dioceses are observed by 2030. 5. From 2026, solidarity events, common celebrations, and prayers, collective emergency responses, fact finding on atrocities against Christians are organised by the Forums formed in cities and Dioceses.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Capacity building and training of secretaries of Ecumenism at the National and Regional levels. 2. Establishing Ecumenical Forums 3. Review, learning, and sharing of Pastoral Plan 4. Organizing gatherings at the Diocesan level 5. Celebrating Unity Week Prayer and Christmas gathering	1. Building Regional and Diocesan level resource teams 2. Organizing National conference. 3. Organizing Unity Week prayer and celebrating important days. 4. Common meetings and seminars for knowing and respecting each other.	1. Strengthening skills on collaboration, solidarity of Secretaries at the Regional and Diocesan levels 2. Giving visibility to solidarity events and programmes among Christians. 3. Peaceful co-existence of various Denominations and Religions

D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Training 14 Regional Secretaries for 2 days on Ecumenical Church documents and capacity building	National	December 2024	National	National Secretary	National Council
2.	Training Diocesan secretaries for a day on Ecumenical Church documents and capacity building	Regional	March/April 2025	Regional	Regional Secretary	National Secretary
3.	Publishing Sampreeti (News Bulletin of Ecumenism)	National	Once in four months from 2025 (January, May, September)	National	National Secretary	National Council
4.	Printing and sending Unity Week Prayer Booklet in English	National	November 2024 onwards	National	National Secretary	National Council
5.	Translating the Unity week prayer in local languages	Regional	December 2024 onwards	Regional	Regional Secretary	National Secretary
6.	Organizing Unity Week Prayer	Diocesan	December 2024 onwards	Diocese	Diocesan Secretary	Regional Secretary

7.	Organizing Unity Week Prayer	Parish	December 2024 onwards	Parish	Parish Priest	Diocesan Secretary
8.	Celebrating Christmas jointly by various denominations	Diocese	On specified days from 2025	Diocese	Diocesan Secretary	Regional Secretary
9.	Creating Diocesan level ecumenical group/team and appointing a leader to represent the team	Diocese	In 2025.	National	Diocesan Secretary	Regional Secretary
10.	Collaborating with Youth and Laity Commissions in Unity Week prayer	Regional	From 2024	Regional	Regional Secretary	National Secretary
11.	Establishing peace and harmony committees at Regional level	Region	From 2025	Region	Regional Secretary	National Secretary
12.	Organising Colloquium on Ecumenism	Annually	From 2025 onwards	National	National Secretary	National Council
13.	Establishing 10 Ecumenical Communities at the Parish level in North Zone	Parish Level	By 2025	National	Regional Secretary	National Secretary

Chairman: Most. Rev. Francis Serrao, S.J.
Executive Secretary: Fr. Baptist Pais, S.V.D.

COMMISSION FOR FAMILY

A. Mission Trajectory

The Commission for Family aims to promote a vibrant presence of Holy, Healthy and Happy Catholic families across all of India, through their close connection with the Church and their life journeys faithfully following its teachings. The Commission intends to facilitate this by enabling the following over the next 20 years:

- a. Marriage Preparation** - Remote/Proximate/Immediate
- b. Marriage Enrichment** for Functioning Marriages
- c. Mending Troubled relationships** – Counselling and other avenues
- d. Better Parenting**
- e. Enhancing Family Spirituality** – Family Prayers/Family Visits
- f. Caring for the Vulnerable in families**, such as the Elderly, Single parents, broken families, members with special needs

A. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Families acknowledge the accompaniment by the Church in strengthening their spiritual growth and family relationships	
Objectives	KPIs
1. Strengthening the spiritual growth of Families through family visits and encouragement of family prayers	- By the end of 2028, training for planned and structured Family Visits by clergy, religious and laity are initiated in at least 6 Dioceses in all 14 Regions. - By 2026, Parish Level programs are initiated for encouraging Family Prayers through pastoral and event-based initiatives in all Regions. - By 2028, trainings and reflections on Family Visit and Family Prayers are included in the formation curriculum for priests and religious.
2. Strengthening Family relationships through enhanced parenting skills and conflict resolution resources	- By 2029, formal parenting skills programs are rolled out at in at least 50 Dioceses and by 2033 in 100 Dioceses. - By 2029, counselling resources are available in at least 50 Dioceses and by 2033 in 100 Dioceses
3. Enhancing the Church's support to the vulnerable in families	- By 2028, a handbook for pastoral care for the vulnerable in families is published and shared with the Regional and Diocesan Secretaries - By 2030, elderly people, people with special needs, single parents, home bound, etc who are in need of pastoral care in at least 60 Dioceses feel they are reached out to and cared for by the Church.

Goal 2: Members of the family movements across the Regions feel motivated and sustained with passion and energy		
Objectives	KPIs	
1. Organizing Meetings of Regional and Diocesan Secretaries of Family Commission, Religious involved in Family Ministries and Lay Family Movements	1. From 2024, annual learning and sharing meetings are organized for all Regional and all Diocesan secretaries. 2. From 2024, 4 Meetings of Leaders of Family Movements are organized every year to enhance the effectiveness of marriage enrichment programmes and all Regions covered by 2028. 3. By 2030, Parish Family Cells are active in at least 60 Dioceses. From 2025 Dec pilot programs to set up Family Cells to be initiated in one Parish per Region.	
2. Strengthening the Marriage Preparation Course by making it more relevant and accessible	1. By 2027, Study of Evolving Marriages in India is completed involving 120 couples. 2. By 2028, inputs and insights from the above study are shared with Regional and Diocesan Secretaries. 3. By 2030, updated Marriage Preparation Course content is compiled and disseminated to all Regional and Diocesan Secretaries.	

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Facilitating a common understanding of the Roles and Responsibilities of the FC Diocesan Secretaries across the country. 2. Understanding the on-ground situation on Family Visits and developing specific strategies. 3. Rolling out programs on Parenting 4. Increasing the access and visibility to basic counselling training programs 5. Increasing the participation of Laity in Family Commission meetings to decide roadmaps. 6. Initiating studies to better understand the dynamics of Indian Catholic Marriages	1. Initiating the process of formation of Family cells with formal structures and agenda 2. Enabling the availability of the planned additional trained Pastoral counselors 3. Updating the MPC syllabus and content based on insights from studies on marriages. 4. Increasing the coverage of parenting programs 5. Ensuring widespread availability and access of curated multimedia content 6. Developing and piloting a formal Family visit program, backed by training and documentation.	1. Ensuring widespread presence and involvement of Family Cells 2. Making Family Visits a pivotal part of the Parish Pastoral program. 3. Ensuring at least MPC becomes a default requirement to be completed prior to solemnizing a Catholic wedding. 4. Strengthening the participation of Laity in Family Commission meetings to decide roadmaps. 5. Ensuring that Remote Preparation becomes an integral part of the Catechism and Youth programs. 6. Strengthening Parenting programs 7. Ensuring Family Prayer becomes a core spiritual activity.

7. Emphasizing the key role of Family Ministries among Priests and religious	7. Enhancing the exposure and commitment of seminarians and religious on the FC priorities 8. Increasing the participation of Laity in Family Commission meetings to decide roadmaps.	8. Strengthening the online multimedia presence of FC
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Conducting a formal survey of as-is situation on Family visits across all Regions.	Diocese	By June 2025	National	National Secretary	National Council
2.	Preparing Training Manual for Family Visits	National	By Dec 2025	National	National Secretary	National Council
3.	Visiting 70% of families in at least 1 selected Parish in 1 Diocese by clergy, religious or lay leaders after being trained in the Family visit process	Diocese	By Dec 2026	Regional	Diocesan Secretary	National Secretary
4.	Organising 2-Day learning and sharing meetings for all Regional Secretaries.	National	Once a Year from 2024, in Oct-Nov -Dec Qtr.	National	National Secretary	National Council

5.	Organizing 3-Day Regional meetings of Leaders of Family Movements along with respective Diocesan secretaries with about 25 attendees per meeting	Regional	4 per year from 2024, covering all Regions by Dec 2028	National	National Secretary	National Council
6.	Organizing 3-Day learning and sharing meetings for all Diocesan Directors.	National	Once in 2 Years from 2024	National	National Secretary	National Council
7.	Initiating the Study of Evolving Marriages in India with ~120 couples. (Chennai & Bangalore)	Diocese	By Dec 2024	National	Peyton Institute	National Secretary
8	Defining a set of parameters to measure, report and track the effectiveness of the Marriage Enrichment programs by Family Movements	National	By Dec 2024	National	National Secretary	National Council
9.	Preparing content for Parenting Skills seminars	National	By Dec 2025	National	National Secretary	National Council
10.	Conducting 1-day Pilot Parenting skills Seminars for 20 parents in 4 Dioceses	Diocese	By Dec 2026	National	National Secretary	National Council
11.	Initiating the publication of curated videos and articles on 10 topics such as Relationship building, parenting etc	National	By Dec 2026	National	National Secretary	National Council
12.	Identifying Parish level programs and activities to encourage Family prayers	Regional	By Dec 2025	National	National Secretary	National Council

13.	Initiating Pilot of setting up of Parish Family Cells in 1 Parish in each Region	Parish	By Dec 2025	National	Diocesan Secretaries	Regional Secretary
14.	Compilation of directory of all available counselling-training facilities across all Dioceses	Diocese	By Dec 2025	National	Diocesan Secretary	Regional Secretary
15.	Compilation of counsellors trained through the above facilities who are available for the Diocesan requirements	Diocese	By Dec 2026	National	Diocesan Secretary	Regional Secretary
16.	Rolling out communication from the Family Commission Chairman on family prayers to all Regional Secretaries with suggested approaches and benefits.	National	By Dec 2026	National	National Secretary	National Council
17	Initiating the training of 15 participants in a 100-hour basic counselling skills program across 6 Dioceses.	National	By Dec 2026	National	National Secretary	National Council

Chairman: Most Rev. Barthol Barretto

Executive Secretary: Fr. Arul Raj Gali, C.S.C.

COMMISSION FOR LAITY

A. Mission Trajectory

The Commission for Laity dreams of building the lay faithful to exercise their specific charisms, based on *Lumen Gentium*, Vat II. Every baptized person sees the Mission of the Church as two-fold – within the Church and in society. The Church in India depends on the talents and abilities of the laypeople and how they utilize them to the fullest in the social, political, economic, and spiritual spheres. To strengthen this contribution of the laity, the Commission would initiate facilitating structures, headed by the laity, for capacity building, and participation, make available necessary resource materials and promote proactive involvement of the laity at the Parish, Diocesan, Regional and National levels. It would enhance cross-learning across Regions as some Dioceses have long-standing experiences, active structures, and programmes for the laity, and some are in the process of initiating and strengthening. As a new way of being, in the future, the Commission will collaborate and initiate joint programmes with Commissions such as BEC, Women, Youth, Family, and ARMS.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Effective Laity Resource and Animation Teams serve the laity in Regions and Dioceses with special focus on northern Regions		
Objectives	KPIs	
1. Forming and building capacities of Regional Animation Teams	1. By 2024, forming Regional Animation Teams of 10 persons each in 4 Regions. 2. By 2027, capacities of all 14 Regional teams built on Vatican II and the Magisterium of the Church and soft skills	
2. Forming & training Diocesan Animation Teams	1. By 2026, Animation Teams of 10 persons in each Diocese are formed and trained in understanding the Church & Leadership in at least 80 of the 132 Dioceses, based on Vatican II and the Magisterium of the Church and soft skills, and 50 Dioceses out of 80 are from the North. 2. By 2030, 132 training teams with 1320 laity are at the service of Church and Society 3. From 2031, laity increasingly recognize, and appreciate the guidance and support of Laity Animation Teams.	

Goal 2: The engagement of Laity in Parishes and communities is visible, constructive, and productive.		
Objectives	KPIs	
1. Ensuring participation of laity in Parish Pastoral Councils (PPC) and Parish Finance Committees (PFC) in every Parish	1. By 2026, at least 75% of the Parishes in India have efficient laity in PPC and PFC. 2. By 2030, in all Parishes, Lay Associations become vibrant.	

2. Capacitating the Laity to experience a Synodal Church	1. By 2028, 4,000 laity – 5 each from a Parish in 100 Parishes in 8 Regions are trained to analyze and generate people’s awareness on current socio-political issues in local contexts. 2. By 2033, 10,000 laity are trained from 14 Regions and contribute to formation, engagement, and contribution of laity at Parish and Diocesan levels.
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Goal 3: Networks of Professionals and entrepreneurs’ function and contribute to the growth of the Church and society.	
Objectives	Key Performance Indicators
1. Building network of professionals in major cities to share expertise in financial, legal, medical, and other areas	1. By December 2026, in 8 major cities, networks of advocates, journalists and media persons, financial experts, and medical practitioners formed and serve the communities. 2. By 2030, National networks are formed, connecting city-based networks, and serve the communities.
2. Developing a network of entrepreneurs.	1. By December 2026, in 8 major cities, networks of entrepreneurs formed and guide young girls and boys. 2. By 2030, National networks are formed connecting city-based networks, and guide the youth

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Forming and strengthening Regional and Diocesan Animation Teams. 2. Parish teams develop groups of Professionals and Entrepreneurs in major cities. 3. Ensuring laity's participation in PPC and PFC	1. The Diocesan Training Teams organize a series of Diocesan workshops for training laypeople. 2. Strengthening network of professionals and Entrepreneurs and guiding the youth	1. Laypersons take responsibility in the Church at various levels. 2. The Diocesan Training Teams coordinate ongoing workshops at the Parish level, offering resource material for building up local leaders within and outside the Church.

D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Ensuring a layperson heads Region/ Diocesan Laity Commissions, along with a team of priests/religious	Regions/ Dioceses	By 2026	-	National Secretary	National Council

2	Organising 3-day residential workshop for 5 selected members (the Diocesan Director for Laity + 4 lay participants from each Diocese of the Region)	Regional	Once a month, one Region at a time, from May 2024 to Feb 2025	Participants Fee + Project Funding	Regional Secretary	National Secretary
3	Organizing 3-day residential training workshop for the Diocesan Laity Training Teams who attended the first stage of the training to build emerging leadership.	Regional	Once a month, one Region at a time, Feb 2025 to Dec 2026	Participants Fee + Project Funding	Regional Secretary	National Secretary
4	Organising 2 hours online meeting for 3 key persons each from 20 National Lay Associations to build collaboration	National	January 2025	-	National Secretary	National Council
5	Developing guidelines for forming seminarians in collaboration with ARMS	National	March 2025	-	National Secretary	National Council
6	Organising 5 online sessions, 2 hours each, for 100 lay persons to study Theology and Church documents	National	April – October 2025	-	National Secretary	National Council

7	Organising 5 online sessions, 2 hours each for 100 lay on Canon Law	National	Sep – Jan 2026	-	National Secretary	National Council
8	Organising 5 online sessions, 2 hours each for 100 lay on Civil Law	National	Nov - Jan 2025	-	National Secretary	National Council
9	Organising a 2-day National Conference for 150 Diocesan and Regional lay secretaries and leaders of lay associations.	National	Nov 2025 and Nov 2026	Project fund	National Secretary	National Council
10	Forming a National Level vibrant Laity Forum comprising of 14 Regional and at least 50 Diocesan lay leaders, 50% being women	National	By 2025	-	National Secretary	National Council

Chairman: Most. Rev. Peter Machado

Executive Secretary: Fr. Anthony Fernandes

COMMISSION FOR LITURGY

A. Mission Trajectory

The Church that finds its source and summit in the liturgy draws its energy from a liturgy that is participated fully, actively, and consciously (SC 14). The liturgical renewal initiated by the Second Vatican Council has not been fully realized. Therefore, re-launching of the liturgical renewal is the mission of the Liturgy Commission. This calls for continuous efforts on the part of the Commission to organize liturgical formation for clergy, religious and laity in general and on renewal, in particular. The training and qualification of leaders who are permeated with the authentic spirit of the liturgy at the Regional and Diocesan levels are indispensable to communicating the catechetical and transformative dimensions of the sacred liturgy. The liturgical documents should be made known to the clergy and all. The Commission intends to focus on three areas: a) liturgical formation, b) training of animators of liturgy and c) publication of liturgical resource books.

B. Goals, Objectives and Key Performance Indicators (KPIs)

Goal 1: The laity, religious and clergy deepened their knowledge on liturgy and active participation of all witnessed.		
Objectives	KPIs	
1. Forming a National core team and training the clergy and religious at the Regional level	- By 2024, a curriculum for the formation of the clergy, religious and laity prepared. - By May 2025, a National core team is in place. - By December 2025, 300 key persons in all 14 Regions are trained.	
2. Forming the clergy and religious at the Diocesan level	- From 2024, 150 key persons are trained in 30 Dioceses every year and by 2029, all Dioceses are covered. - From 2024, liturgical documents (SC, GIRM) are disseminated in 4 major seminaries and formation houses, every year. - From 2024, 200 clergy in 3 Regions are trained on the art of celebrating the liturgy (<i>ars celebrandi</i>) and by 2030 all Regions are covered.	
3. Forming the Parish Liturgical Teams and Parish communities.	- From 2025, 30 Parish Liturgical Teams and community members trained, especially the choir, lectors, acolytes, servers. By 2033, 250 Parish liturgical teams are trained. - By December 2028 40% of the Parishes are animated by the Diocesan teams and another 30% by December 2030	
4. Finalising curriculum and publishing of material for the training of the animators	- By May 2026: Regions translate and circulate liturgical materials in local languages. - By 2029: Dioceses translate and circulate basic liturgical guidelines and animation guides in local languages.	

5. Promoting liturgical art, music, and architecture	1. By 2027 – in 5 Regions expert committees formed and contextualized art, music and architecture promoted. By 2033 in another 5 Regions expert committees formed and functioning.
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C. Programmatic Strategies

Short Term (1-3 Years)	Medium Term (3-5 Years)	Long Term (5 + Years)
1. Organization of online classes on basic liturgy for the liturgical formation of the laity. 2. Residential Liturgy Courses for the laity, clergy and the religious 3. Residential Liturgy Course – Advanced Level for those who have already participated in the basic courses 4. Organization of the Seminars at the National level for the liturgical formation and the training of potential leaders	1. Organization of the inter-commission programmes (laity, youth, bible etc.) at the Regional and Diocesan levels 2. Implementation of the directives of the recent liturgical documents and initiatives of the Holy Father, Pope Francis in the animation of the various ministries of liturgy. 3. Dissemination of liturgical documents at different levels, especially in main Regional languages used in liturgy. 4. Encouraging the Regional and Diocesan secretaries to work in unison with the Indian Liturgical Association in various initiatives.	1. To facilitate individuals and communities to celebrate liturgy as an experience of the Paschal Mystery of Christ with the active participation of all (SC 14) 2. Towards a meaningful and relevant liturgy, going beyond the ritual aspects and linking it with everyday life 3. Transforming the minds of the clergy, religious and laity and initiating children and youth to the celebration of liturgy in the various aspects of life.

