

A Journey of Partnership, Capacity Strengthening and Local Leadership

CRS AND THE CATHOLIC CHURCH IN RWANDA



METHODOLOGY



Intentional and consistent investment in a partner relationship



Holistic approach to capacity strengthening



Multiplier effect



Constant adaptation and contextualization

KEY FINDINGS



Main Changes Within the Church

- 9/9 dioceses undertook strategic planning, and established coordinated functions to support sub-diocesan entities.
- Diocese adopted strategic planning, HR and finance practices.
- *Bureau Technique* established at the national level to provide internal consultancies to Church actors including uniform compliance with the new national tax regime (2020).
- 100 tools, templates and resources coauthored and tested to support capacity strengthening (2011-2020).
- Introduction of management courses in major seminary (2021), for each year of theological studies.

KEY FINDINGS



Main Changes Within CRS

- Resistance to expanding focus from national Caritas to all Church actors.
- Increased and more frequent interaction and collaboration between CRS and Church leadership.
- Improvement of core partnership and capacity strengthening competencies for staff.
- Formation of multidisciplinary teams to provide needed technical assistance.
- Leadership commitment to facilitate and flexibly invest in emerging opportunities.

KEY FINDINGS



Investments

External investments

Rwanda Church Institutional
Strengthening Project

Church-led investments



Due to management systems and tools applied in all dioceses, an estimated \$21.4 million in gains were realized over the past 10 years.

KEY FINDINGS

Returns on investment



Income-Generating Activities (2010-2020)

1,438%

Increase in number of IGAs
(13 small and medium in 2010;
62 medium and large, and 138
small in 2020)

3,250%

Increase in turnover,
from \$1.5 million in 2010 to
\$53.6 million in 2020

1,106%

Increase in staff,
from 260 in 2010
to 3,137 in 2020

KEY FINDINGS

Returns on investment



Parishes
(2010-2020)

44%

Increase in number of parishes,
from 153 in 2010 to 220 in 2020

1,472%

Increase in lay staff and management
councils, from 561 in 2010
to 8,823 in 2020

KEY FINDINGS

Returns on investment



Schools
(2010-2020)

\$3 million

Increase in savings,
from \$0 in 2010
to \$3 million in 2020

3,000

Increase in staff,
from 0 cashiers in 2010
to 3,000 cashiers in 2020

80%

Decrease in litigation

KEY FINDINGS

Returns on investment



Health facilities
(2010-2020)

\$750,000

Increase in savings,
from \$0 in 2010
to \$750,000 in 2020

118

Increase in staff,
from 0 cashiers in 2010
to 118 cashiers in 2020

80%

Decrease in litigation

KEY FINDINGS

Sustainability



Establishment of *Bureau Technique* (2020)

\$73,600

Annual cost

\$21,400

Annual revenue

29%

29% sustainable, i.e., the percentage of operating expenditure covered by the fee-for-service model

KEY FINDINGS

Evolving roles: Church ownership

The Church, through the Diocese of Cyangugu, working side-by-side with CRS, **progressively owned all stages of the change process**, from assessment, strategic planning, tool development and operationalization.

Diocesan staff who received regular **accompaniment** from CRS technical advisors jointly conducted 128 technical support visits.



Sharing experiences among dioceses and congregations inspired adoption of cohesive practices and standardized systems and methods, yielding profound organizational changes, and priming the church to broaden its impact.