D. Activity Plan Matrix 2024-25

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Organizing 5-day residential programme -Basic Course on Liturgical Formation for 30 persons, clergy (5), religious (10) and laity (15).	National	February 2024 February 2025 February 2026	Participants & Parish and Diocesan collaboration	National Secretary	National Council
2	Organizing 5-day workshop for 27 formees from religious congregations (OFM, MST and FdCC) on Liturgical Formation	Province	5-10 March 2025	Province of the Congregation	National Secretary	National Council
3	Publishing New Pocket Edition of the Sunday and Weekday Missals in English	National	March 2025	CCBI Secretariat	National Secretary	National Council
4	Compiling and Printing the National Liturgical Calendar in English	National	May 2025 May 2026	CCBI Secretariat	National Secretary	National Council
5	Organizing 2 hours online session, biweekly, 1-year Diploma Course for 100 laity on Liturgical Formation.	National	June 2025 – May 2026	Participants + CCBI Secretariat	National Secretary	National Council

6	Conducting Liturgical Formation workshop for 40 Clergy and Religious of Sindudurg Diocese for 3 days	Diocesan	3-5 June 2025	Diocese	National Secretary	National Council
7	Conducting Liturgical Formation workshop for 60 Clergy and Religious of JAAN Region for 2 days	Regional	11-12 July 2025	Region	National Secretary	National Council
8	Organizing 3-months Residential Certificate Course in Liturgy for 25 persons, clergy, religious, lay on liturgical animation.	National	June – August 2024 and 2025	Participants	National Secretary	National Council
9	Surveying Liturgical materials in English, Hindi and Local Languages	National	June – August 2024	National Commission	National Secretary	National Council
10	Conducting Liturgical Formation workshop for 40 Junior Women Religious (SAL, UFS) for one week	Congregations	2-7 & 23-28 September 2024	Congregations	National Secretary	National Council
11	Training 9 Regional Secretaries of the North and Northeastern Regions for 2 days to develop modules to train liturgical animators	Regional	15-16 October 2024	Regions	National Secretary	National Council

12	Training 5 Regional Secretaries of the South-West and Southern Regions for 2 days to develop modules to train liturgical animators	Regional	5-6 November 2024	Regions	National Secretary	National Council
13	Organizing Liturgical Formation for 45 Seminarians from religious congregations (CMI, VC, CST, CRS, TOR, OFM) in a Major Seminary for 2 Weeks	Institutional	18-30 November 2024	Institution	National Secretary	National Council
14	Organizing 2-day meeting for 14 Regional Secretaries to review the process in the liturgical formation of the laity, religious and clergy.	National	21-22 January 2025	CCBI Commission for Liturgy and Regions	National Secretary	National Council
15	Organizing 1-Week Residential Liturgy Course – Advanced level for 20 liturgical formators - clergy, religious and laity	National	10-14 February 2025	Participants, Dioceses and Congregations	National Secretary	National Council
16	Animating 69 Diocesan Secretaries for the North and North-Eastern Regions on the significance of liturgical formation	Multi-Region	4-5 March 2025	Dioceses and Regions	Regional Secretaries	National Secretary

17	Animating 63 Diocesan Secretaries of the Western and Southern Regions on the significance of liturgical formation	Multi-Region	11-12 March 2025	Dioceses and Regions	Regional Secretaries	National Secretary
18	Training 35 Potential Leaders on animating liturgy in the Regions in Western and South Regions for 2 days	Multi-Region	12-13 July 2025	Regions and Dioceses	Regional Secretaries	National Secretary
19	Training of the 30 Potential Leaders on animating liturgy in the Northeastern Region for 2 days	Region	8-9 August 2025	Region and Dioceses	Regional Secretaries	National Secretary
20	Training of the 30 Potential Leaders on animating liturgy in the Northern Regions for 2 days	Multi-Region	5-6 September 2025	Region and Dioceses	Regional Secretary	National Secretary
21	Animating 14 Regional and 30 Diocesan Secretaries for a review of the implementation of the liturgical formation for 2 days	National	12-13 December 2025	CCBI Commission for Liturgy	National Secretary	National Council

Chairman: Most. Rev. Peter Paul Saldanha
Executive Secretary: Fr. Moncy Nellikunnel, S.D.B.

COMMISSION FOR MIGRANTS

A. Mission Trajectory

The Commission for Migrants of the Conference of Catholic Bishops of India was established in 2017, recognising migrants as blessings, who bring new experiences and vitality that enrich both destinations and sources. It aims to advocate the rights of migrants and promote policies that protect and uphold the dignity of migrants. By providing a holistic approach to migrant ministry, the Commission strives to create a welcoming and inclusive environment for all migrants. The Commission seeks to welcome migrants by setting up spaces in the destination areas for them with the assistance of the Dioceses and religious congregations and institutions run by them. It also aims to promote safe migration with dignity, create community collectives between migrants and locals, celebrate spiritual and cultural practices, establish legal cells, implement pastoral care plans, and involve migrant families and children in improving the agency of the migrants. The Commission hopes that by implementing these programmes, immigrants will feel respected and be a part of society.

The Commission is aiming to establish partnerships with religious and civil society organizations to provide ministry to migrants in both their destination and origin. This will involve training and capacity building initiatives, preparing Dioceses for pre-departure orientations on labour legislation, improved community knowledge on safe migration, and enhancing their capacities to offer specialised pastoral care. The four pillars of Pope Francis' teachings, welcome, protect, promote, and integrate, will guide our faith-inspired actions.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Distress migrants are accompanied and guided with pastoral care in source and destination locations/towns/cities and the agency of migrants enhanced.	
Objectives	KPIs
1. Organizing and providing free space for migrants coming together - Welcome	1. By 2025, in 20 destination cities/towns 10 Parishes and 20 schools provide free space for migrants to come together every Sunday and by 2030, 50 Parishes and 100 schools offer the same support.
2. Developing ongoing interactions with locals and migrants - Promote	2. By 2027, community-based organizations/collectives of locals and migrants raised and promoted within 20 destination cities/towns 20 Parishes/20 Diocesan levels and by 2030, 50 Parishes and 50 Dioceses offer the same support.
3. Developing legal cells in the Diocesan headquarters to address the distress scenarios of migrants - Protect.	3. From 2027, 20 Dioceses produce audios/videos, publications capturing the stories of migrant workers to sensitize the locals and from 2030, the number of Dioceses increased to 40.
4. Developing and implementing pastoral care plan - Integrate	4. By 2026, 20 Diocesan legal cells for migrants constituted for legal recourse, and by 2030, 50 Dioceses offer the same support.
5. Celebrating the spiritual and cultural practices of the migrants	5. By 2026 20 Dioceses establish Help Desks and facilitate information on safe migration and social access to security measures and by 2030, 50 Dioceses offer the same support.
	6. By 2025, one National Pastoral Care Plan Developed

	7. By 2026, 20 pastors trained on the Pastoral Care Plan and by 2030, 100 pastors are trained. 8. By 2033, 80% of the Dioceses observe the World Day of Migrants & Refugees as announced by Vatican. 9. By 2026, 20 Dioceses celebrate cultural festivals of migrants and promote dialogue between the locals and migrants and the following years the number will increase each year by 10 and by 2030 60 celebrate jointly cultural festivals.
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Goal 2: Response systems and structures with specific roles and functions are created in major destination and source cities, coordinated by a National body to deal with migrants, refugees, victims of human trafficking, and internally displaced persons.	
Objectives	KPIs
1. Strengthening the Organization/ Systems/ Structures to reach out to the migrants, refugees and the victims of human trafficking and the internally displaced persons 2. Promoting Safe and Secure Migration within the Country and Abroad 3. Mainstreaming inclusion of Migrant Children, and families.	1. By 2030, the National Commission coordinates nodal persons of 100 Dioceses 2. By 2027, 50 Dioceses have trained personnel (100 Nos.) to accompany the migrants. 3. From 2030, 50 Dioceses network with the Government and Civil society organizations.

	4. By 2027, 50 Dioceses provide pre-departure information on safe migration abroad, and interstate labour norms and by 2030, 100 Dioceses offer the same support. 5. By 2028, 50 Dioceses provide facilities for registration of the migrants prior to departure and providing the data of the migrants in the source and destinations and by 2030, 100 Dioceses will offer the same. 6. By 2027, 60 Dioceses facilitate focused pastoral care for migrant children and families, including educational, health and livelihood support and by 2030, 100 Dioceses offer the same support.
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C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Organizing Free space/ facilities for Migrants to come together every Sunday. 2. Diocesan legal cells for migrants constituted /instituted for legal recourses for Migrants.	1. Promoting the community-based organization/collectives including the locals and migrants in destination cities/towns, Parishes of the different Dioceses.	1. The Dioceses are equipped to observe the World Day of Migrants & Refugees as announced by Vatican.

3. Diocesan Help Desks facilitate access to information on safe migration and social security measures. 4. National Pastoral Care Plan Developed for implementation. 5. Capacity Building on the Pastoral Care Plan to facilitate its implementation at the Diocesan level. 6. Organizing programmes to celebrate the local culture and to promote dialogue between the locals and migrant communities.	2. Creating documents (audio/video, publication) capturing the stories of migrant workers to sensitize the local communities. 3. Equip the Diocesan personnel through training. 4. Dioceses are equipped to provide pre-departure information on safe migration abroad, and interstate labour norms orientation to the migrants within the country. 5. Capacity Building of the Dioceses to conduct focused pastoral care for migrant children and families, including educational, health and livelihood support.	2. The National Commission for Migrants is equipped to network with the Diocesan pastoral agents for migrants, refugees and the victims of human trafficking and the internally displaced persons, and other Commissions (Labour, Women, Youth, Family). 3. The Dioceses are trained to coordinate with the Government and Civil society organizations on the concerns of migrants and refugees.
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Training 14 Regional Secretaries for 2 days on Role and Function of Migrant Commissions and the Pastoral Plan rolled out.	National	In February /Yearly	National	National Secretary	National Council
2.	Capacity Building for 2 days 40 persons in each Region and the Pastoral Plan rolled out.	Regional	14 Regions covered by November 2026	National	Regional Secretary	National Secretary
3	Providing spaces for migrants to come together on Sundays in 25 Dioceses.	Diocesan	December 2024	Regional	Regional Secretary	National Secretary
4	Building capacities of 25 Diocesan pastoral agents to accompany migrants coming on Sundays.	Regional	December 2025	National	Regional Secretary	National Secretary
5	Training 20 migrant leaders in each of 25 centres to run the programmes by themselves.	Diocese	December 2026	National	Regional Secretary	National Secretary

6	Celebrating in 20 Dioceses at least two important days jointly by migrants and the local communities yearly	Dioceses	On specified dates from 2026	Community Centers of Migrants	Leaders of Migrant Centres	Diocesan Secretary
7	Establishing legal cell or assistance desk in each of the 25 Dioceses coordinated by the Commission secretary of the Regions.	Diocesan	December 2024	Regional	Regional Secretary	National Secretary
8	Forming lawyers' Forum by organizing 3 1-day sessions in a year in 25 Dioceses.	Diocesan	December 2025	Diocesan	Diocesan Secretary	Regional Secretary
9	Building capacities of 500 migrants on legal matters and social security programmes in 25 Dioceses, 20 from each centre.	Multi-Diocesan level	December 2026	Diocesan	Regional Secretary	National Secretary
10	Formation of a drafting committee to develop National guidelines on migration.	National	October 2024	National	National Secretary	National Council
11	Organizing Regional conferences for 2 days for 40 participants, migrants, and stakeholders, to finalise Guidelines.	National	February 2025	National	National Secretary	National Council
13	Printing and dissemination of Guidelines in English and Hindi, after approval by CCBL.	National	June 2025	National	National Secretary	National Council
14	Translating the message of the World Day of Migrants in 15 Regional languages and disseminating.	Region	August/ Yearly	Regional	Regional Secretary	National Secretary

15	Organizing online meetings for 100 persons to celebrate World Day of Migrants where the members of Vatican dicastery will attend in which 50% of the Dioceses and congregation members actively participate.	National	August/ Yearly	National	National Secretary	National Council
16	Producing promo videos 5, leaflets 50,000 and posters 10,000 in English and Hindi to facilitate better understanding of the issues migrants and refugees	National	August 2026	National	National Secretary	National Council
17	Signing MOU between CCBI and the Congregation of the Missionaries of St. Charles (Scalabrini) for the formation of the Priests and religious on the pastoral care of migrants	National	May 2024	National	National Secretary	National Council
18	Promoting online courses on the pastoral care of the migrants in collaboration with Scalabrini international Migration Institute (Rome) and arranging scholarship for minimum 10 students yearly	National	December /Yearly	National	National Secretary	National Council

Chairman: Most. Rev. Victor Henry Thakur
Executive Secretary: Fr. Jaison Vadassery

COMMISSION FOR PROCLAMATION

A. Mission Trajectory

The Commission for Proclamation aims to motivate all Baptized through celebrations of faith events, common programmes and training to be missionary disciples as all are partners in the proclamation of the Good News. Therefore, we need to be collaborators by participating in the mission by walking together in communion to be pilgrims of hope in view of a Spirit-filled Church. Hence,

Proclamation Commission aims to motivate and train people of God to become Spirit-filled Missionary Disciples to be witnesses of the Gospel in every Region, Diocese, and Parish.

Proclamation Commission is committed to collaborating and being partners with other CCBI Commissions to motivate and train special groups like women, youth and all formees to live and witness gospel values in their contexts and Regions.

Proclamation Commission envisions strengthening and structuring basic faith communities like families, BECs, Church institutions, Parish Pastoral Councils/ teams, Diocesan Pastoral Councils/ teams, and Regional Pastoral Councils/ teams to be effective witnesses and missionary Disciples.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Missionary disciples are Motivated and formed to make effective contribution in Mission	
Objectives	KPIs
1. Organising Faith Festivals, and introducing creative use of social and digital media, including Art, craft, paintings & exhibitions 2. Training Parish Pastoral Teams, Lay Evangelisers, and Diocesan Charismatic groups 3. Initiating and devising plans to relocate Suvarta Kendra to Bhopal as a National Centre	1. By October 2025, Faith Festival tool kits are made available and by December 2026, at least 30 faith festivals are celebrated at Regional and Diocesan levels. 2. By April, 2026 Regional Pastoral Teams comprising 8-10 persons are trained in Animation & leadership skills, Social media Platforms, Art, Craft, Paintings to train others for proclamation and proper use of Charisms in at least 40 Dioceses under CCBI 3. By 2027, at least 100 Parish Pastoral Teams are formed in selected Parishes/ Deaneries/ Dioceses 4. By 2029, at least 200 trained Lay Evangelizers (both Men & Women, Catechists and Youth) are prepared to function as missionary disciples in 50 Dioceses. 5. By 2026, identify at least 14 Dioceses, one each in every Region and help them to form and train a charismatic group for proclamation and mission.

	6. From 2027, the National centre in Bhopal offers course and training in Kerygma, Bible, Youth Catechesis, Charisms and other pastoral courses in Hindi, English and other possible Regional languages. 7. By 2028 the Centre also explores collaboration and possibilities to tie up with at least Two other centres, Commissions and formation houses in the country for maximum utilization of the course, training programs and facilities in this centre.
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Goal 2: Visible spaces are created for missionary disciples to witness and explore faith while combining Gospel values with Constitutional and Social Teachings of the Church	
Objectives	KPIs
1. Strengthening spiritual formation of the Commission members for Bible, laity and youth. 2. Organizing Faith Exposure programs for couples, youth and children 3. Finding ways and means to Network and collaborate with BECs/Bible/ Faith Formation Commissions	1. From 2024, every year, at least a total of 40 persons and leaders from these units in each Region participate and get trained in Synodal Spirituality and the relevant documents of II Vatican Council. 2. By 2025, partnership with Regions and Dioceses so that at least in 25 Dioceses, Proclamation and Evangelization Commission members become a representative in Parish, Deanery and Arch/Diocesan Pastoral Councils so that the activity plan matrix gets facilitated easily.

	3. By 2026 a KERYGMA <i>TEAM</i> of 4 to 6 persons in every Region is formed and trained in Bible, Church teachings, social teachings of the Church and the Constitution of our Country and by 2027, the Regional Kerygma Team helps to form and train a Diocesan a <i>KERYGMA TEAM</i> at least 5 Dioceses in each Region. 4. By 2026 at least 25 couples and 25 youth in each Region are helped to deepen their understanding of Gospel values, Constitutional principles and Social Teachings. 5. By 2026, in every Region, organize 2 Faith Exposure programs for 50 people (Couples, youth and Children). 6. By 2026, organize exposure programs of mission and spirituality for 20 people in 3 Dioceses in each Region. 7. By 2026 prepare a manual for the ministry of evangelization and proclamation and disseminate the manual through seminars from the following year.
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C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Capacity building training of key Regional leaders and Diocesan leaders at Regional workshops and Diocesan levels training. 2. Strengthening spiritual capacity of the leaders through retreat and Mission Mahotsav 3. Capacity building of catechists and leaders at the Parish level on themes like Bible and kerygma. 4. Conducting Regional/Diocesan level meeting for sharing of Pastoral Plan. 5. Preparing and presenting budget for Regional & National programs	1. Building Regional and Diocesan level resource teams. 2. Strengthening spiritual capacity of the leaders through retreat and Mission Mahotsav. 3. Capacity building of catechists and leaders at the Parish level on themes like Bible and kerygma 4. Conducting regional/ Diocesan level meeting for reviewing Pastoral Plan.	1. Capacity building training of key leaders at the regional and Diocesan levels on being missionary disciples. 2. Strengthening spiritual capacity of the leaders through retreat and Mission Mahotsav. 3. Capacity building of catechists and leaders at the Parish level on themes like Bible and kerygma.

D. Activity Plan Matrix 2024-26

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Training 14 Regional Secretaries for 2 days about the Pastoral Planning and dissemination of SP details.	National	Dec 2024	National	Associate Ex Secretary	National Council
2.	Capacity building of 50 leaders on animation and leadership skills in 5 regions.	Multi-regional	Dec 2025	Regional	Associate Ex Secretary	National Council
3.	Capacity building of 462 leaders, 33 in a batch, 2 days each, in four regions on Social media skills and proclamation	Multi-regional	Each quarter in a region from 2025 to 2029	National	Regional Secretary	Associate Ex Secretary
4	Capacity building of 50 pastoral team leaders on animation and leadership skills in 4 region for 2 days	Multi-regional	From Oct 2026	National	Regional Secretary	Associate Ex Secretary
5	Organizing workshops on Mission Sunday Message of Holy Father & Training the Regional Secretaries to Celebrate, Mission Month, Week & Mission Sunday. 2 each from every Diocese for 2 days.	Regional	Sept 2024 onwards	PMO	Associate Ex Secretary	National Council

6.	Organizing Seminar in 14 regions for 2 days on the Evangelization-Proclamation manual	Multi-regional	From 2026 September to Dec.2027	National	Regional Secretary	Associate Ex Secretary
7.	Conducting training for 20 leaders, in each Diocese for 1 day on Parish pastoral team	Diocese	Jan- Dec 2026	Diocese	Diocesan Secretary	Regional Secretary
8.	Organizing National Conference for 2 days for the leaders of new initiatives in Evangelization for collaboration and support for 140 leaders	National	Every Year 2024 to 2033	PMO	Associate Ex Secretary	National Council
9.	Printing and dissemination of Faith Festival tool kits in English and Hindi	National	Dec 2025	National	Associate Ex Secretary	National Council
10.	Organizing Faith Festivals for 3 days for 300 leaders 75 in a batch in four regions	Multi-regional	Jan- Dec 2026	National	Associate Ex Secretary	National Council
11.	Training of 120 leaders, 30 in a batch for 2 days, on formation of pastoral team skills	National	Jan - Dec 2025	National	Associate Ex Secretary	National Council
12.	Organizing Kerygma Course 4 days for the leaders of new initiatives in Evangelization for establishing a partnership& Collaboration with lay movements	National	Nov 2026	National	Associate Ex Secretary	National Council

Chairman: Most. Rev. Arokia Sebastin Durairaj S.V.D.

Executive Secretary: Fr. Ambrose Pitchaimuthu

Associate Exe Secretary: Fr. Raju Mathew

COMMISSION FOR THEOLOGY AND DOCTRINE

A. Mission Trajectory

In the context of India today, and in the light of the four Constitutions of the Vatican II and post-Conciliar Documents, to deepen an experience of Christ and His mission in Priests, Religious and especially the Laity who are part of a Synodal Church. Such a deepened awareness of the accompanying presence of Christ transforms all areas of our lives and is mediated through BECs, BHCs, through Catechesis in Ecclesial Associations, as well as formation workshops, seminars and symposia at the Parish, Diocesan, and National levels and the level of the Universal Church.

B. Goal, Objectives, and Key Performance Indicators (KPIs)

Goal: The Laity, as well as Priests and Religious, demonstrate an experiential understanding of a Synodal Church, in the light of Vatican II and post-Conciliar documents, and contribute to a participatory, inclusive, and witnessing Church.	
Objectives	KPIs
1. Preparing resource materials	1. By 2025, Resource materials (7 theological modules: The four constitutions of Vatican II: SC, LG, DV, GS and post-Conciliar Documents) are prepared.
2. Training resource teams at the National and Diocesan levels	1. By 2027, a National Resource team of 30 persons, 2 from each Region, is trained through a series of workshops at the National level in Hindi and English. 2. By 2028, Diocesan teams consisting of 6 persons from each Diocese (50% being women: Religious and laity) are trained.
3. Training trainers in Parishes to train and empower various associations and institutions	1. By 2030, 4 persons (2 men and 2 women) from each Parish, in 90% of the Dioceses are trained. 2. By 2033, trained laity function as motivators and guides of SCCs/Sunday School Catechists/Schools/BHCs run by the Diocese or Religious.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Gather available Resource Material on a Synodal Church to primarily empower the laity to develop greater commitment in the mission of Christ in the local church. 2. Provide targeted support and resources to regional Commissions for theology and doctrine. 3. Training trainers in some Dioceses to train and empower various associations and institutions in synodality in the light of the 4 Constitutions and relevant Church documents.	1. Forming a National Resource Team of 30 persons, two from each Region through workshops at the National level. 2. Training Regional and Diocesan Teams (consisting of 6 persons from each Diocese, with half being women) 3. Training selected laity (2 men and 2 women) from Parishes.	1. Updating additional resource material in the light of contemporary Church documents and developments. 2. Training Trainers at the Parish level. 3. Trained laity function as motivators and guides of SCCs/Sunday School Catechetics/Schools run by the Diocese or Religious.

D. Activity Plan Matrix 2024-26

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Organizing 3 online meetings for 2 hours each for Regional Secretaries and Diocesan Directors (3 Regional Secretaries and 20 Diocesan Directors per meeting) to roll out the plan.	National	June 2024	National Commission	National Secretary	National Council

2.	Conducting 2 workshops for the Regional and Diocesan Secretaries of 2 regions, in collaboration with the CBCI Commission for Theology and Doctrine – for 15 persons in each workshop for 1-day each.	Regional & Diocesan	August (Jhann), November (Agra), 2024	National Commission & CBCI Commission	Regional Secretaries	National Council
3.	Gathering resource materials to prepare training modules on Synodality by a team of 7 Experts from interdisciplinary perspectives	National Regional Diocesan	August 2024	National Commission	National Secretary	National Council
4.	Creating 7 modules for a 2-hour presentation each, based on various perspectives of Church documents on Synodality keeping the four Constitutions of Vat. II.	National	October 2024	National Commission	National Secretary	National Council
5.	Conducting 2-day workshops on Synodality for the Western Zone, for 4 lay persons per Diocese (40 persons) and for the Eastern Zone, 4 persons per Diocese (30 persons)	Inter-Diocesan	September (West) December (East) 2024	National Commission	Regional Secretaries	National Council
6.	Organizing an Annual National Symposium on “Religions and Cultures journeying together on the path of Hope for a new India.” in collaboration with CBCI Commission for Theology and Doctrine and CCBI Commissions for Laity, BEC and Communio for 3 days for 200 persons.	National	October 2024	CCBI and CBCI Commission, Laity, CBCI Commission for IRD & Communio	National Secretary	National Council

7.	Conducting a National workshop on the new document on Synodality that will emerge from the Synod in Rome in October 2024, for the 14 Regional Secretaries for 2 days in Mumbai	National	April 2025	National Commission & Regional Commissions	National Secretary	National Council
8.	Conducting a 2-day workshop on the importance and significance of a Synodal Church in India today in each of the 4 Zones of the country (covering 100 Dioceses) and catering to 400 persons Nationally	National & Zonal	June, July, November, and December 2025	National Commission & Regional Commissions	Regional Secretaries	National Council
9.	Conducting an online Theology Course (20 Modules) for the laity to promote a co-responsible Church in the light of the Synod in collaboration with Commissions of Canon Law and Laity	National	July to December 2024	National Commission	National Secretary	National Council
10	Organising a comprehensive ongoing formation seminar for the clergy in collaboration with VSCR, Canon Law and CDPI for 30 participants	National	February 2025	National Commission	National Secretary	National Council

Chairman: Most. Rev. Vincent Aind
Executive Secretary: Fr. Gilbert De Lima

COMMISSION FOR VOCATIONS, SEMINARIES, CLERGY AND RELIGIOUS (VSCR)

A. Mission Trajectory

The Commission for Vocations, Seminaries, Clergy and Religious is committed to heeding the call of the priests and religious to follow Jesus and to continue His mission and ministry by responding to the socio-political, economic, and cultural challenges of our context and times. This in turn will bring about qualitative changes in the formation and life of the priests and religious in the Church in India. A decentralized and deinstitutionalized approach of the priests and religious will bring the laity to share the responsibilities and leadership of inclusive pastoral care. The Commission's engagements demand collaboration with other Commissions as the right way rather than working in isolation, to attain the goals of personal, communitarian, structural and societal transformation ushering in God's reign on earth.

There will be integral guidelines and strategies to discern vocations and to promote them considering the background of their families and socio-cultural milieu. Formation in mission and for mission together with constant ongoing programmes will be strengthened. Through meetings and seminars, greater awareness, and alignment of ARMS, CDPI and CRI will be promoted.

I. Vocations

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Pastoral mission orientation becomes the foundation of Vocation Promotion where Parishes, Institutions and Youth movements attract young generation to priesthood and religious life.	
Objectives	KPIs
1. Framing a National/regional level vocation promotion policy with an emphasis on mission orientation.	1. By 2025 CCBI has a National Policy for vocation promotion. 2. By 2025, a coordination committee consisting of both Diocesan and religious vocation promoters at regional and by 2026 at National level. 3. By 2026, Ten Trainers of Trainers (ToT) each are formed in seven regions guiding the implementers in 50% of Dioceses and religious congregations in these regions and the rest of these regions by 2028. 4. By 2028, Ten Trainers of Trainers (ToT) each are formed in the rest of seven regions guiding the implementers in 50% of Dioceses and religious congregations in these regions and the rest of these regions by 2030. 5. From 2027 onwards, vocation story experiences are captured and published in the vocation news bulletin. 6. By 2028, seven regions promote vocations based on policy; and by 2029, rest of regions. 7. By 2028, 50 vocation bureaux are set up in the 50 Dioceses and congregations. 8. From 2033, vocation bureaux at Diocesan and congregational levels are coordinated and strengthened by regional vocation bureaux

2. Enabling Families, BEC groups, Catechetical forums, Youth movements and Pious associations (Laiety collaborators) as true mediators to motivate young generation to priesthood and religious life	1. By 2026, seven regions with 20 Dioceses have volunteers as task force comprising of Diocesan animators of families, BEC, Catechetical and youth wings who engage themselves in early vocation identification, promotion, and sustaining vocations at BEC and Parish level; and 2027 another 30 Dioceses in seven regions have a task force. 2. By 2030, all 14 regions with 20 to 50 Parishes have the task force for vocation promotion. 3. From 2033, lay collaborators becomes mediators of vocation promotion
3. Promoting our educational, health care institutions and social welfare centres as agents of prompting a conducive atmosphere towards the priesthood and religious life.	1. By 2027, 50 religious owned and 25 Diocesan owned educational institutions (schools and colleges) promote vocations through constant accompaniment and mentoring. 2. By 2028, another 100 religious owned and 50 Dioceses owned educational, health care and social welfare centres promote vocations promote vocations through accompaniment and mentoring. 3. By 2033, 10% of religious owned and 20 % of Diocesan owned educational, health care and social welfare centres in each region emerge as prime promoters in early identifying and accompaniment of candidates.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Organizing workshops with key stakeholders to revisit and reorient vocation promotion. 2. Forming a coordination committee of both Diocesan and religious vocation promoters 3. Framing vocation policy at the National level, a model which can be adapted by Dioceses and congregations. 4. dissemination of vocation promotion policy. 5. Organizing Annual Conferences for Vocation promoters to improve their skills to nurture vocations.	1. Formation of ToTs / animators at the Regional levels to disseminate the vocation promotion policy. 2. Establishing Vocation bureaus in the Dioceses and publishing news bulletins 3. Organizing special camps and missionary exposure programmes. 4. Value education programmes and missionary exhibitions, literary competitions related to vocation promotion. 5. Organizing missionary exchange programmes for the volunteers. 6. Publishing newsletter of events, success stories.	1. Organizing capacity building workshops for formators at initial level formation on accompaniment. 2. Vocation promoters learn and share their best practices. 3. Initiating Pastoral Mission focused programmes in the Diocesan and congregational Pastoral Plan. 4. Publishing of data related to performance of Dioceses, institutions. 5. Organizing exhibitions and missionary exposure programmes for volunteers and heads of institutions

6. Forming taskforces to train members of BEC, Family, Youth and Catechetical Commissions.	
7. Collaborating with the Catechetical Commission, to impart faith formation.	
8. Collaborating with Education, Social and Health Apostolates, to promote vocations.	

D. Activity Matrix (2024-2026)

S. No	Activities	Level	When often?	Financial Resources	Responsible	Monitoring
1	Constituting a National council as prescribed by CCBI (facilitating the process of planning, implementing, and reviewing of VSCR strategies)	National level at CCBI Bangalore	October 2024	VSCR Commission	National Secretary	CCBI DSG
2	Organizing workshop for planning, implementation of the strategies of VSCR plan matrix with 14 regional VSCR Secretaries.	Bangalore	November 2024	VSCR Commission	National Secretary	National Council

3	Conducting two zonal levels 3-day consultation cum seminar for 100 vocation Promoters in each, to elicit their understanding and the need for revisiting the vocation promotion and policy.	South zone (5 regions) @ Bangalore North zone (9 regions) @ Jaipur /Varanasi	South zone December 2024 North zone January 2025	National VSCR Commission and participants' contributions	Regional secretary of Karnataka Regional secretary of Agra	National Secretary
4	Organizing 3-day workshop on framing a National Vocation Promotion policy by a group of 7 experts of the field.	National Level @ Bangalore	March 2025	VSCR Commission	National Secretary	National Council
5	Finalizing National vocation Policy and submitting for approval	National level	May 2025	--	National Secretary	National Council
6	Organizing 1-day consultation with the Commission secretaries of BEC, Catechetical, Family and Youth for collaboration.	National level at Bhubaneswar	February 2025	CCBI	National Secretary	National Council
7	Conducting seminar on vocation policy for Diocesan and religious vocation promoters of 7 regions	7 Regions under two zones	Oct. Dec. 2025	VSCR	Regional secretary	National Secretary

8	Convening zonal consultation meeting of the selected 20 Diocesan directors/secretaries from 7 regions with their regional VSCR Secretaries on vocation promotion strategies in collaboration with other Commissions	Zonal levels South at Salem North at Jalandhar	May/ June 2026	National VSCR Commission and s ponsors	Regional Secretary	National secretary
9	Conducting 3-day training for 2 volunteers from 5 Parishes each from 20 Diocese of 7 regions on new strategies of vocation promotion	Zonal levels: South at Chennai & North at Jalandhar	September/ October 2026	VSCR	Regional Secretary	National Secretary
10	Reviewing the work of the task force volunteers	Diocesan level	December 2026	Diocese Commission	Regional secretary	National secretary
11	Reviewing the works of Regional and Diocesan secretaries	National level	January 2027	VSCR Commission	National secretary	National Council

Chairman: Most Rev. Varghese Chakkalakal

Executive Secretary: Fr. Charles Leon

II. FORMATION (INITIAL STAGE OF
PRIESTLY FORMATION)

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Priestly formation is integral, holistic, missionary and synodal; to configure to Christ and transform them as people centered credible pastors.	
Objectives	KPIs
1. Preparing and implementing a module on integral and contextual formation based on the Charter of Priestly Formation in India (RFIS).	1. By 2026, Module of integral and contextual formation made available at National level to all formation houses. 2. By 2027, five ARMS regions are trained on prepared module and implemented and the rest by 2028. 3. From 2030, seminary formation is in accordance with the prepared module. 4. By 2033, seminarians appreciate and positive towards contextualized formation.

2. Ongoing formation of the formators of the Diocesan seminaries and Religious Formation Houses	1. By 2026, formators of 50 Diocesan and 50 religious congregations' initial formation houses practice the very purpose of this stage as envisaged in (RFIS) and the rest of Diocesan initial formators by 2028. 2. By 2030, 60% of formators in the Diocesan seminaries have undergone mentoring and accompaniment workshops and 40 % by 3033. 3. From 2033, learnings and best practices are shared in the meetings of initial formators who bring change in the initial formation houses.
3. Upscaling the formative skills and capacities of the formators to accompany the seminarians during their formation.	1. By 2026, 50% of Rectors and Spiritual Formators of Diocesan major seminaries undergone formative skills training; the rest by 2028. 2. From 2030, it is mandatory that 75% of the formators in the major seminaries are trained in formative skills especially of accompaniment, counselling, and psychosexual spirituality. 3. From 2028, it is a policy that all formators in the major seminaries are given sabbatical leave of minimum one year for pastoral experience and intellectual updating and it is a requirement for the appointment for another term.
4. Evolving a synodal and participatory paradigm shift in the seminary formation	1. By 2027 - 50% of seminarians of theology become the subjects and stakeholders in every formation houses 2. By 2027 - 50% of seminarians of philosophy become active participants in every formation houses. 3. By 2028 - 50% of seminaries and houses of formation induct a few lay formators and a few families of the candidates participate in the seminary formation.

5. Strengthening spiritual life of seminarians and motivating them to make right discernment to commit themselves to participate in the life mission of the Church.	1. By 2026, Regional Propaedeutic seminaries are established, and the formation is focused on the spiritual orientation and discernment. 2. By 2028, individual and collective discernment become integral part of formation in the major seminaries. 3. By 2033, 90% seminarians affirm that the seminary formation made them spiritual, humane and relational.
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C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Printing and circulation of Charter of priestly Formation in India. 2. Prepare a new module of integral and contextual formation at various stages of formation. 3. Training for initial formators – minor and propaedeutic houses. 4. Organizing Region wise workshops to implement the contextualized module.	1. Seminary formation is in accordance with the module. 2. All formators and formees are trained in the new module. 3. Workshops for the formators and Spiritual directors on psychosocial care. 4. Periodical assessment and revision of the contextualized module. 5. The formees are made stakeholders based on new module of formation.	1. Creating collective ownership of the formation 2. The formees develop credible servant leadership. 3. The formees are configured to Christ with integral, holistic, missionary and synodal formation.

5. Region wise programmes to implement the module. 6. Organizing formative skills training for Rectors and Spiritual Formators of Diocesan major seminaries. 7. Conscientizing the seminarians through competitions and cultural talents.		
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D. Activity plan matrix: 2024-26

S. No	Activity	Level	When?	Financial Resources	Responsible	Monitoring
1	Printing and circulation of Charter of priestly Formation in India	CCBI VSCR)	November 2024	VSCR	National Secretary	National Council
2	Constituting a 7-member core team to study and implement the new Charter of Priestly Formation in India	National level at CCBI Bangalore	December 2024	VSCR Commission	ARMS President	National Council
3	Constituting a core team of formators and assigning the task of preparing contextualized module.	National level at CCBI Bangalore	December \2024	VSCR Commission	ARMS President	National Council
4	Organizing one day National Workshop for the ARMS Exco members on the new module.	Regional House of NE, Guwahati	November 2024	ARMS	ARMS President	National Council
5	Conducting one day ARMS Pastoral Planning to all Rectors.	XXIII ARMS National Council at Guwahati	November 2024	ARMS	ARMS President	National Council

6	Conducting zone wise three-day workshops on the charter of priestly formation in India and the new module.	North zone (9 regions) @ Jaipur South zone (5 regions) @ Bangalore	North zone March 2025 South zone March 2025	VSCR Commission	Regional ARMS Presidents of North and Karnataka	National Council
7	Training those in initial (Diocesan seminary) formation for 3 days on topics related to four dimensions of formation from the perspective of Diocesan seminary.	North zone at Jaipur South zone at Bangalore	Annual	VSCR	National Secretary	National Council
8	Training for the formators of Propaedeutic seminaries for a week, every year, once in every zone.	South Zone at Bangalore. North Zone at Lucknow. Northeast Zone at Kolkata. Western Zone at Pune	Annual	VSCR	National Secretary	National Council

9	Conducting essay competitions for the seminarians on the charter of priestly formation in India and the new module.	Region wise and National (final round)	December 2025 at Region level and February 2026 at the National Level.	VSCR and sponsors	National secretary	National Council
10	Training the major seminarians for a week in responsible use of digital technology as to utilize social media as a tool of evangelization in collaboration with media and social communication Commission.	Major Seminaries and study houses.	2025-26 Regional seminaries	Seminaries and study houses	Rectors of Seminaries	ARMS President
11	Evaluating the implementation of the Charter of Priestly Formation in India and the new module by seven-member core team of ARMS.	National Level @ Bangalore	December/ March 2025; 2026	VSCR Commission	ARMS President	National Council

12	Initiating a study of major seminaries and exploring opportunities to run seminaries efficiently at regional level.	Eight ARMS Regions and at the National level at ARMS General Body Meeting.	Regional Level by March 2025	Regional ARMS Presidents	ARMS President	National Council
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Patron: Most Rev. Varghese Chakkalakkal
President: Fr. Richard Britto
Executive Secretary: Fr. Charles Leon

III. CLERGY AND RELIGIOUS

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Clergy and Religious draw people of God to become true disciples of Christ through their witnessing life.	
Objectives	KPIs
1. Forming Diocesan Clergy's common platform (CDPI or equivalent to)	1. By the end of 2024, a status report of the Diocesan level CDPI or equivalent forums is prepared. 2. By 2026, seven regions promote CDPI fully functional and by 2027 the rest of the regions. 3. By 2030, all Dioceses have CDPI units, or its equivalents established. 4. From 2033, Diocesan clergy enjoys the benefits of the fraternal association of CDPI in their priestly life.