KEY FINDINGS

Areas for improvement



Financial dependence



Weak management systems and tools



High staff turnover



Church resources unused or underused



Lack of data

KEY FINDINGS

Areas for exploration and investment



Sustained and ongoing training and development



Feasibility study on Church actors' untapped potential

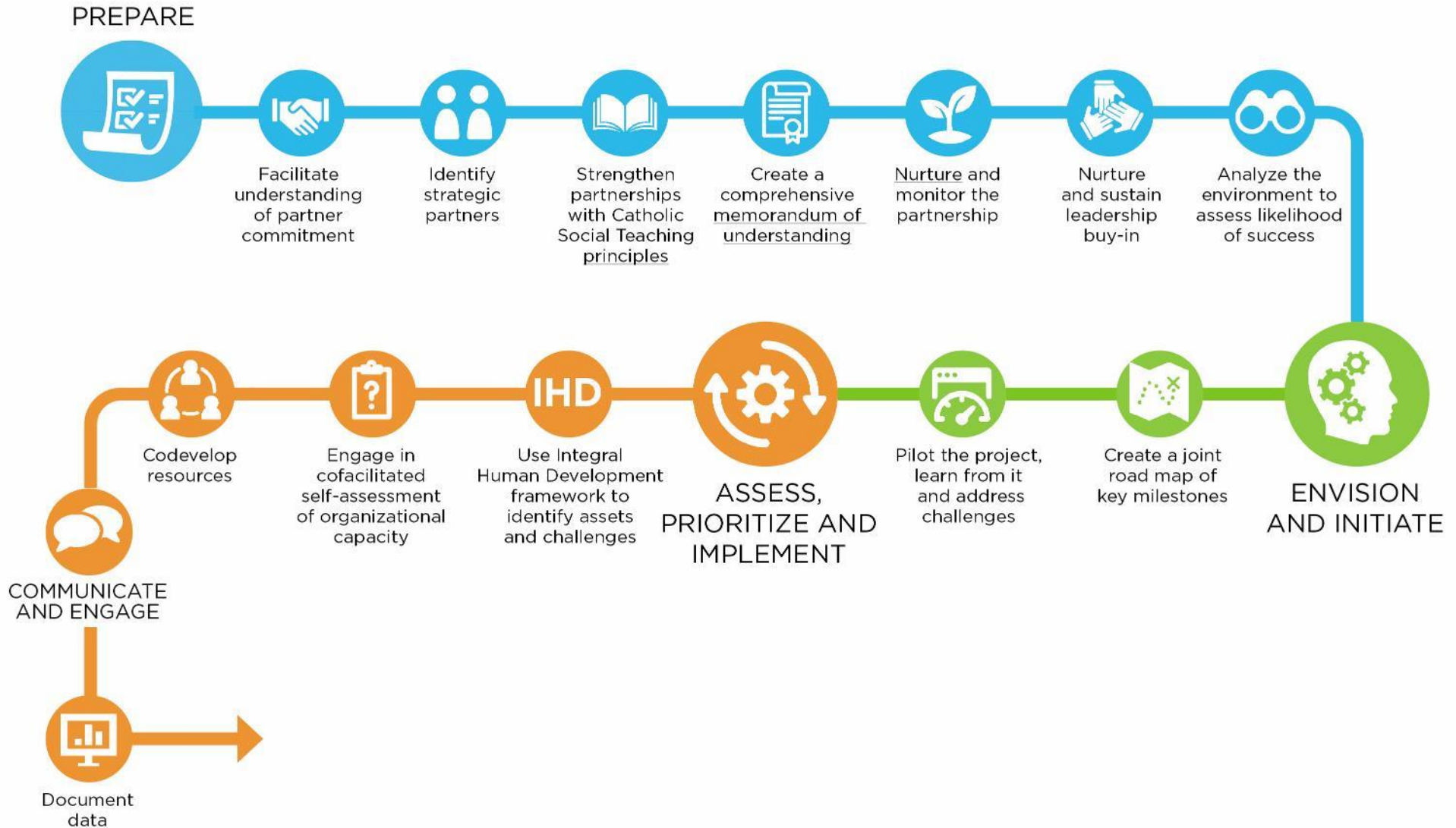


Establishment of a Catholic Health Network as a unified interlocutor with the Government