2. Fostering mutual love, respect, and fellowship among the Diocesan clergy to experience Unum Presbyterium	1. By 2025, The Clergy Day (August 4th) is celebrated in 75 Dioceses promoting Unum Presbyterium under CDPI leadership and the rest by 2026. 2. By 2026, Unum Presbyterium is better experienced through inter Diocesan pastoral exposure among 3-5 Dioceses each in 7 regions and by 2028 in all regions. 3. From 2027, fellowships among the Diocesan clergy are enhanced through intra and inter Diocesan activities in those Dioceses of pastoral exposure.
3. Promoting team ministry and a practicing of principles of participation and subsidiarity at Parish level.	1. By 2027, 14 Dioceses (one from each Region) implement team ministry (minimum of 3 teams) and showcase as a model to others. 2. By 2028, seven regions with 100 Parishes have combined communities of pastoral teams including clergy, religious and laity for evangelization. 3. By 2030, the rest of the regions with 100 Parishes have team ministry. 4. By 2033, 5 Parishes in each Diocese witness team ministry for pastoral care.

4. Providing systematic refresher programmes for the integral and holistic development of the Diocesan Clergy	1. By 2024, 50 Dioceses have the resource mapping of their Clergy; another 50 Dioceses by 2025 and by 2026, all Dioceses have the resource mapping their clergy. 2. By 2025, five regions have resource centres and a team of experts who plan and develop on-going formation modules for different age groups of the Clergy. 3. By 2026, 30% of clergy have gone through once in 2 years of three-day ongoing formation in 10 regions organized by the CDPI resource team. 4. By 2030 all regional CDPI units and equivalent forum equipped to conduct on-going formation programs periodically for different age groups. 5. By 2033, there is a policy in all the regions that clergy below 15 years have to undergo on-going refresher program. 6. By 2033, all junior clergy in the Diocese create a new culture of synodal formation of Parishes to motivate the faithful to be authentic disciples of Jesus.
5. Addressing the elderly and sick for a dignified life	1. By 2026, clergy home for the retired priests in 60 Dioceses and by 2030 in all Dioceses 2. By 2028, special centres established in 7 regions for those who require special rehabilitation and by 2030 in all regions. 3. From 2033, all clergy experience priestly dignity in their retired life.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Dialogue with regional bishops' councils to implement the CCBI statutes to form CDPI or equivalent forums for clergy. 2. Formation and strengthening of CDPI Diocesan and regional units and executive committees. 3. Conducting annual National councils and regional councils. 4. Silver and Ruby Jubilarians one week retreat and pilgrimage to holy land. 5. Establishing pastoral teams in the Parishes 6. Resource mapping of the Diocesan clergy 7. Preparing contextualised modules for junior clergy on-going formation. 8. Organizing pastoral exposure programs 9. Organizing intra and inter Diocesan activities: Sports, Jubilee gatherings, pastoral exchange programs, pilgrimage.	1. Organizing regional wise refresher courses for Diocesan clergy on pastoral synodal leadership. 2. Organizing special goal-oriented motivation programmes for selected clergy at region and National level, with the cooperation of other Commissions. 3. Special Training for pastoral team ministry 4. Organize special care programs for the retired priests and accompany them.	1. Building up Communion with other Commissions for effective pastoral care and the realization of Unum Presbyterium. 2. Organizing programmes for building up synodal church under CDPI leadership. 3. Establishing special centres (four directions) for those who require special rehabilitation.

D. Activity plan matrix: 2024-26

S. No	Activity	Level	When?	Financial Resources	Responsible	Monitoring
1	Strengthening CDPI units by National CDPI executive committee with support of the regional CDPI executive.	Regional level Bishops' meeting held in respective regions	October 2024 to March 2025	Regional CDPI	CDPI President	National Council
2	Organizing 3-day workshop for the CDPI National executive members and VSCR regional secretaries on strengthening of CDPI and missionary leadership	National level at CDPI Bangalore	October 2024	CDPI National EXCO	CDPI President	National Council
3	Preparing the first set of status report of CDPI or equivalent clergy forums at Diocesan level	National level at CDPI Bangalore	December 2024	CDPI fund	CDPI Diocesan President	National President
4	Strengthening Regional CDPI Exco by conducting 2-day training.	First phase 7 regions	April-May 2025	CDPI fund	CDPI Regional President	National President

5	Organising National CDPI annual Council for 3 days)	National	Annual	National CDPI	CDPI President)	National Council
6	Conducting resource mapping of Diocesan clergy via online mode	Diocesan level	April 2025	National CDPI	Diocesan President	CDPI regional President
7	Celebrating Diocesan Clergy Day	Diocesan level	August 2024 (Every year)	Diocese	Diocesan President	Regional President
8	Organizing one day meeting of Regional CDPI Council for learning and sharing	7 regions	April to October 2025	Region and National CDPI	Regional President	National CDPI President
9	Conducting ongoing formation programme for 3 days for Junior Clergy at the regional level (7 regions)	Region wise in 7 regions of first phase	September 2025 to September '26	VSCR Commission and CDPI	Regional President	National CDPI President
10	Preparing contextualised modules for clergy on ongoing formation by an expert team.	National office	September to November 2025	VSCR	National CDPI President	National Council

11	Conducting two-day workshops on the module to the Diocesan clergy of 7 regions and the Dioceses	National CDPI Exco and at Diocesan level (selected region and Dioceses)	January to December 2026	Dioceses	Regional Secretary	National CDPI President
12	Conducting sports competitions between Dioceses	Regional level	Annual	Regional CDPI	Regional President	CDPI National President
13	Organizing mission exposure programmes for clergy between regions.	Regional level	Annual	Region	Regional President	CDPI National President
14	Organizing Jubilarians retreat and holy land pilgrimage	National level	Annual	VSCR and Dioceses	CDPI National secretary	National Council
15	Evaluating the programmes	National Level @ Bangalore	Annual (March)	VSCR Commission	CDPI President Secretary	National Council

Patron: Most Rev. Varghese Chakkalakkal

President: Fr. Roy Lazar

Executive Secretary: Fr. Charles Leon

COMMISSION FOR WOMEN

A. Mission Trajectory

The National Commission for Women envisages bringing about an attitudinal change with regard to the dignity and role of women in the Church and society (Pastoral Plan 2013). It will build a vibrant women's movement from the Parish to the Diocese, Regional and National level rooted in Gospel values and Constitutional principles demonstrating full potential within the Church and in the secular world, facilitating equal rights and equal participation in decision-making structures, valuing differences. To promote gender equity, on the one hand, the Commission will continue to capacitate the women to affirm their role and contribution in building a gender-sensitive Church and on the other it would concretely engage in identifying, challenging, and reducing all forms of discriminatory patriarchal practices within the Church, communities and in public domain.

B. Goals, Objectives and Key Performance Indicators (KPIs)

Goal 1: Capacitated and Sustainable National Women's movement built, rooted in the Regional, Diocesan and Parish levels and function effectively through collective women leadership.	
Objectives	KPIs
1. Capacity building of office bearers of Women's Commissions at the Regional and Diocesan levels	1. By 2025, Regional and Diocesan Secretaries are trained on the role and function of Women Commission and Women Cell in Parish. 2. By 2027, 10 Regional Resource Teams and 100 Diocesan Resource Teams are formed and trained on skills and knowledge development (Animation and leadership skills, social media production, Catholic Social Teaching, Constitution and Human rights, participation in Local governance, human trafficking, Safeguarding of children, Prevention of Sexual harassment in workplace and Gender Policy). 3. By 2030, in 100 Dioceses, at least 3 women leaders in every Diocese are recognized for their services to Church and to the community and in 20 Dioceses women function as PRO of Dioceses.
2. Strengthening Spiritual formation of women Commission members	1. From 2025, every year, 2000 women Commission members at any level, either participate in a retreat or a pilgrimage.

3. Revisiting and getting Guidelines of Commission for Women approved by CCBI	1. By 2024, Final draft of Guidelines of Commission for women reviewed and submitted to CCBI and by 2025 the Guidelines approved. 2. By 2027, 14 Regional secretaries and 100 Diocesan Secretaries and Executive members are trained on the Guidelines. 3. By 2028, in 1000 Parishes' women cells function effectively and by 2030 in 5,000 Parishes' women cells function effectively, as per the guidelines.
4. Ensuring Parish level Women's Cell and Diocesan Women's Commissions become financially self-sufficient	1. From 2025 all women cells maintain a register of membership at Parish level. 2. From 2027, 5,000 women in Parishes contribute Rs.5/- per month (Rs 2 for Parish women's cell, Rs 2 for Diocesan Commission and Rs 1 for Regional Women's Commission). 3. From 2024, each Diocesan Commission for women shall pay an 'Annual Membership Contribution' to the National office which is at Present Rs. 100/- per Parish 4. By 2028, 80 Dioceses have bank accounts of Diocesan Commission for women.

Goal 2: Gender equality mainstreamed and women in Parish structures and decision-making bodies enjoy equal rights and dignity, valuing differences	
Objectives	KPIs
1. Promoting gender sensitization among all Commission members in the Parishes, Parish priests, religious and male members.	1. From 2024 to 2031, 2,500 women, 25 from each Diocese are trained on role and function of Parish Council and Finance Commission in Parishes, animation and leadership skills, social media production, Catholic Social Teaching, Constitution, Human rights, Safeguarding of children and Prevention of Sexual harassment of women in workplace. 2. From 2027, every year, 25 male members (Diocesan priests and male community leaders) in each Diocese, in 20 Dioceses sensitized on Gender Policy, Gender equity, Inclusive Leadership for church leadership. 3. By 2030, the clergy, religious, lay women and men vouch for reduction in un-conscious bias of patriarchy. 4. By 2027, at least 85% of Parishes have 50% women representatives in Parish Council, finance Commission and other Commissions.

2. Nurturing solidarity on women's issues through collaboration with other Commissions in Dioceses and Parishes	1. From 2026, in 500 Parishes, four Commissions jointly celebrate women's day, men's day, girl child day, Youth Sunday, Constitution Day and Human Rights Day with various competitions. 2. From 2025, one day retreat organized every year for women in the Parishes. 3. From 2028, 500 Parishes organize at least 2 events/programmes at the Parish level jointly with other Commissions, by utilizing funds of the women cell.
3. Providing financial support for women at the Parish level.	1. From 2028, 500 Parishes organize at least 2 programmes at the Parish level by utilizing funds of the women cell. 2. From 2029, 350 Parishes help 5 widows of the Parish with monthly groceries or medication or education of poor girls.
4. Promoting small scale women's entrepreneurship programmes	1. From 2027, every year in 25 Dioceses awareness on different government schemes/livelihood programmes organized. 2. By 2030, at least 200 poor women accessed government schemes and begin self-employment programme.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Capacity building training of key women leaders at the regional and Diocesan levels on Women Cell and animation and leadership skills 2. organizing National conferences for review, learning, and sharing of Pastoral Plan. 3. Strengthening spiritual foundation through Catholic Social Teaching/retreat/pilgrimage. 4. Guidelines for Women Commission reviewed, submitted, and approved by CCBI. 5. Capacity building training of women leaders at regional and Diocesan level on gender policy Capacity building of women at the Parish level on various themes.	1. Building Regional and Diocesan level resource teams 2. organizing National conferences for review, learning, and sharing of SP. 3. Strengthening spiritual foundation through retreat/pilgrimage 4. Training Commissions and Women cells on guidelines 5. Promoting financial self-reliance of women Commission at the Diocesan level 6. Capacity building of women at the Parish level on various themes 7. Celebrating important days as collaborative events.	1. Capacity building training of key women leaders at the regional and Diocesan levels on Safeguarding and Prevention of Sexual harassment in workplace. 2. Organizing National conferences for review, learning, and sharing of SP. 3. Strengthening spiritual foundation through retreat/pilgrimage 4. Training Commissions and Women cells on guidelines 5. Promoting financial self-reliance of women Commission at the Diocesan level 6. Capacity building of women at the Parish level on various themes 7. Celebrating important days as collaborative events.

6. Celebrating important days as collaborative events.	8. Initiating solidarity actions at the Parish level to reach out to the poor. 9. Promoting small scale entrepreneurship programmes
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Ensuring 50% female representation in every Parish council and finance committee of the Parish	Parish	December 2025	Parish	Diocesan Secretary	Regional Secretary
2	Training 14 Regional Secretaries for 2 days on Role and Function of Women Commissions and Cells	National	December 2024	National	National Secretary	National Council
3	Capacity building of 100 women leaders, 25 in a batch, 2 days each, in four locations on animation and leadership skills	Multi-regional	Each quarter in a region in 2025	Regional	Regional Secretary	National Secretary
4	Capacity building of 100 women leaders, 25 in a batch, 2 days each, in four locations on social media skills and production	Multi-regional	Each quarter in a region in 2025	Regional	Regional Secretary	National Secretary

5	Capacity building of 100 women leaders, 25 in a batch, 2 days each, in four locations on Local Self-Governance (Panchayat system)	Multi-regional	Each quarter in a region in 2026	Regional	Regional Secretary	National Secretary
6	Training on maintaining Membership Register and financial contribution register at the Parish level	Parish	First quarter of 2025	Parish	Diocesan Secretary	Regional Secretary
7	Organizing retreat for 400 women, 100 in a batch, for 3 days, in four locations	Multi-regional	Each quarter in a region in 2025	Regional	Regional Secretary	National Secretary
8	Organizing pilgrimage for 400 women, 100 in a batch, for 1 day, in four locations	Multi-regional	Each quarter in a region in 2025	Regional	Regional Secretary	National Secretary
9	Organizing National conference for 3 days for 250 women on dissemination of approved Pastoral Plan and Finalizing Guidelines and submitting to CCBI	National	October 2024	National	National Secretary	National Council
10	Printing and dissemination of Guidelines in English and Hindi	National	Nov 2026	National	National Secretary	National Council

11	Organizing National conference for 3 days for 100 women on Safeguarding, PoSH and Gender Policy	National	October 2026	National	National Secretary	National Council
12	Capacity building of 25 women leaders, in each Diocese for 2 days, on animation, leadership skills and gender policy	Diocese	Oct - Dec 2026	Diocese	Diocesan Secretary	Regional Secretary
13	Capacity building of 25 women leaders, in each Diocese for 2 days, on social media and social media production	Diocese	Oct - Dec 2026	Diocese	Diocesan Secretary	Regional Secretary
14	Celebrating at least four important days jointly by various Commissions (Women's Day, Men's Day, Girl Child Day, National Youth Sunday, Constitution Day, Human Rights Day)	Parish	On specified dates from 2024	Parish	President of Parish Women Cell	Diocesan Secretary

Chairman: Most. Rev. Kishor Kumar Kujur

Executive Secretary: Sr. Lidwin Fernandes, U.F.S.

COMMISSION FOR YOUTH

A. Mission Trajectory

The CCBI Commission for Youth envisages vibrant, dynamic and charismatic youth with adept formation in their personal, spiritual and professional lives who strive for a better Church, society and world. We aim to build young people who are passionate and zealous with the love of God to take up challenges and make sacrifices for a better life and community based on Gospel values. The Commission for Youth plans to achieve this by means of missionary and holistic formation of the youth via diverse programs & initiatives over the next 10 years:

- ◆ Youth Leadership
- ◆ Missionary training
- ◆ Holistic development
- ◆ A National Youth Training & Formation centre

B. Goal, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Teens, adults, and youth are organized and lead the agenda of the Church and the Communities.	
Objectives	KPIs
1. Promoting and strengthening teen Ministry in 132 Dioceses for age group 13 to 17 Years	1. From 2025, every year, Teen Ministry is initiated in 10 Dioceses with 50 teens in each Diocese. By 2030, at least 500 teens emerge as vibrant leaders in 100 Dioceses. 2. Each year, train animators and chaplains in existing five Diocese to strengthen ministry
2. Initiating Young Adults Ministry for the age group of 31 to 35 years at the Diocesan levels.	1. By 2025, policy and structure for the Young Adult Ministry in place. 2. From 2026, every year, Young Adult Ministry is initiated in 10 Dioceses with 50 adults in each Diocese. 3. By 2030, at least 200 youth are recognized as potential and vibrant leaders at the regional levels.
3. Strengthening the youth ministry for age group of 18 to 30 Years	1. By 2028, Executive Councils are formed in 90% of the Dioceses. 2. By 2028, about 10 youth in each Diocese give leadership to various social engagements of the Dioceses.

Goal 2. Encourage, identify, promote, and support young people with the caliber to take up leadership roles. Having a structured network for the same. Youth assume proactive leadership roles in the Church and communities and structured network developed.	
Objectives	KPIs
1. Identifying and promoting Leadership in youth	1. By 2025, identify two committed youth from each Diocese and give them formal holistic leadership training.

2. Identifying and showcasing role models among young people	1. Starting year 2025, identify one role model in each Diocese per year and provide platform to influence other young people
3. A National Youth Animation Centre developed.	
Objectives	KPIs
1. Developing a National youth training centre	1. By 2024, the place for the centre finalized. 2. By 2027, National Youth Training Centre functions.
2. Organizing training programmes at the Youth centre.	1. From 2027, every year, 300 youth are trained on leadership, skill development, career guidance, management, social media etc. 2. From 2027, at least 50 youth offer voluntary services in mission Dioceses for a year.
3. Training young people with missionary formation	1. By 2024 send 50 young people in the mission Diocese to support missionaries and mission work each year. 2. By 2025, empower 50 young people with missionary formation.
4. Raising local resources for the sustainability of the youth centre	1. By 2030, 50 lacs are raised by youth as local funds to run the centre and expand.

C. Programmatic Strategies

Short term (2024-2026)	Medium term (2027-2029)	Long term (2030-2033)
1. Form a National animation team and develop training and formation modules.	1. Build a dynamic National resource & monitoring team. 2. Strengthen the missionary formation.	1. Monitor impact and outcome of past 5 years. 2. Build structures and systems to strengthen and sustainability of programmes.

2. Establish teens ministry units and spread awareness. 3. Begin missionary outreach & exchange programmes. 4. Conduct a research/ survey across Dioceses to identify current youth engagements and interests and plan for National Youth Training Centre 5. Conduct a need analysis throughout Dioceses for a National Youth Skill/ training centre. 6. Secure resources (human, financial & organizational) to establish the centre. 7. Build media and PR training sections.	3. Conduct refresher and renewal programs. 4. Build a relay network at National, regional and Diocesan levels of trained teens & youth. 5. Initiate professional leadership setups (higher studies). 6. Start infrastructural and programme work on the National youth skill & training centre. 7. Strengthen collaboration with like-minded organizations & Dioceses. 8. Enhancing and strengthening digital and media presence.	3. Conduct programs for Bishops, clergy and lay animators on the work and scope of youth ministry. 4. Support to establish and network organizations, groups and projects that would directly or indirectly support other works of the church and society at large. 5. Build a strong alumnus network. 6. Strengthen the regional-Diocesan network to become self-sufficient. 7. Expand the scope of the National training centre.
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D. Activity Plan Matrix (2024-2027)

S. No.	Activity	Level	By when?	Financial resources	Responsible	Monitoring
1.	Conducting a research/ survey among current youth (min. 5k i.e. 50 per Diocese x 132 Dioceses ideally) on mentality, engagements, current gaps and interests (6 months)	Dioceses (Region wise)	One time, By December 2024	National	Diocesan Youth Director (CCBI YC)	National Council
2.	Evaluating and analyzing the National research and survey and further design need based focused projects and programmes	National	By Feb 2025	National	CCBI YC + research organization	National Council
3.	Organizing seminars on the focus of ministry based on research outcomes with Bishops, Youth directors and animators and gather insights- 1 per region (3 per Diocese X 2/3 days) = 14 events	National	2 regions per month March 2025- Dec 2025	National	CCBI YC	National Council
4.	Organizing a National missionary conclave for 180 missionary exposure participants to train them as animators, evaluate and plan missionary projects for coming years.	National	Once a year, Aug - Dec 2025	National	CCBI YC	National Council

5.	Conducting missionary training and mission exposure camp for 30 youth per batch, twice a year (15 days)	National	Twice a year May/Oct every year	National (Communio)	ICYM National Office	National Council
6.	Training Media & PR network of youth (2 per region for next 2 years), to be revised in the 2nd year	National & Regional	Once every year, By Dec. 2025	National	ICYM	National Council
7.	Conducting holistic National leadership training programmes for 2000 students & Youth across India in 2 years.	National	Once a year, By December 2025	National	ICYM & YCS	National Council
8.	Conducting focused training and formation programmes (on media, missionary work and future of ministry & church) with 50 youth and animators per year.	National	Once a year, By July 2026	National	CCBI YC	National Council
9.	Building an alumnus network and animation team of 100 senior youth (alumni) by 2025. (to be revised every year)	National & Regional	By December 2025	National	ICYM & YCS	National Council
10.	Organizing regional & National alumni gatherings every alternate year to strengthen the network of senior and newer youth and build a support system for higher education and exposure beyond the ministry.	National, Regional Diocesan	Once every 2 years, By Dec. 2025	National & Regional	CCBI YC	National Council

11.	Identifying place, resources, and plan for National youth training centre	National	By December 2025	National	CCBI YC	National Council
12.	Identifying 3 passionate youth & provide scholarship/ training support for professional competence training & higher education in a prestigious programme/institute.	National (via regions)	Once a year from 2025 (selection by Dec. previous year)	National + Projects	CCBI YC	National Council

Chairman: Most. Rev. Ignatius D’Souza
Executive Secretary: Fr. Chetan Machado

BIOETHICS FORUM

A. Mission Trajectory

The Bioethics Forum will embody the compassion and love of Jesus Christ in serving as ministers of life. It will seek to engage Catholic healthcare institutions and Catholic healthcare workers in India to a deeper understanding of Catholic bioethics in the promotion of health and the care of the sick. This will be achieved by fostering a faith-based conscientious approach to health, well-being, and the environment.

We will engage with Catholic healthcare workers and organizations and associations across the country to develop a bioethics community that is sensitive to human, social and cultural needs, and respectful of the dignity of each person, created in the image and likeness of God.

The Bioethics Forum will evaluate new medical advances and health technologies in the light of Catholic principles and develop ethical applications in clinical practice and research. It will also respond to legal and ethical challenges as they evolve, through engagement, consultation, and discourse, guided by Scripture, the Magisterium, Tradition, and Civil and Natural Law.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal: Morally embedded approaches to health that respect life from conception to natural death practiced by Catholic health care institutions and all Catholic healthcare workers.	
Objectives	KPIs
1. Disseminating Catholic moral teaching related to ethical practice in health and healthcare	1. By 2024, a self-paced online basic course on Catholic Bioethics developed and made available on CHAI platform. 2. By 2025 we identify other ongoing Catholic Bioethics Courses and align them with the Catholic Directives. 3. By 2025, a printed manual/social media content on Catholic bioethics for lay Catholics to make informed decisions developed and disseminated. 4. From 2025, every year, 5 dissemination workshops for institutions and groups of healthcare professionals are organized. 5. From 2026, one ToT workshop will be organized annually at the National level for 25 medical personnel. 6. By 2028 at least 50% of Catholic healthcare workers should have been sensitized to the Catholic Bioethical Principles. 7. By 2028 a comprehensive evaluation of the preceding dissemination efforts including feedback from those who participated.

2. Facilitating and institutionalizing a Catholic bioethical approach	1. From 2024, one theme-based colloquia organized every year on contemporary bioethical issues and the outcomes shared with CCBI. 2. By 2028, every Catholic hospital of > 100 beds has one person trained in Catholic bioethics and by 2030, all hospitals >200 beds will have Clinical Ethics committee. 3. By 2028, at least 3 Bioethics Forums were established at the regional levels. 4. Two webinars per year on select bioethical topics. 5. Document and analyse feedback from attendees of 2023 annual colloquium by July 2024.
3. Developing a physical National Centre for Catholic Bioethics	1. The physical center is in place by 2029. 2. From 2030, every year, one Basic and one Advanced certified diploma courses (one physical and one online) offered. 3. By 2030, a National helpline/portal is set up to respond to bioethical queries from healthcare workers and health institutions.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Establish office bearers for the smooth functioning of the Bioethics Forum. 2. Developing Online courses to be available on CHAI platforms.	1. Identify Catholic Hospitals and train at least one person in Catholic Bioethics.	1. One Basic and one Advanced certified diploma course in bioethics annually.

3. Organizing an Annual Thematic Colloquium in different regions of the country to widen the bioethics community. 4. Disseminating basics of Catholic bioethics to lay faithful. 5. Secure project funding for conduct of colloquium, training, and publishing. 6. Establishing a data base of Catholic Healthcare workers towards expansion of bioethics community. 7. Two online meetings per year on select bioethics topics. 8. Every year, 5 dissemination workshops for institutions and groups of healthcare professionals are organized.	2. Ensure every Catholic hospital with more than 200 beds has a clinical ethics committee. 3. At least 3 Bioethics Forum at the Regional Levels. 4. Train at least 25 medical personnel to conduct Catholic bioethics courses. 5. The physical bioethics center to be established	2. Set up a helpline/online portal to address ethical dilemmas for patients, hospitals, and healthcare facilities.
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
	Developing a self-paced online basic course of Catholic Bioethics and making it available on CHAI platform for Catholic doctors and nurses	National	Throughout the year from May 2024	CHAI is hosting it free of cost	Director	Associate Deputy Secretary-General (ADSG)
2	Creating and publishing 10,000 Manual/social media content of Catholic Bioethics for Parishioners and others to have a basic understanding of Catholic Bioethics	National	May 2025	Project	Secretary Communications	Executive Committee (Ex. Com)
3	Organizing Annual Colloquium for the Bioethics Community of India for 100 healthcare workers for 2 days	National	November 2024/2025 /2026	Project	Secretary	Ex. Com
4	Organizing two Webinars for the Bioethics Community	National	July and Sept 2024 & Feb and July 2025	National	Secretary Projects	Ex. Com

5	Organizing one training of trainers' workshop for 25 Medical personnel on Catholic Bioethics one day	National	October 2025/2026	Project	Secretary Projects	Ex. Com
6	Developing and disseminating short online courses on topics, such as Reproductive ethics, public health ethics, research ethics and organizational governance. One per year – self paced.	National	August 2024, 2025, 2026	National	Secretary	Ex. Com
7	Publishing short articles for laity every month in Catholic periodicals to bring awareness on Catholic Bioethics.	Diocese and National	Every month	Publishers	Secretary Communications	Ex. Com
8	Collect and analyze feedback on 2023 colloquium.	National	July 2024	Nil	Secretary	Ex. Com

Chairman: Most. Rev. Vincent Aind
Director: Fr. Christopher Vimalraj Hiruthya

COMMUNIO

A. Mission Trajectory

Communio will personify the compassion of Christ as an aid organization to support our missions as one of the largest communities of solidarity promoting mission appeal in all our Dioceses and Parishes and sensitizing the faithful to share their resources including human, spiritual and financial with the mission areas of our country so that the Church in India becomes self-reliant.

(1) Assist our Dioceses and religious congregations working in the missions. (2) Build a culture of sharing among our own people in order to express solidarity with our needy brothers and sisters in the country. (3) Encourage our faithful to pray and help the missions and the missionaries and to promote missionary vocations. (4) Inspire our lay faithful to work in mission areas as lay missionaries. (5) Prepare all our faithful as missionary disciples envisaged by Pope Francis in *Evangelii Gaudium*.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Missions supported through prayer, finance and volunteers.		
Objectives	KPIs	
1. Deepening the understanding of mission of 'Communio'	1. By 2025, Communio Sunday is celebrated in all 132 Dioceses of India and continued every year. 2. By 2026, at least 36 seminaries out of 91, imbibe the mission of Communio and spread it among the faithful. 3. By 2031, remaining 55 seminaries in India imbibe the mission of Communio.	
2. Building a culture of sharing to express solidarity support with the needy brothers and sisters in the missions.	1. From 2025, every year fund-raising events are organised to support missions in 12 Parishes in 12 Dioceses and by 2033, these numbers to increase to 108. 2. From 2025, 2 crores are raised and distributed to help the missions and by 2033 this figure to increase to 18 crores.	
3. Developing prayer partners and networks	1. From 2026, 250 families in 50 Dioceses offer special prayers for missions every day,) and by 2033, the number of families will be 2000. 2. From 2028, annual gathering of these families is organized at the regional level.	

Goal 2. Exposure to and knowledge of mission opportunities to tell and live the story of Jesus strengthened		
Objectives	KPIs	
1. Organizing exposure programmes in missions	1. From 2024, a 5-day mission experience programme is organized every year, for at least 20 persons and by 2033, the number of persons will be 200.	
2. Training lay missionaries to work for short term in missions	2. From 2024, every year, 20 missionary disciples are trained in collaboration with Youth, Catechetics, laity and Women's Commission and are sent for short-term missions and by 2033, 150 are sent to missions.	

C. Programmatic Strategies

Short Term (2024-26)	Medium Term (2027-29)	Long Term (2030-33)
1. Disseminating information of Communio to all Catholic faithful through various animation programs of different Commissions at Diocesan, regional and National levels. 2. Sharing information through print and Digital Media. 3. Organizing training programs for Communio volunteers and Directors.	1. Spreading the mission of Communio at National, Regional, Diocesan and Parish Level. 2. Organizing mission and missionary-training programs. 3. Initiating the culture of voluntarism, solidarity, sharing and prayer at National, Regional, Diocesan and Parish Level.	1. Strengthening and deepening the culture of voluntarism, solidarity, sharing and prayer at National, Regional, Diocesan and Parish Level.

D. Activity Plan Matrix 2024-2026

S. No.	Activity	Level	By when	Financial Resources	Responsible	Monitoring
1	Preparing Communio Sunday Circular letter and translating it in 10 regional languages, preparing liturgical booklet and printing posters and envelopes and sent them to all 132 Dioceses.	National	Every year	Communio Pastoral Society (CPS)	Associate Director (AD)	National Council (NC)
2	Organizing online meetings of 132 Diocesan Directors to motivate them to celebrate Communio Sunday in their Dioceses.	National	November, every year	CPS	AD	NC
3	Preparing at least 6 short videos prior and after Communio Sunday to disseminate information about Communio Sunday.	National	Every year	CPS	Coord of digital media (CDG)	AD
4	Preparing at least 10 short videos of saints and church events to promote digital evangelization.	National	Every month	CPS	CDG	AD
5	Preparing at least 12 short videos to give visibility to ongoing and completed projects of Communio, 1 video per month.	National	Every year	CPS	CDG	AD

6	Preparing E-newsletter with mission stories, Communio completed project stories and disseminating to 5000 contacts	National	Once in 3 months	CPS	CDG	AD
7	Updating website and social media portals	National	At least once a week	CPS	CDG	AD
8	Preparing 5000 Tabletop calendars and sending to 500 benefactors and 132 Dioceses, 674 religious provincials and 100 seminary rectors.	National	Every year	CPS	AD	NC
9	Conducting Communio awareness sessions for Seminarians, i.e., in 1 Major seminary, per month.	National	Every month	CPS	AD	NC
10	Conducting Communio awareness sessions for priests during monthly clergy gatherings. at Diocesan level, i.e., in at least 1 Diocese, per month	Diocese	Every month	CPS	AD	NC
11	Conducting Communio awareness sessions for faithful, i.e., in at least 1 Parish, per month.	Parish	Every month	CPS	AD	NC

12	Conducting Communio awareness sessions for Catholic faithful during at least 6 programs of different Commissions at National level.	National	Bi-monthly	CPS	AD	NC
13	Setting up at least 20 Communio stalls during various events at regional and National level.	National and Regional	Every year	CPS	AD	NC
14	Organizing annual meetings of rectors of the Basilicas and National Shrines and setting up Communio kiosks in these places.	National	Every year	CPS	AD	NC
15	Organizing a bi-annual 2-days physical gatherings of all 132 Diocesan Communio Directors.	National	Bi-annually	CPS	AD	NC
16	Training 20 missionary disciples for 5 days in collaboration with Youth Commission and sending them for short-term missions, every year.	National	Every year	CPS	AD	NC
17	Organizing a 5-days mission experience program, every year, for at least 20 people in collaboration with Catechetics, laity and Women's Commission.	National	Every year	CPS	AD	NC

18	Preparing and distributing 50000 prayer cards along with Communio Sunday materials, every year.	National	Every year	CPS	AD	NC
19	Organizing fund-raising events every year to support missions in at least 12 Parishes in 12 Dioceses.	National	Every year	CPS	AD	NC
20	Organizing quarterly visits to Communio Projects, ongoing and completed.	National	Quarterly	CPS	AD	NC
21	Creating prayer partners National network comprising of at least 2 individuals and 2 families in 132 Dioceses.	Diocesan	Every year	CPS	AD	NC
22	Preparing an Annual Report book of Communio Projects every year and sending it to all benefactors and Dioceses in India.	National	Every year	CPS	AD	NC

Chairman: Cardinal Filipe Neri Ferrão
Director: Fr. Stephen Alathara
Associate Director: Fr. Gangula Vignandas

PONTIFICAL MISSION ORGANIZATIONS

A. Mission Trajectory

We are part of the universal network of prayer and charity at the service of the Holy Father for fostering the mission of the Church. The active involvement of the Catholic faithful in the universal mission of the Church begins with their familiarity with the four societies of the Pontifical Mission Organizations such as (a) The Society for the Propagation of the Faith, (b) The Holy Childhood Association or Missionary Childhood Association, (c) The Society of Saint Peter the Apostle, and (d) The Missionary Union, involving a multifaceted approach aimed at raising awareness, fostering engagement, and cultivating support for their respective missions worldwide. Central to this trajectory is the strategic dissemination of information, leveraging various communication channels to animate the People of God about the significance and impact of these societies' work. Additionally, fostering partnerships and collaborations with local communities, Dioceses, religious institutions, and other stakeholders is essential for mission outreach.

Formation programs are designed to equip individuals with the knowledge, skills, and values necessary to understand and address the needs of the mission effectively. Concurrently, prayer plays a central role, serving as a source of inspiration, guidance, and strength in the pursuit of mission. So also, fostering a spirit of generosity is paramount, encouraging individuals to contribute their time, talents, and resources

towards advancing the mission of compassion and empowerment. Through this integrated approach, the mission trajectory seeks to cultivate a community of empathetic and engaged individuals who are committed to making a positive difference in our church, country, and the world.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: The people of God in India are familiar with the four Pontifical Mission Societies and become partners in prayer, animation, and charity for mission.	
Objectives	KPIs
1. Developing informed knowledge about the works of four Pontifical Societies among the priests, religious, and lay faithful.	1. By 2025, a handbook in English is prepared on the four Pontifical Societies and translated into regional languages. 2. By 2028, 90% of 132 Diocesan Directors, and about 100 lay volunteers of the PMO are trained on the nature and works of the Pontifical Mission Societies.
2. Promoting active participation in the activities of the Pontifical Mission Societies.	1. By 2026, digital platforms created and utilized by 1000 participants to reach out to wider audience to support the Four Pontifical Mission Societies. 2. By 2030, the participants become skilled promoters of the ministry of the Pontifical Mission Societies. 3. From 2030, every year 10% increase in local fundraising is realized
3. Accompanying the beneficiaries for responsible use of the Universal Solidarity Fund.	1. By 2025, monitoring systems to supervise the projects granted from the Pontifical Mission Societies created. 2. By 2028, transparency in financial management, project reporting, and decision-making processes to build trust and attract donors increased. 3. By 2030, the mission Dioceses and the economically backward Dioceses (30) for the pastoral projects identified and prioritized.

Goal 2: Prayer platforms rejuvenated, and mission areas reached out.		
Objectives	KPIs	
1. Proclaiming the joy of the Gospel in mission areas.	1. From 2025, every year a week-long mission exposure programmes are organized for a group of 15 persons consisting of bishops, priests, religious, catechists, and lay faithful.	
	2. By 2027, 10 mission areas are identified and a plan to proclaim the joy of the Gospel worked out.	
2. Building prayer and solidarity platforms.	1. By 2025, building literature on prayer.	
	1. By 2030, Pope's Worldwide Prayer Network strengthened and a deep sense of praying for the Universal Church, nurtured in 70% of Parishes.	

C. Programmatic Strategies

Short Term (2024-26)	Medium Term (2027-29)	Long Term (2030-33)
1. Campaign-driven fundraising: Organize focused campaigns for specific projects or causes aligned with PMO priorities, leveraging relevant awareness days or events.	1. Capacity building: Train and equip local Church personnel and volunteers with necessary skills and resources to sustain mission activities.	1. Resource mobilization: Diversify funding sources through innovative fundraising strategies, grants, and planned giving initiatives.