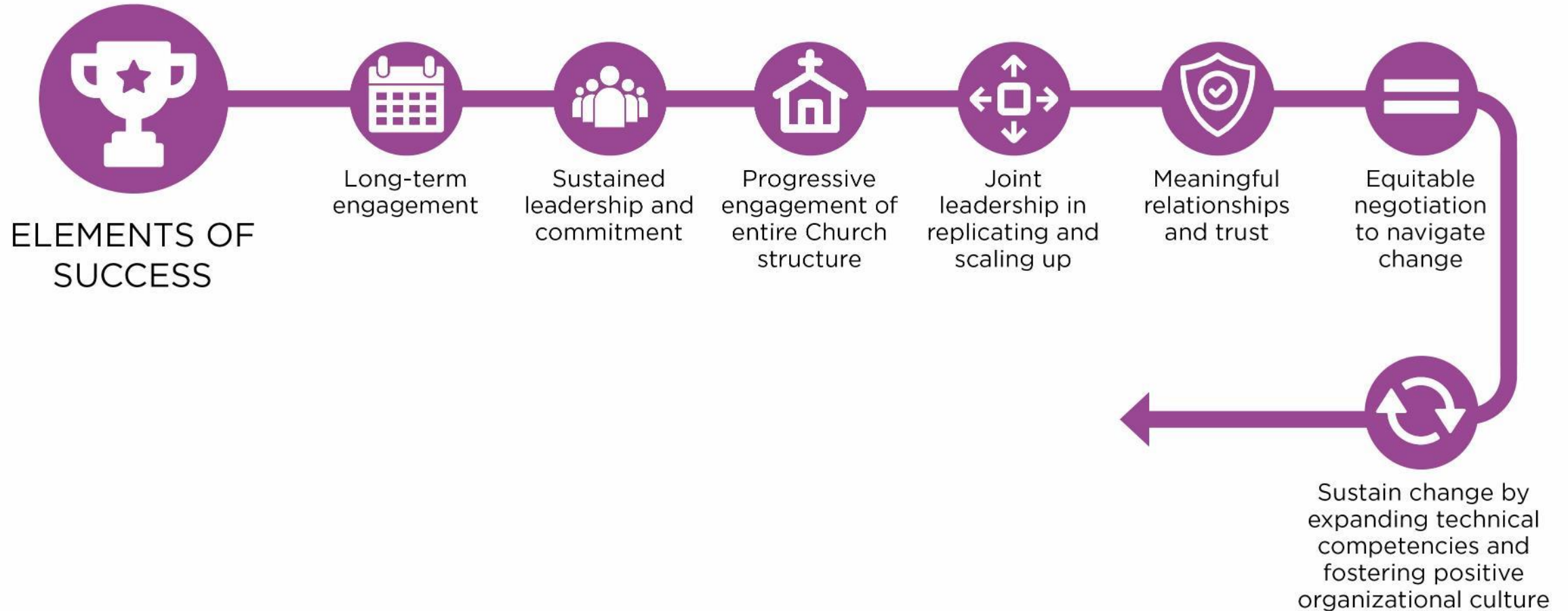


Advocacy and influence to scale up pastoral and programmatic outcomes

Replicate and adapt



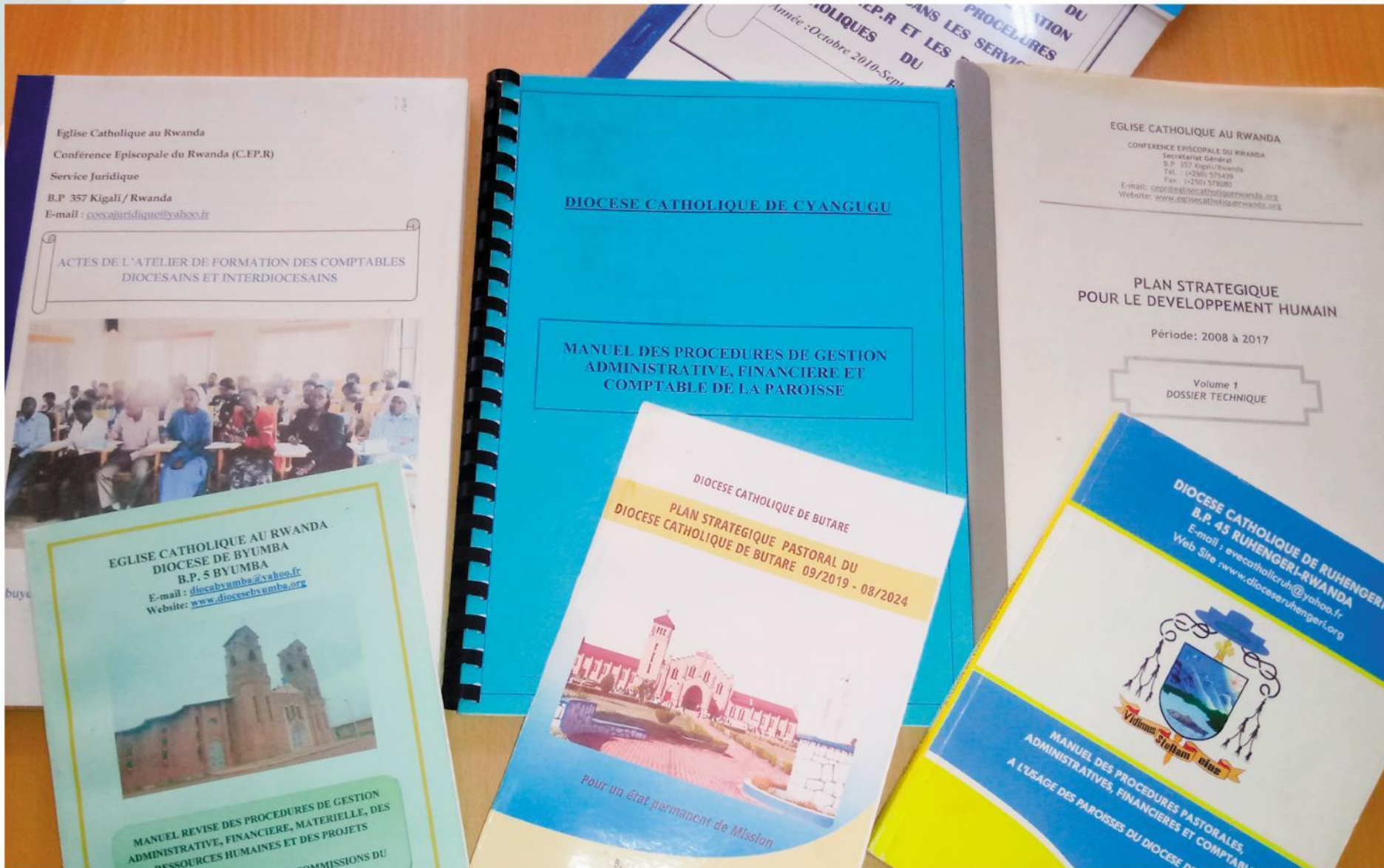
Elements of success



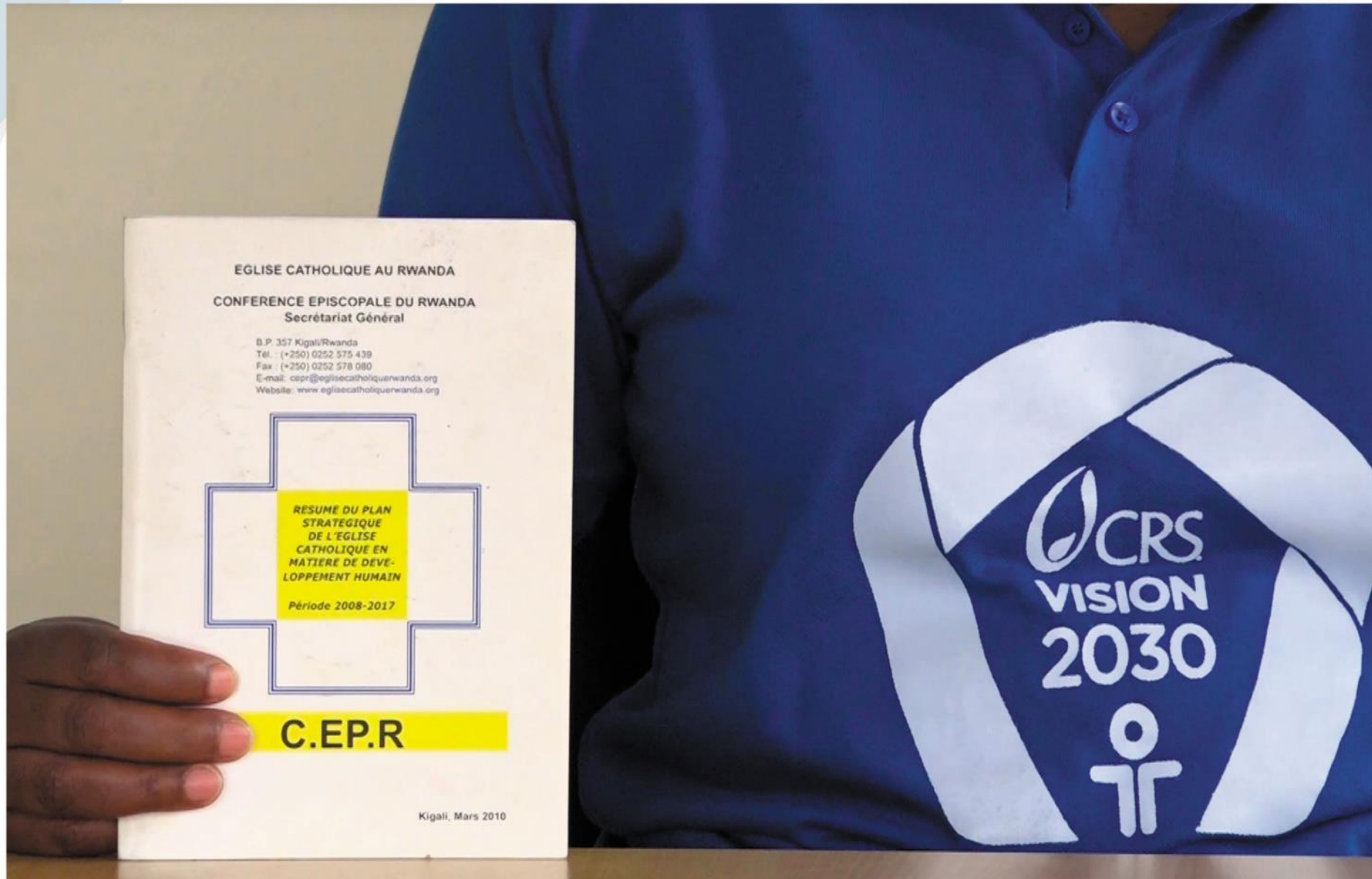


“Many of the problems that have led to crises in the Church are due to archaic structures without a system of control.”

**Bishop Philippe Rukamba
of Butare Diocese**



All dioceses are equipped with a package of management tools.



Through a strategic planning process, the Church identified key areas for capacity building.



Bishop Vincent Harolimana of Ruhengeri Diocese, one of the Church leaders who engaged his entire team in designing a series of management tools.



Religious congregations attended training on the new taxation system.



During the capacity building journey, dioceses reorganized their record-keeping, as in this archive in Ruhengeri Diocese.



Cardinal Antoine Kambanda speaks to CRS and Caritas visitors at the Archdiocese of Kigali offices. The visit was part of a 2022 Journey of Hope delegation of CRS board members and donors to learn more about CRS' work in Rwanda.



Bishops of Rwanda celebrate the silver anniversary of their peer Bishop Philippe Rukamba in his Diocese of Butare.



CRS and Church partners during training on asset management in Kabgayi in 2013.



Fr Nolasque shares the capacity-building experience of the Diocese of Cyangugu during a regional meeting in Kigali in 2017.