2. Digital mobilization: Increase online presence through social media engagement, webinars, and virtual events to connect with supporters and raise awareness. 3. Volunteer recruitment and training: Organize short-term volunteer opportunities and training programs to empower individuals to contribute.	2. Education and dialoguing: Launch educational programs to raise awareness about global mission needs and inspire Catholics to share their faith and resources. 3. Data collection and analysis: Gather and analyze data to measure program effectiveness, identify gaps, and inform future strategies. 4. Relationship building: Strengthen relationships with bishops, priests, Catholic communities, like minded NGOs and people of goodwill to ensure program alignment and support.	2. Sustainability and self-reliance: Empower local Dioceses / Parishes to become self-reliant through capacity building and income-generating projects. 3. Leadership development: Identify and nurture future leaders within the PMOs and local Church communities to ensure program continuity.
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Creating visibility for PMO and its activities through weekly social media posts (images and videos)	National	Every Friday	National	National Director	National Council

2.	Organizing quarterly webinars on Mission for priests and religious to promote PMO.	National	Every year	National	National Director	National Council
3.	Creating digital forms for enrolment to four Pontifical Mission Societies.	National	December 2024	National	National Director	National Council
4.	Promoting devotional practices in regional languages such as daily prayer among lay faithful in solidarity with the Pontifical Society for the Propagation of the Faith.	Regional	April 2025	National	Regional Director	National Director
5.	Help to setting up a Mission Stall at the 40 Diocesan Cathedrals and 30 Shrines as proclamation centres for all.	Diocesan	April 2026	National	Diocesan Director	Regional Director
6.	Conducting 14 regional 2-day workshops for different age groups (children, youth, adults) – for 50 people in a region – to educate them about the PMS, their history, goals, and ongoing projects.	Regional	December 2025	National	Regional Director	National Director
7.	Producing and sharing 1 short film / documentary in English and Hindi, or podcasts showcasing the work of the PMS in India.	Nation	April 2026	National	National Director	National Council

8.	Printing brochures on the Four Pontifical Societies, translating them in regional languages and distributing them to the Dioceses.	National, Regional, Diocesan	April 2025	National	National Director	National Council
9.	Organizing 2 short-term immersion trips for 15 individuals in 2 groups to visit mission areas (e.g., Gulbarga, Karnataka), experience mission work first-hand, and build relationships with local communities.	National	April 2026	National	National Director	National Council

Chairman: Most. Rev. Arokia Sebastin Durairaj S.V.D.

Director: Fr. Ambrose Pitchaimuthu

PUBLIC RELATIONS OFFICE

A. Mission Trajectory

The PR Office is primarily a liaising office and it aims to provide professional and handholding support to Dioceses, regions, and religious congregations who are in dire need of approaching various offices, departments, bureaucrats, elected representatives in Delhi or seeking professional support, guidance and services through advocates, auditors, media persons, National and international organizations, and embassies to be effective in mission, especially in education, health, social, finance and compliance etc. The office will provide updated and sifted information on various issues, schemes, and policies to Dioceses and religious and would also facilitate various organizations, institutions, and leaders of the Church, which approach the PR Office, to get connected with quality professionals in Delhi to address emerging issues and challenges. In another 5 years, learning from experiences, this office would assist in setting up and developing PR Offices in Dioceses, regions and religious congregations in major cities in India.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Leaders of Dioceses and religious congregations recognize and receive quality and professional liaising services from Delhi.	
Objectives	KPIs
1. Building a forum of elected representatives and bureaucrats from Christian community and broad minded persons.	1. By 2026, a forum of at least 25 elected representatives and bureaucrats formed and by 2030, the forum members increased to 50.
2. Forming a forum of advocates, auditors, media professionals, and National and international organizations.	1. By 2026, forums separately for advocates, auditors, media persons, and National and international organizations, each unit having at least 10 professionals established. The members of the forum for each unit increased by 20 by 2030.
3. Developing professional relationship with embassies	1. By 2026, at least with 10 major embassies close contacts established and by 2030 with 30 embassies contacts established.
4. Strengthening PR office in Delhi with sub-units and human resources	1. By 2026, at least 2 liaising officers are in place.
5. Establishing a National legal forum of clergy and religious, with nodal persons from Dioceses and religious congregations	1. By 2026, a vibrant National legal forum is formed and functioning with 100 legal professionals of clergy and religious and the number increased to 200 members by 2030.
6. Assisting Dioceses and religious congregations who plan to establish PR offices at the state levels.	1. By 2030, PR offices set up in Mumbai, Bangalore, Chennai, and Shillong and 20 Dioceses have nodal persons in place.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2030)	Long Term (2030-2033)
• Initiating forums for bureaucrats, elected representatives, and professionals. • Organizing periodic nonformal/formal conversations. • Initiating clergy and religious National lawyer's forum • Disseminating information on various issues, schemes and policies to Dioceses and religious congregations.	• Strengthening the forums established. • Assist Dioceses and religious by providing quality liaison services. • Showcasing the good works of the Church in various fields in the public domain.	• Assisting in setting of PR Offices in major cities, Dioceses and religious congregations

D. Activity Plan Matrix (2024-26)

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Preparing a list of bureaucrats, elected representatives, various professionals in different fields	National	March 2025	-	Coordinator	National Council
2.	Preparing a list of clergies and religious lawyers	National	March 2025	-	Coordinator	National Council

3	Initiating a quarterly e-newsletter to communicate to Dioceses and clergy professional inputs on various emerging issues, schemes, and policies of the central government	National	End of 2025		Coordinator	National Council
4	Organising at least 2 informal conversations with different group of officials and professionals every year	National	From 2025	PR office	Coordinator	National Council
5	Organising 2 online meetings of clergy and religious lawyers and 1 physical meeting for 2 days in Delhi for 100 legal professionals	National	End of 2025	PR office and Participants	Coordinator	National Council
6	Organising once a year physical gathering for 3 hours, separately for 20 bureaucrats, 20 elected representatives and 20 professionals	National	From 2026	PR office	Coordinator	National Council
7	Establishing close contact with 10 embassies and learning their social project support	National	End 2025	PR office	Coordinator	National Council
8	Appointing 2 staff in PR office – a communication and an Assistant PRO	National	End 2026	PR office	Coordinator	National Council

Chairman: Most. Rev. Anil Couto

Coordinator: Fr. Joseph Elamthuruthy

EDUCATION APOSTOLATE

A. Mission Trajectory

The Education Apostolate of the Conference of Catholic Bishops of India (CCBI) seeks to reach out to the young with the love and compassion of Christ through a spirituality of relationship to empower the young to live life to the full. For a Catholic school, educating students to live a life of integrity, faith and value formation nourishing the faith of the Catholic students and empowering all to live a life based on moral values are matters of priority. While promoting the best interest of children and their safety, protection of Minority rights, upholding Constitutional values, and promoting democratic principles are priorities. The apostolate will focus on inclusive education with a preferential option for the poorer students facing the challenges of social, economic, and digital divide. Complying with the directives of the Church and its policies and implementing the guidelines of the Government, the apostolate will make learning stress-free, joyful and a participatory community project, emphasizing on holistic development.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Catholic Education Re-Launches a Relevant, Trendsetting & Futuristic Education Through its Educative Community-Based Participatory Involvement of all Stakeholders.	
Objectives	KPIs
1. Educating all stakeholders about the Educative community based participatory way of imparting education, putting in place a functional Educative Community Council with representatives from all stakeholders.	1. 70% of stakeholders are familiar & involved in education as a community participatory project by 2026. 2. A close knit 10-15 members forming the Educative Community Council (ECC) with representatives from all stakeholders is in place in 60% schools by 2026, collaborating in the educational project. 3. The ECCs meet in 60% of the institutions at least 4 times a year and own up and participate joyfully in the educative project of the institution by 2026.
2. Moving to activity based, experiential, application based, innovative teaching & learning process.	1. Activity based, experiential & application based blended teaching-learning process is in practice using technology, AI, labs, steam education etc. by 2027 in 40% of institutions. 2. At least 50% of students are free from private tuitions, assessments are stress free, core concept based & 360 degree descriptive progress reports are in place by 2027.

3. Retracing and appropriating that missionary zeal in education bringing in relevance & trend setting innovation with compliance mechanism in place.	1. Vision and Mission and safeguarding policies of the institutions are known to all and displayed in prominent places by 80% of the institutions by 2026. 2. Teaching is innovative & commendable, absenteeism is minimum, academic performance is excellent & 80% of the neighbourhood are proud of the institution. 3. Every school demonstrates child friendly ambience and adheres to POCSO and POSH and every student feels accompanied, guided & monitored by 2026.
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Goal 2: With preferential option for the poor and the marginalised, every student is grounded in value based, holistic, eco-sensitive and joyful education.	
Objectives	KPIs
1. Ensuring that value education is imparted to all even as Christian students are helped in their faith formation so that all live a life of integrity and social concern.	1. Graded value education is imparted to students in classes regularly by trained teachers and through alternative education processes in all schools by 2026. 2. Every student is accompanied to participate in social Service projects, case study, and social action campaigns and 60% of outgoing students show that they have imbibed a sense of social justice and Constitutional principles. 3. Appropriate graded catechism teaching is in place and opportunities provided to nourish sacramental life for the Catholics from 2025.

2. Ensuring 100% access and success to Catholic students & paving the way towards zero detention for all.	1. Remedial classes are organized for weaker students enabling all 100% to succeed by 2026. 2. 60% of institutions report zero detention by 2026
3. Ensuring learning outcome based (OBE) and child centred education that is inclusive, disability sensitive with stress free learning and assessments.	1. By 2025, 80% of institutions have inclusive admission policy is in place irrespective of religious, ethnic, caste, gender or other differences. 2. 100% of The institutions is sensitive to children with disability and provides the necessary facilities as per the RPWD 2016 act. 3. All Institutions have at least one student counsellor and initiated mentoring system by 2027. 4. By 2027 all our institutions will be NEP 2020 enabled and teachers will be NEP trained.
4. Enhancing in students qualities of the heart, eco-sensitivity, nationalism, democratic and constitutional values with a strong sense of social justice.	1. 80% of Students are empowered to distinguish between pseudo-nationalism and true nationalism and stand for democratic and Constitutional values by 2027. 2. At least 80% of students have a strong sense of social justice & have developed qualities of the heart like compassion, kindness, care of the needy & elderly etc. and sensitivity towards environment by 2027.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Preparing Resource material and conducting TOT programs for different stakeholders making education a participatory community project. 2. Preparing resource material and forming a team of trainers to conduct activity based, experiential, application based teaching & learning process. 3. The Catholic Education Policy matters like education to integrity, faith formation, admission for Catholic students, preferential option for the poor, inclusive education etc. are transmitted. 4. New Education task force is created to initiate learning outcome based, student centred, stress-free, & blended teaching -learning process and assessments.	1. Making education a participatory community project. 2. Training the heads of institutions activity based, experiential, application based, technology aided, innovative teaching-learning. 3. Transmitting policy matters of the Church. 4. The Education taskforce training education secretaries to learn and implement the learning outcome based, student centred, stress free, blended teaching-learning process & core concept based assessment systems. 5. Alternate Education materials are produced taking care of the local cultural differences.	1. Strengthening education a participatory community project with annual review and improvement. 2. Promoting a joyful, stress free activity based, experiential, application based and technology implemented, innovative teaching & learning process introduced. 3. Catholic Education Policy matters transmitted and implemented regarding education to integrity, teaching of Catechism, admission for Catholic students, preferential option for the poor, inclusive education etc. 4. A new blended and joyful student centred teaching-learning process is in place.

5. Alternative education provisions regarding Democratic and Constitutional values, fighting social exclusion, proper use of the media, patriotism, social justice, disability sensitivity, promoting qualities of the heart, & avoiding addictions.	5. The alternative study materials updated on Democratic & Constitutional values, social exclusion, critical use of media, true patriotism, developing the qualities of the heart, social justice and resisting all forms of addictions.
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D. Activity Plan Matrix 2024-26

S. No	Activity	Level	When?	Financial Resource	Responsible	Monitoring
1	Preparing a day's module of Training Material on formation & functioning of the Educative Community, Educative Community Council & participatory Management by the National office.	National	April to Oct. 2024	National Edu. Offices	National Coordinator	National Council

2	Organizing a national or 2 zonal TOT workshops of 2 days for National and Regional Chairman Bishops, Diocesan & Province Education Coordinators on dissemination of Pastoral Plan and on forming a functioning Educative Community and Council and Participatory management for 130 people	National or North/ South zone wise	2, 3 Nov 2024/ Before August 2025	National & Regional Edu. Offices/ Reg. fees	Regional Secretaries	National Coordinator
3	Organizing Regional & Diocesan & Institutional TOT workshops on dissemination of Pastoral Plan, formation of Educative Community & Council and participatory management by Trained Regional Edu. Coordinators to Diocesan Coordinators and diocesan coordinators to Institutional heads who in turn will train all institutional stakeholders in the first half of 2025	Regional Diocesan Institutional	March-Oct 2025	Regional, Diocesan, Provincial Ed. Offices/ Reg. fees.	Regional Secretaries	National Coordinator

4	Preparing modules of Training Materials on experiential, application based, blended learning using technology, learning labs & steam based and preparation of descriptive reports.	National	April to Oct. 2024	National Edu. Office	National Coordinator	National Council
5	Organizing a National or two zonal TOT workshops of 2 days for Regional, Diocesan & Provincial Edu. Coordinators on experiential, application based, blended learning AI enabled & steam based & on preparation of descriptive reports for 120 people.	National or North/South Zone wise	2, 3 Nov 2024 and before August 2025	National & Regional Edu. Offices/ Reg. fees	Regional Secretaries	National Coordinator
6	Organizing Regional & Diocesan & Institutional TOT workshops on experiential, application based, blended learning AI enabled & steam based & descriptive reports by Trained Regional Edu. Coordinators to Diocesan Coordinators and diocesan coordinators to Institutional heads who in turn will train all staff in the first half of 2025.	Regional Diocesan Institutional	March-Oct 2025	Regional, Diocesan, Provincial Edu. Offices/ Reg. fees.	Regional Secretaries	National Coordinator

7	Drawing up / revising and studying together by Principals and ECC the vision & mission of the institution, the Education Policy of the Catholic Church and State and communicating to the EPC in batches class wise decisions like preferential option for the poor, quality teaching and participatory management.	Institutional	June-July 2025 and onwards	Institution	Principals of Institutions	Diocesan Secretaries
8	Training and following up the staff by Principal to be innovative, relevant, friendly & technology skilled & providing eco-friendly, safe and child friendly campus strictly POSH compliant.	Institutional	By 2025	Institution	Principals of Institutions	Diocesan Secretaries
9	Promoting positive disciplining: supervision, appreciation, friendly correction & enforcing zero tolerance towards any POC SO violation.	Institutional	By 2025 and Ongoing	Institution	Principals of Institutions	Diocesan Secretaries
10	Ensuring that appropriate moral science/ Catechism books are used to teach values to all as Christian students are helped to grow in faith by trained teachers.	Institutional	June-July 2026 and onwards	Institution	Principals of institutions	Diocesan Secretaries.

11	Using alternative edu, platforms: (assembly, social action projects, camps) by trained staff to reach students sense of justice, concern for the poor, eradication of discrimination & care of the environment.	Institutional	June-July 2026 and onwards	Institution	Principals of Institutions	Diocesan Secretaries.
12	Providing opportunities to Christian students to attend Holy Mass, participate in Recollection days, annual retreat, vocation camps and other means of nourishing their faith & sacramental life.	Institutional	June-July 2026 and onwards	Institution	Principals of Institutions	Diocesan & Provincial Secretaries
13	Fighting the tendency towards profiteering, Catholic institutions ensure that the fees charged from students is absolutely reasonable & affordable.	Institutional	April 2026 onwards	Institution	Principals of institutions	Diocesan & Provincial Secretaries
14	Ensuring that no Catholic student is excluded from our institutes through various steps: announce admission details in Parishes, provide scholarships, give fee-concessions & providing remedial classes etc.	Institutional	April 2026 onwards	Institution	Principals of institutions	Diocesan & Provincial Secretaries

15	Ensuring adherence by Staff & Management to the Church's inclusive policy in providing education irrespective of ethnic, gender, religious differences & being sensitive towards persons with disability and migrants.	Institutional	April-May 2025 and onwards	Institution	Principals of Institutions	Diocesan & Provincial Secretaries
16	Making structural alterations & training staff to provide inclusive education for students with disability, creating awareness by campaigns & social action.	Institutional	May-June 2026 and onwards	Institution	Principals of Institutions	Diocesan & Provincial Secretaries
17	Providing enhanced mentoring in our institutions and appointing at least one student counsellor.	Institutional	May-June 2026 and onwards	Institution	Principals of institutions	Diocesan/ Provincial Secretaries
18	Ensuring an education towards true patriotism, secularism, democratic principles, constitutional values & critical evaluation of media transforming.	Institutional	June 2026 and onwards	Institution	Principals of Institutions	Diocesan & Provincial Secretaries

19	Cultivating through escape room methodologies (Street plays, debates, visits, museum walk) a sense of integrity, social justice, celebration of differences, concern for the poor & elderly & the differentiated & migrants.	Institutional	June 2026 onwards	Institution	Principals of schools	Diocesan & Provincial Secretaries
20	Providing stress free life related learning and training the staff to use such teaching materials to teach constitutional values, democratic principles, care for the environment, secularism etc.	Institutional	June 2025 onwards	Institution	Diocesan/ Provincial Secretaries & Principals	Diocesan & Provincial Secretaries

Chairman: Most. Rev. Anil Couto

Coordinator: Fr. Joseph Manippadeth, S.D.B.

HEALTH APOSTOLATE

A. Mission Trajectory

The health apostolate aims to accompany and nurture Catholic healthcare personnel – doctors, nurses, medical students, student nurses, paramedical and support staff to be more compassionate, and serve all especially the poor and marginalized, where the dignity of every life is protected from conception to natural death. The Apostolate aspires to collaborate with various organizations in the health sector including pro-life ministries, nurses, doctors, RAHA, CHAI, CHAMP, Nurse's Guild of India and CBCI to create a cohesive and comprehensive healthcare mission guided by Catholic values.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Health Apostolate at Regional and Diocese Levels established and functioning	
Objectives	KPIs
1. Forming health commissions in Region and Dioceses.	1. By 2024, regional secretaries are appointed in 14 Regions (clergy/religious/lay faithful).
	2. By April 2025, the National coordinator visits 5 regions and by 2027 the remaining 9 regions.
Goal 2: Healthcare Personnel are trained in comprehensive health care module	
Objectives	KPIs
1. Forming National core team and training Healthcare Leaders at the Regional level	1. By 2026, at least 100 identified medical religious personnel/leaders trained in each region on 5 health care modules, such as – empathy and active listening, patient-centered care, holistic and compassionate care and MHPSS. By 2029, 300 are trained in each region.
	2. By 2027, 500 participants complete online learning on at least 2 health care modules.
	3. By 2027, 1000 health personnel have gone through retreats and mentorship programmes and by 2029, 2000 are trained and by 2033, 5000 are accompanied.

2. Enhancing Compassionate and Holistic Care Practices	1. By 2026, 500 healthcare personnel attend workshops, seminars and training sessions on empathy, active listening, patient-centered care, holistic and compassionate care, and by 2028, 1000, and by 2033, 3000. 2. By 2026, 50 major care institutions organize retreats for all health care personnel and by 2033, 200 institutions. 3. By 2026, 100 healthcare personnel trained in the mentorship programmes. 4. By 2028, each trained personnel mentor another 5, and by 2033, 100 trained personnel mentor 1000 persons.
Goal 3: The Dignity of Human Life is Respected and Protected from Conception to Natural Death by our healthcare networks	
Objectives	KPIs
1. Promoting Pro-Life Education and Advocacy	1. By 2026, all Christian institutions incorporate pro-life principles into their policies and 100 persons attend training sessions and workshops on pro-life principles and practices and give visibility on hospital premises. 2. By 2026, 10 pro-life narratives videographed and disseminated. 3. By 2029, at least 25 major hospitals conduct a workshop for their staff on pro-life, benefiting 1000 staff.
2. Fostering a Culture of Respect and Dignity for the Elderly and Terminally Ill	1. By 2027, 50 major healthcare institutions implement palliative care programs to provide compassionate care for the elderly and terminally ill and by 2033, 200 institutions.

3. Establishing partnerships with like-minded networks	1. By 2026, at least 4 consultations held with the partners - Jesus Youth Nurses Ministry, youth for Christ, Catholic Health Association of India (CHAI), Doctors Forum, RAHA, CHAMP, CHAI, CHARIS INDIA, Pro-life Ministry, and Nurses Guild of India. 2. From 2026, a national conference organized once in 3 years for 200 health personnel and leaders of networks
Goal 4: Appropriate responses developed with deeper understanding of emerging health issues.	
Objectives	KPIs
1. Enhancing knowledge and awareness regarding emerging health issues	1. By 2027, at least 4 educational workshops/seminars or self-learning on emerging health issues (mental health, gender identity, disability, home care, suicide, addiction) organized and every year at least 200 staff participated. Total learners by 2033, are 5,000. 2. Every year 1 major awareness campaign initiated to educate communities on a specific emerging health issue 3. Published at least 4 pieces of content (articles, videos, podcasts) on emerging health issues, every quarter, on the institution's website or social media platforms.
2. Developing and implementing appropriate interventions	1. By 2027, 1000 healthcare professionals, community leaders and policymakers involved in the development and implementation process. 2. By 2030, established support groups, counseling services, and help lines to provide immediate assistance and long-term care in 50 major health centers. 3. By 2030, networking among local organizations, healthcare providers, and faith communities initiated in at least 20 locations.

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
- Forming health apostolate in Regional and Dioceses. - Forming a National core team and training the religious leaders at the Regional level - Enhancing Compassionate and Holistic Care Practices - Promoting Pro-Life Education and Advocacy - Fostering a Culture of Respect and Dignity for the Elderly and Terminally Ill. - Establishing partnerships with like-minded networks - Enhancing knowledge and awareness on emerging health issues	- Training religious leaders at the regional level - Enhancing Compassionate and Holistic Care Practices - Promoting Pro-Life Education and Advocacy - Fostering a Culture of Respect and Dignity for the Elderly and Terminally Ill. - Establishing partnerships with like-minded networks - Enhancing knowledge and awareness on emerging health issues - Developing and implementing appropriate interventions	- Training religious leaders at the Regional level - Enhancing Compassionate and Holistic Care Practices - Promoting Pro-Life Education and Advocacy - Fostering a Culture of Respect and Dignity for the Elderly and Terminally Ill. - Establishing partnerships with like-minded networks - Enhancing knowledge and awareness on emerging health issues - Developing and implementing appropriate interventions

D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1	Facilitating the appointment of Regional Coordinators by the Regional Bishop council	Region	August 2025	National	National Coordinator	Deputy secretary general CCBI
2	Facilitating appointment of 50 diocesan coordinators in 50 dioceses	Diocesan	December 2024	Diocese	Regional Coordinator	National Coordinator
3	Training 100 identified medical religious personnel in each region for 2 days on one of the 5 health care modules.	Multi-regional	Sep - December 2025	Regional	Regional Coordinator	National coordinator
4	Organizing 1-day retreat for 100 health care personnel by 25 major institutions	Institution	December 2025	Institution	Head of the Institution	National coordinator
5	Organizing 2-day mentorship programmes for 50 health personnel each in 4 locations	Multi-regional	Sep-December 2026	National	National coordinator	Deputy secretary general CCBI
6	Organizing half a day workshop on pro-life principles and practices for 100 persons in 25 major institutions.	Institution	December 2025	Institution	Head of the Institution	Deputy secretary general CCBI

7	Implementing palliative care by 50 healthcare institutions for the elderly and terminally ill	Regional	December 2026	Regional	Regional Coordinator	National Coordinator
8	Disseminating 10 prolife narratives by means of video.	National	December 2026	National	National Coordinator	Deputy secretary general CCBI
9	Organizing 2 consultation with like-minded networks	National	December 2025 - Dec 2026	National	National coordinator	Deputy secretary general XCCBI
10	Preparing self-learning material on emerging health issues	National	December 2025	National	National coordinator	Deputy secretary general CCBI

Chairman: Most Rev. Anil Couto

Coordinator: Sr. Jenifer Prafulla D'Souza, SCSC

MEDIA APOSTOLATE

A. Mission Trajectory

'Everyone is precious, and no one should be discarded or left behind,' says Pope Francis. The department of Media Apostolate aims to connect the Indian Church in real time from the grass root level (faithful) to the national level (hierarchy) with relevant news information to equip and enable the Indian Catholics also accessing the varied life services. It works towards the vision of CCBI strategic plan and assists the commissions and apostolates to make visible the Good News of Jesus Christ being reached out at all levels through their various activities. It envisages to provide media training and media literacy at different levels to be prepared to efficiently tackle the media challenges

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Indian Church well-connected, both vertically and horizontally, with real time responsiveness through effective and functional media platform.	
Objective	KPIs
1. Establishing Catholic Connect Mobile App at the service of Indian Church across all regions and for various needs of Catholic faithful.	1. By 2024, a fully customized Mobile App platform is developed for the Indian Catholic Church, promoting spiritual content, Catholic news, giving visibility to CCBI commissions. 2. By 2025, 50 dioceses & 2000 parishes participate in pilot, and use My diocese/My parish space) in collaboration with VSCR, Laity, BEC & Youth Commissions. 3. By 2025, job opportunities provided to 5,000 youth in collaboration with Youth, Women commissions & Education Apostolate. 4. By 2026, 500 couples get married/connected through marriage portal in collaboration with family, youth, and women commissions. 5. By 2026, 300 Catholic institutions are connected to leverage through Pilgrim stays, pilgrimages, realtors, publishers & religious stalls. 6. By 2027, 50,000 migrants are accompanied through the dedicated migrant portal in collaboration with migrants' commission. 7. By 2030, 3 million Indian Catholics use the App for spiritual and other life services. 8. By 2033, 10 million Indian Catholics use the App for spiritual and other life services with the collaboration of health/ social work apostolate, & Women commission.

Goal 2. CCBI Strategic Plan is owned and promoted at all Levels to realise the visualised Indian Church by 2033		
Objective	KPIs	
1. Facilitating dissemination of CCBI Strategic Plan and assisting the Commissions, Departments & Apostolates to effectively communicate their plans, activities and success stories	1. By 2024, every parishioner is familiar with an approved strategic plan through various AV productions and social media content. 2. By 2025, the secretaries, coordinators and directors report quantitatively and qualitatively the effect of implementation of activities in line with the pastoral plan using a dedicated media platform. 3. By 2026, the faithful express a sense of satisfaction on the process of implementing Strategic plan. 4. By 2027, statistics, feedback and impact are captured and disseminated in various multimedia productions. 5. In 2030 and 2033, coffee table books are prepared and disseminated showcasing the progress of realization of strategic plan.	

Goal 3: Improved media landscape achieved through the Media Literacy, Media Training, and Media Campaigns.		
Objectives	KPIs	
1. Active campaign on the importance of Media Literacy and usage, training seminarians and religious by ensuring the World Communications Day (WCD) celebrations	1. By 2026, graded Media Literacy modules/guidebooks/resource materials are prepared and shared on Cloud drive, where required appendix modules can be added in Catechetical books/Value Series books with special impetus on Media Courses to be introduced in all formation houses with a special note of WCD celebration. 2. By 2027, the 132 diocesan secretaries of OSC are trained on media literacy programs through whom active media literacy programs are executed in schools, colleges and parishes introducing WCD as well. 3. Media literacy courses organized by 2027 in 20%and by 2028 in 50% of schools, colleges, and parishes by the diocesan Secretary and their team. By 2028, 100% in the formation houses. 4. By 2033, 100% is achieved with improved media landscape.	

2. Identifying and developing human resources, training and equipping the media personnel	1. From 2025, to introduce as an annual feature the training of PROs for dioceses, religious congregations, schools, colleges, social, health, and other charitable institutions 2. By 2028, all the dioceses have an active Secretary for Social Communication and a media connect desk, having completed a basic/kickstart media training program. 3. By 2028, to make sure every diocese a team along with diocesan secretary to oversee the task of communications and are provided with a basic/kickstart media training program. 4. By 2027, Regional secretaries of Communications are given with high level media training. 5. By 2030, 150 & by 2033, 300 PROs are trained for dioceses, regional & religious congregations. 6. By 2033, to envisage and build a social media army to protect and promote the image and identity of Church at all levels.
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3. An audit of diocesan/regional media platforms such as websites, TV channels, Radio, YouTube channels, publications, social media (FB, Instagram), blogs & other similar platforms for content sharing and promotion	1. By 2027, a media audit of all diocesan/religious owned platforms and their content landscape is identified and recorded. 2. By 2028, Initiatives to measure the impact generated by these media platforms and acknowledging their presence to promote all their efforts in the proclamation and evangelization of the Gospel. 3. By 2028, ensure that all Indian dioceses have their active presence on at least 2-3 platforms to inform, equip and empower the faithful of the dioceses/regions. 4. From 2029, National Catholic Media awards Day is set up and a national event organized every year to recognize contribution in print, broadcasting, and electronic media. 5. By 2033, Recognition and promotion of Catholic media outlets is seen not only in the national, but also the regional and diocesan levels.
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C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
• Fully customized and developed CC App promoting spiritual content, Catholic news & visibility to all CCBI commissions. • The approved strategic plan disseminated to all regions, dioceses and their respective regional and diocesan pastoral commissions through various AV productions and social media content. • Assisting in reporting of their planned activities and programs. • Graded Media Literacy modules and guidebooks/ resource materials are prepared and disseminated on a cloud drive for the wide usage of secretaries/teachers.	• Migrants are accompanied through the dedicated migrant's portal. • Statistics, feedback and impact stories are captured and disseminated. • A media audit of all diocesan/ religious owned platforms and their content landscape is identified and recorded. • National Catholic Media awards Day is set up and a national event organized every year. • Active media literacy programs carried out in schools, colleges and parishes introducing WCD as well.	• Massive reach out through CC. • Catholic families secure their health through CC Health Insurance Program. • Recognition and promotion of Catholic media outlets is seen not only in the national, but also the regional and diocesan levels. • PROs are trained for dioceses, regional level and religious congregations. • Build social media ambassadors to protect and promote the image and identity of Church at all levels.

● Active/full time and trained Secretaries for Catholic Connect and Social Communication ● Training of PROs for dioceses, religious congregations, schools, colleges, social, health, and other charitable institutions	● High Quality training to regional secretaries of Communications. ● Introducing social communication courses in formation houses and training PROs.	
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D. Activity Plan Matrix 2024-26

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	Launching of the App and creation of social media AV material for wider publicity	National	Jan 2024	National	National Coordinator	National Council
2.	Equipping the National Commission secretaries, directors & coordinators to make their initiatives visible with CC tool kit	National	March 4-6, 2024	National	National Coordinator	National Council
3	Organizing a 4 - day TOT for 16 BEC animators @ Guwahati for CC & Media training	Multi-regional	April 8-12, 2024	National	National Coordinator	National Council
4	Organizing stakeholders (6 members) meetings for tech solutions, development of life services verticals.	National	12 physical meetings & 4 online meetings	National	National Coordinator	National Council
5	Introducing CC in 140 Parishes & mission centres of Bangalore Archdiocese.	Diocese-Deanery wise	March-December 2024	National	National Coordinator	National Council
6	Organizing a National workshop for 40 participants engaged in Catechesis @NBCCLC – How many days?	National	May 24, 2024	National	National Coordinator	National Council

7	Making of AV productions and social media content to disseminate the approved strategic plan to all regions, dioceses and their respective regional and diocesan pastoral commissions.	National	June-December 2024	National	National Coordinator	National Council
8	Organising 2-day Media training for 14 Regional secretaries (for CC & Media audit)	Multi-regional	August 2024	National	National Coordinator	National Council
9	Organizing 1 Day TOT for Diocesan Communication Secretaries to introduce CC @diocesan level and parishes level with special focus in collaboration with VSCR, Laity, BEC & Youth Commissions.	Region wise- TN Region Agra Region MP Region Karna. Region Western Region Kerala Region Telugu Region NE Region North Region Bengal Region Bihar Region Jhaan Region Odisha Region Chattisgarh Region	April 2024 Sept. 2024 Nov. 2024 Dec. 2024 March 2025 May 2025 July 2025 Sept. 2025 Nov.2025 Feb.2026 April 2026 June 2026 August 2026 Nov 2026	Regional	Regional Secretary	National Coordinator

10	Developing reporting strategies using media techniques and training secretaries, coordinators and directors.	National	Quarterly -2025	National	National Coordinator	National Council
11	Assessing the impact of CC in 4 regions - Karnataka, TN, Telugu & Kerala.	Multi-regional	May 2025	National	National Coordinator	National Council
12	Conducting a survey to know the impact of Catholic media & attempt to prepare graded media literacy modules, identify formation houses & insertion of media courses and WCD celebrations	Multi-Regional	June 2025	National	Regional Secretaries	National Coordinator
13	Organizing 3- day PR training for 68 Diocesan PROs.	Multi-Regional North Regions	November 2025	National	Regional Secretaries	National Coordinator
14	Capturing and disseminating 30 success stories to showcase implementation of SP.	National	Monthly- 2026	National	National Coordinator	National Council
15	Organizing 3- day PR training for 64 Diocesan PROs.	Multi-Regional For central & South Regions	November 2026	National	Regional Secretaries	National Coordinator

16	Publishing Media literacy books for different levels (parishes, schools and religious institutions)	Multi-Regional	December 2026	National	Regional Secretaries	National Coordinator
17	Accessing jobs by 5,000 youth in collaboration with Youth, Women commissions & Education Apostolate.	Inter-Commission collaboration	December 2026	National	National Coordinator	National Council
18	Facilitating 500 Christian couples' marriages connected through marriage portal in collaboration with family, youth and women commissions.	Inter-Commission collaboration	December 2026	National	National Coordinator	National Coordinator
19	Linking 300 Catholic institutions to leverage Pilgrim stays, pilgrimages, realtors, publishers & religious stalls.	Multi-Regional	December 2026	National	National Coordinator	National Council

Chairman: Most. Rev. Anil Couto
Coordinator: Fr. Cyril Victor Joseph

SOCIAL APOSTOLATE

A. Mission Trajectory

Social Apostolate will make use of this Church-network of Social Development to restore the human dignity of the marginalized and downtrodden. For this, as a first step, the Social Apostolate plans to equip directors/secretaries/in-charges of social work with the necessary skills. In this process, the Social Apostolate desk will remind them of Catholic Social Teaching, which talks about 'Option for the Poor', 'Human Dignity', 'Solidarity', 'Subsidiarity', and 'Common Good'. Then will teach them constitutional Rights and Human Rights and equip them with skills of negotiations and dialoguing, which will facilitate them to negotiate and dialogue with duty bearers on behalf of the marginal and downtrodden. Meanwhile, directors of social work will also be equipped with the technique of fundraising and preparing theme-based projects professionally. As a second step, the Social Apostolate, will collaborate with Commissions for Migrants, Women, Ecology, Media, and Health as well as networking with like-minded NGOs. It will also train key persons on project writing and fundraising skills. The Social Apostolate together with other Commissions and like-minded NGOs, will become the Voice of the oppressed, and stand with them to get justice.

B. Goals, Objectives, and Key Performance Indicators (KPIs)

Goal 1: Improved capacities of all engaged in social apostolate at the National, regional, and Diocesan levels on project development, monitoring, and fundraising, promoting Integral Human Development.	
Objectives	KPIs
1. Training of Social Work Directors/Secretaries at regional and Diocesan level on Catholic Social Teaching	1. By 2025, all the 14 Regional Directors for Social Work are trained on Catholic Social Teaching 2. By 2026, 66 Diocesan Directors for Social Work are trained on Catholic Social Teaching and by 2027 rest 66 Diocesan Directors on Catholic Social Teaching of the Church.
2. Training of Social Work Directors/Secretaries at regional and Diocesan level on project development and monitoring projects	1. By 2025, all the 14 Regional Directors for Social Work are trained on developing social thematic projects for the regions for the next 3 years. 2. By 2028, 66 Diocesan Directors for Social Work are trained on developing thematic projects for the Diocese for the next 3 years and by 2027 rest of the 66 Diocesan Directors are trained on developing thematic projects. 3. By 2028, 2 model inter-regional/multi-regional projects developed and implemented on emerging thematic areas. 4. By 2030, 50% of the people, we serve, appreciate innovation and new knowledge imparted as well as give visibility to the program we conducted.

3. Training of Social Work Directors/ Secretaries at regional and Diocesan level on Fundraising	1. By 2026, all the 14 Regional Directors for Social Work are trained on various techniques of fundraising. 2. By 2028, 57 Diocesan Directors for Social Work are trained on various techniques of fundraising and by 2029, another 75 Diocesan Directors for Social Work are trained on various techniques of fundraising. 3. By 2030, 30% funding of social projects are raised through local fundraising at the Regional and Diocese levels.
Goal 2: Institutionalized Safe Environment, Improved negotiation and dialogue between rights holders and duty bearers at the National, Regional and Diocese level	
Objectives	
1. Formation of Safeguarding Policy and other compliances like Gender policy	KPIs 1. By 2025, all the 14 Regional Forum for Social Work have the Safeguarding policy and other compliances. 2. By 2026, 57 Diocesan Organization for Social Work have the Safeguarding Policy and by 2028, rest of the 75 of Diocesan Organization for Social Work have the Safeguarding Policy other compliances
2. Training on negotiation and dialoguing skills.	1. By 2026, all the 14 Regional Directors for Social Work are trained on techniques of negotiation and dialoguing skills. 2. By 2027, 57 Diocesan Directors for Social Work are trained on negotiation and dialoguing skills and by 2028, rest of the 75 Diocesan Directors for Social Work are trained on the same skills.

3. Facilitating and Generating awareness on the Constitutional rights and Human rights	1. By 2027, all the 14 Regional Directors for Social Work are trained on Constitutional Rights, and Human Rights 2. By 2029, 57 Diocesan Directors for Social Work are trained on Constitutional Rights, and Human Rights and by 2030, rest of the 75 Diocesan Directors for Social Work are trained on the same themes.
4. Promoting collaboration among Commissions and like-minded NGOs as a new culture of working in social apostolate.	1. By 2025, Regional Forum and Diocesan Organizations have developed systems and mechanisms for promoting networking among Commission for Migrants, Commission for Women, Commission for Ecology, Health Apostolate and Media Apostolate 2. From 2026 onwards Regional Forum and Diocesan Organizations have networked with likeminded NGOs 3. From 2027 onwards, projects focused on women, youth, environment, migration are implemented by Regional Forum and Diocesan Organization

C. Programmatic Strategies

Short Term (2024-2026)	Medium Term (2027-2029)	Long Term (2030-2033)
1. Equipping Regional Directors with Catholic Social Teaching 2. Equipping Regional Directors for developing social thematic projects 3. Institutionalization of Safeguarding and Compliances	1. Equipping Diocesan Directors with Catholic Social Teaching 2. Equipping Diocesan Directors for developing social thematic projects 3. Skill Development of Diocesan Directors for Fundraising	1. Fundraised at Regional and Diocesan level. 2. Strengthening networking among Commissions and NGOs

4. Equipping Regional Directors with techniques of negotiating and dialoguing skills 5. Skill Development of Regional Directors for Fundraising 6. Developing systems and mechanisms for promoting networking among Commission for Migrants, Commission for Women, Commission for Ecology, Health Apostolate and Media Apostolate 7. Promoting Network with likeminded NGOs	4. Equipping Diocesan Directors on techniques of negotiating and dialoguing skills 5. Equip Regional Directors with Constitutional Rights, Human Rights 6. Equip Diocesan Directors with Constitutional Rights, Human Rights 7. Create Inter-religion/ multi-regional Projects. 8. Promoting Networking among Commissions and NGOs	
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D. Activity Plan Matrix 2024-2026

S. No	Activity	Level	By when?	Financial Resources	Responsible	Monitoring
1.	One 3-day training on Catholic Social Teaching for the 14 Regional Directors	National	October 2024	National	National Coordinator	National Council
2	One 3-day training on Safeguarding and other Compliances for the 14 Regional Directors	National	February 2025	National	National Coordinator	National Council

3	One 3-day Training on developing Social Thematic Projects for the 14 Regional Directors	National	October 2025	National	National Coordinator	National Council
4	One 3-day training on Fundraising for 14 Regional Directors	National	February 2026	National	National Coordinator	National Council
5	One 3-day Training-cum-workshop on techniques of Negotiation and Dialoguing skills for regional Directors	National	October 2026	National	National Coordinator	National Council
6	Organizing online meetings with Commission for Migrants of 6 Regions (JHAAN, Chhattisgarh, MP, Orissa, Bengal, Bihar) on safe Migration	Regional	November 2025	-	National Coordinator	National Council
7	Organizing online meetings with Commission for Ecology of 3 Regions (JHAAN, Chhattisgarh, MP) on plantation trees and protecting forest	Regional	May 2025	-	National Coordinator	National Council
8	Identifying in 4 Regions (JHAAN, Orissa, Bengal, Bihar) with likeminded NGOS on 'how to work in collaboration'	Regional	2026	-	National Coordinator	National Council

Chairman: Most Rev. Anil Couto

Coordinator: Fr. Bipin Kumar Pani

14. Dissemination Strategy

The dissemination strategy aims to build ownership of the Pastoral Plan document at Parish, Diocese, Regional and National levels, as well as among collaborators, well-wishers and like-minded individuals and organizations. The dissemination process will be completed by December 2024 following the implementation of the dissemination plan.

Dissemination Plan

S. No	Activity	Level	By When?	Financial resources	Responsible	Monitoring
1	An introductory pastoral letter for the Pastoral Plan by the President of CCBI	National	19 May 2024	---	ADSG	DSG
2	Preparing and disseminating promotional materials – soft copies only – posters, videos, and social media content	National	June – July 2024	CCBI	Coordinator, Media Commission	ADSG
3	Organizing online meetings for Secretaries, Directors, Coordinators, and Regional Deputy Secretaries (RDS) to plan the dissemination strategy	National	13 th and 20 th June	-----	ADSG	DSG
4	Organizing online meetings by Executive Secretaries, Directors, and Coordinators for their respective Commissions at Diocesan and regional levels to ensure that stakeholders take ownership of the plans and initiate the implementation of activities	Regional/ Diocesan	June and July 2024	-----	National Secretaries, Directors and Coordinators	DSG
5	Releasing the Pastoral Plan at the National level (CCBI Executive Committee Meeting)	National	11 September 2024	-	ADSG	DSG

6	Organizing a workshop for Executive Secretaries, Directors, Coordinators, RDS and Facilitation Committee to kickstart the implementation process, and develop a reporting mechanism	National	September 2024	CCBI	ADSG	DSG
7	Translating the Pastoral Plan to Hindi and vernaculars	National/ Regional	Sept-Oct 2024	CCBI/ Regions	RDS	ADSG
8	Organizing a one-day workshop to train Diocesan secretaries in preparation for the Diocesan and Parish-level launch	Regional	Oct. 2024	Regions	RDS	ADSG
9	Developing a toolkit to aid the celebration of liturgy at the Diocesan and Parish level to launch the Pastoral Plan	Diocese/ Parish	10 Oct 2024	-	Executive Secretary, Liturgy	ADSG
10	Marking the launch of the Pastoral Plan at Diocesan and Parish levels with a solemn Eucharistic celebration.	Diocese/ Parish	24 Nov. 2024	Dioceses, Parishes	Coord. of ministries of Dioceses.	RDS

15. Facilitation Strategy

- a. A Facilitation Committee will be established for overall Monitoring, Review and Evaluation (MRE), comprising 9 to 11 members, including representatives from the Bishops, CCBI Secretariat, Executive Secretaries, Religious and Laity. The Associate Deputy Secretary General of CCBI will serve as the convenor of this committee.
- b. The committee will be responsible for supporting and guiding the National Commission secretaries, coordinators, and RDS in the implementation of the Pastoral Plan. The committee will develop appropriate tools for monitoring and reporting by the secretaries/coordinators and RDS.
- c. The committee will organize regular learning and sharing meetings, both online and offline, to foster cross-learning and enhance collaboration and strengthen working inter-ministerially and inter-generationally.
- d. The committee will guide and support the media Commission in capturing both quantitative and qualitative changes in the lives of those served. This information will be shared through reports, videos, reels, and other social media platforms to inspire, innovate, upscale and showcase the good practices in the public domain.
- e. The committee will encourage recognition and rewards to enhance volunteerism and foster a culture of sharing.
- f. By the end of 2026, drawing from the experience gained during the short-term implementation of activities, the committee will assist Secretaries, Directors and Coordinators in developing the activity plan matrix for the medium term (2027-2029).

- g. The committee would help the Secretaries, Directors and Coordinators to identify and access professional expertise.
- h. The Convenor will regularly report to the CCBI President and the Executive Committee on the progress and status of the implementation process.

16. Communication Strategy

For Dissemination of the Pastoral Plan document:

1. Issuing a pastoral letter from the President of CCBI that outlines the purpose and scope of the Pastoral Plan, highlighting its benefits for Dioceses and Regions. This letter will be translated into regional languages and disseminated through Diocesan circulars and religious congregation bulletins. A press release will be distributed to all Catholic media outlets, and the same message will be communicated via a video reel featuring the Cardinal President.
2. Translation of the Pastoral Plan in Hindi and regional languages
3. Preparing digital posters, brochures, infographics, videos, and social media products.
4. Solemn liturgical celebration for the launch of the Pastoral Plan on Sunday, 24 November across the country, with press releases in the media.

For sharing the implementation process and change narratives:

1. A media team consisting of both employees and volunteers skilled in video production, poster design, and content creation will be established. This team will prioritize identifying and

engaging youth and media experts to volunteer and contribute to effectively communicating success stories.

2. A designated member of the MRE will be responsible for reviewing and approving content before publication. This individual will work closely with Commission secretaries at the National, Regional and Diocesan levels to capture and share compelling success stories related to the implementation of the Pastoral Plan.
3. Efforts will be made to collaborate with all Catholic media outlets across the country to produce content that aligns with the Pastoral Plan.
4. Additionally, videos showcasing these success stories will be translated into local languages to ensure widespread accessibility.

17. Conclusion

The Pastoral Planning process, initiated over a year ago, had been a profound journey of listening and discerning the way forward. Throughout this journey, we have felt the guiding presence of the Holy Spirit, as proclaimed in 2 Corinthians 6:16: “I will dwell with them and walk among them.” We offer our deepest gratitude to God the Father for the successful completion of this process and trust that the Spirit will continue to guide us in the coming decade as we implement this Pastoral Plan.

A dissemination strategy and a Facilitation Committee are in place to oversee the implementation of the Pastoral Plan. Each Commission, Department and Apostolate will have its own team - the National Council, to coordinate efforts towards achieving the Plan’s goals. Additionally, this Pastoral Plan is offered to all Dioceses as a framework

to develop their own strategies and Pastoral Plans, tailored to their unique situations and needs.

We move forward firmly rooted in prayer, open to God's providence and committed to diligent work. Our determination to explore new opportunities and transform possibilities into realities is unwavering. With our dedicated efforts and God's blessings, we will bear fruit. We heed His call to "Cast out into the deep" (Luke 5:4), a call that resonates in our hearts as we conclude the Pastoral Plan: Journeying towards a Synodal Church-Mission 2033.

It is fitting to conclude with the words of Pope Francis: "Pastoral ministry in a missionary key seeks to abandon the complacent attitude that says: 'We have always done it this way'. I invite everyone to be bold and creative in this task of rethinking the goals, structures, style and methods of evangelization in their respective communities." (*Evangelii Gaudium*, no. 33). Furthermore, the Holy Father invites us to dream with him of a "missionary option" so that the Church's customs, ways of doing things, times and schedules, language and structures can be suitably channeled for the evangelization of today's world. Through this renewal, a pastoral conversion can transform every ordinary pastoral activity at every level, making it more inclusive and open to elicit a positive response from all those whom Jesus summons to Himself. (*Evangelii Gaudium*, no. 27)

As we embark on this synodal journey to become the Church that God desires us to be in 2033, we seek the maternal intercession of Mary, Mother of the Church, and St. Joseph, Protector of the Church. May their guidance and protection accompany us on this path.

Annexure A

Policies

The CCBI has policies on

- a. Safeguarding of Children and Vulnerable Persons
- b. Protection of Women from Sexual Harassment in the Workplace
- c. Inclusion
- d. Gender

The CCBI and its operational areas will be covered by these policies and these policies can be accessed on CCBI website. The Dioceses and institutions working under the auspice of the CCBI must adapt these policies to their context.

Annexure B

Proposals for CCBI

1. Ensuring continuity in ministries by establishing a 7–9-member National council for each Commission/department/apostolate. The proposal for composition of the council: Chairman, Member Bishops, Executive Secretary, 1 lay woman, 1 lay man, and 1 religious (male or female) and 2 others based on expertise. The National council of all Commissions will be approved by the Office bearers of CCBI and appointed by the Secretary General of CCBI.
2. Reimagining and restructuring of Commissions are required at the regional and Diocesan levels. Inclusion and shared responsibility with laity and religious would be helpful.

3. There is a need to provide handholding support to some Commissions. Identify, sponsor and train future leaders of the Commissions.
4. Consider changing the name: Commission for Catechesis to the Commission for Faith Formation.
5. Addressing the concerns of Dalits and Adivasis/Tribals/ Indigenous within the CCBI's purview, with the option of establishing separate Commissions dedicated to these concerns.
6. Prioritizing support for vulnerable and impoverished communities in weaker areas such as tribal belts and the northern parts of India.
7. Revising the CCBI Statutes based on the Pastoral Planning document to enhance organizational effectiveness.
8. Migrating to new email ids with @ccbi.in for all chairman and secretaries so that when there is change of persons, the legacy and documents could be passed on.

Annexure C

Regional Workshops Participants

Pastoral Planning Workshops at the Regional Level			
S. No	Name of the Region	Name of the Regional Deputy Secretary	No of Participants
1	Telugu (Hyderabad)	Fr. Aloysius Ephrem Raju Alex	53
2	Madhya Pradesh (Bhopal)	Fr. Jomi Panithas	50
3	Chhattisgarh (Raipur)	Fr. John Ponnore	52
4	North (Jalandhar)	Fr. Anthony Thuruthiyil	45
5	Agra (Agra)	Fr. Saji Palamattom	71
6	Western (Vasai)	Fr. Simon Almeida	53
7	Kerala (Ernakulam)	Fr. Thomas Tharayil	49
8	Bihar (Patna)	Fr. Peter Charles	47
9	Northeast (Guwahati)	Fr. G.P. Amalraj	49
10	Odisha (Jharsuguda)	Fr. Prasana Kumar Singh	55
11	Bengal Sikkim	Fr. Kamal Kishore Soren	40
12	Tamil Nadu (Coimbatore)	Fr. Francis Joseph	66
13	JHAAN (Ranchi)	Fr. Valerian Lobo	94
14	Karnataka (Bangalore)	Fr. Anil Prasad	31
	Total		755

Bishops and Administrators	75
Diocesan Clergy	163
Religious - Male	177
Religious - Female	106
Laity - Male	87
Laity - Female	64
Youth - Male	47
Youth - Female	36
Total	755

Annexure D

Diocesan Workshops participation table

Pastoral Planning Workshops at the Diocesan Levels				
S. No	Name of the Region	No of Dioceses workshops conducted	Total no of Dioceses	No of Participants
1	Agra	8	10	269
2	Bengal Sikkim	8	8	245
3	Bihar	6	6	223
4	Chhattisgarh	4	4	185
5	JHAAN	9	9	310
6	Karnataka	1	10	30
7	Kerala	12	12	429
8	MP	3	6	102
9	North	4	4	137
10	North East	13	15	379
11	Odisha	6	6	204
12	Tamil Nadu	18	18	558
13	Telugu	6	12	202
14	Western	11	12	318
	Total	109	132	3591

Annexure E

Chairman, Member Bishops, Executive Secretaries/Coordinators and National Council Members

Members of the Commissions, Departments and Apostolates						
S. No	Commission/Apostolate/Department	Name of the Chairman	Member Bishops	Executive Secretary/Director/Coordinator	Email of Ex. Sec/Director	National Council Members
	Commissions					(Will be added soon)
1	Commission for Boundary	Cardinal Filipe Neri Ferrão	Abp. George Antonysam Abp. Anil Couto	Fr. Stephen Alathara	secretariat@ccbi.in	
2	Commission for Basic Ecclesial Communities	Bp. Selvister Ponnunathan	Bp. Gerald John Mathias Bp. Niranjan Sual Singh	Fr. Fr. George Jacob Palackaparambil, S.A.C.	bec@ccbi.in	
3	Commission for Bible	Bp. Antonysam Peter Abir	Bp. John Rodrigues Bp. Paul Toppo	Fr. Yesu Karunanidhi	bible@ccbi.in	
4	Commission for Canon Law and Legislative Texts	Bp. Antonysam Savarimuthu	Bp. Dominic Savio Fernandes Bp. Jose Chirackal	Fr. Merlin Rengith Ambrose	canonlaw@ccbi.in	

5	Commission for Faith Formation	Bp. George Palliparambil, S.D.B.	Bp. Anand Jojo Bp. Rayarala Vijaya Kumar, P.I.M.E.	Fr. Vijay Kumar M. Machado	catechetics@ccbi.in	
6	Commission for Ecology	Bp. Theodore Mascarenhas, S.F.X.	Bp. Ivan Pereira Bp. Victor Lyngdoh	Sr. Jonita Dungdung, OSU	ecology@ccbi.in	
7	Commission for Ecumenism	Bp. Francis Serrao, S.J.	Bp. Kurian Valiakandathil Bp. Aplanar Senapati	Fr. Baptist Pais, S.V.D	ecumenism@ccbi.in	
8	Commission for Family	Bp. Barthol Barretto	Bp. Thelagathoti Joseph Raja Rao S.M.M. Bp. Peter Sebastian Goveas	Fr. Arul Raj Gali, C.S.C.	family@ccbi.in	
9	Commission for Laity	Abp. Peter Machado	Bp. Eugene Joseph Bp. Stephen Lepcha	Fr. Anthony J. Fernandes	laity@ccbi.in	
10	Commission for Liturgy	Bp. Peter Paul Saldanha	Abp. Thomas J. Netto Bp. Udmala Bala	Fr. Moncy Nellikunnel, S.D.B.	liturgy@ccbi.in	

11	Commission for Migrants	Abp. Victor Henry Thakur	Abp. Elias Gonsalves Bp. Albert Hemrom	Fr. Jaison Vadassery	migrants@ccb.i.in	
12	Commission for Proclamation	Abp. A. Arokia Sebastian Durairaj, S.V.D.	Abp. Francis Kalist Bp. Emmanuel Kerketta	Fr. Ambrose Pitchaimuthu Fr. Raju Mathew	proclamation@ccb.i.in	
13	Commission for Theology and Doctrine	Abp. Vincent Aind	Bp. James Raphael Anaparambil Bp. Deepak Valerian Tauro	Fr. Gilbert De Lima	theology@ccb.i.in	
14	Commission for Vocations, Seminaries, Clergy and Religious	Bp. Varghese Chakkalakal	Bp. Athanasius Rethna Swamy Abp. Raphy Manjaly	Fr. Charles Leon	vsct@ccb.i.in	
15	Commission for Women	Bp. Kishor Kumar Kujur	Bp. Dennis Panipitchai, S.D.B Bp. Antonis Bara	Sr. Lidwin Fernandes U.F.S.	women@ccb.i.in	
16	Commission for Youth	Bp. Ignatius D'Souza	Bp. Polimera Jaya Rao Bp. Christudas Rajappan	Fr. Chetan Machado	youth@ccb.i.in	

	Departments						
1	Communio	Cardinal Filipe Neri Ferrão	Abp. George Antonysamy Abp. Anil Couto	Fr. Vignan Das	communio@ccbci.in		
2	CCBI PR Office			Fr. Joseph Elamthuruthy	pro@ccbci.in		
3	Pontifical Mission Organizations (PMO)	Abp. A. Arokia Sebastian Durairaj, S.V.D.		Fr. Ambrose Pitchaimuthu	director@indiapms.com		
4	CCBI Bioethics Forum	Abp. Vincent Aind		Fr. Christopher Vimalraj Hiruthya	bioethics@ccbci.in		
5	Conference of Diocesan Priests of India (CDPI)	Bp. Varghese Chakkalakal, Patron	Bp. Athanasius Rethna Swamy Abp. Raphy Manjaly	Fr. Roy Lazar	roylazar@hotmail.com		
6	Association of Rectors of Major Seminaries (ARMS)	Bp. Varghese Chakkalakal, Patron	Bp. Athanasius Rethna Swamy Abp. Raphy Manjaly	Fr. Richard Britto	richard.britto@gmail.com		
7	Shanti Sadan			Fr. Duming Gonsalves	office@shantisadan.in		

	Apostolates					
1	Education Apostolate			Fr. Joseph Manippadeth, SDB	education@ccbci.in	
2	Health Apostolate			Sr. Jenifer Prafulla D'Souza	health@ccbci.in	
3	Media Apostolate			Fr. Cyril Victor Joseph	media@ccbci.in	
4	Social Apostolate			Fr. Bipin Kumar Pani	social@ccbci.in	

