2018-2022 Catholic Sisters Strategy

Our vision is for Catholic sisters to become recognized as global leaders in sustainable human development, grounded in the vitality of their services and spiritual witness.



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OUR WORK

OUR RESULTS

EDUCATION



Increase the financial and human resources capacity to sustain congregations of Catholic sisters and their services Strengthen internal capacity to sustain the internal **systems** that support the leadership of sisters and their organizations to be long-term, reliable partners, leaders and moral voices in human development.

- 40 congregations of Catholic sisters strengthen internal systems
- 500 congregations benefit from post-secondary training
- 2,000 sisters undertake
- 15 congregations complete a financial restructuring or merger

HUMAN DEVELOPMENT



Strengthen the services provided by Catholic sisters to vulnerable people in measurable ways at scale.

Support organizations that build the capacity of sisters in their ministry work to improve their service delivery, strengthen their frontline work and act as key players in the human development system

- 300,000 youth and young adults are reached through grantmaking
- 10 congregations improve service provision capacity
- 8 of 10 congregational or confederation members lead a initiative focused on youth or young adults

KNOWLEDGE



Collect, use and disseminate research and program data to improve the practices and policies of Catholic sisters' congregations, conferences and partners, and to increase external knowledge.

Build data systems and skills within congregations of Catholic sisters through collaborative knowledge sharing and communications to build capacity and share **evidence** being developed.

- 22 sisters trained as data trainers
- 20 data systems
- 2 data centers for Catholic sisters in Africa
- 15 research-based analytical papers
- 1 longitudinal study that will track entrance and lifelong formation

INNOVATION



Create sustainable solutions to challenges to the vitality of Catholic sisters' organizations and ministries

Facilitate a fund that tests **solutions** to core organizational limitations in sustainable ways.

- Solutions presented address problems that are core to a congregation's viability and service excellence
- Solutions are evidence-based
- Innovation Fund grantees demonstrate definitive results over the course of a defined time period

LEADERSHIP IN SUSTAINABLE HUMAN DEVELOPMENT

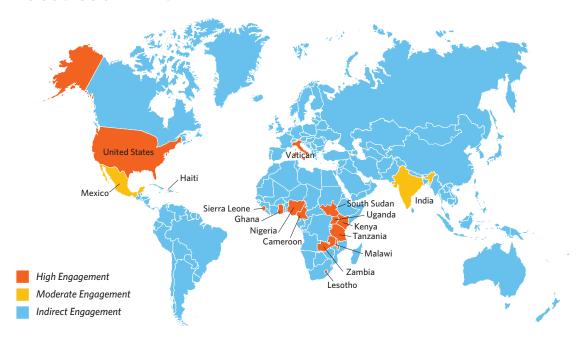
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Since our inception, the Conrad N. Hilton Foundation has remained committed to improving the lives and ministries of Catholic sisters. Sisters are selfless leaders and often serve in the most difficult and remote places where needs are deepest. They are well-positioned to be vital actors and front-line workers in the global promise to end poverty by 2030 and beyond—a component of the Sustainable Development Goals' (SDGs) universal call to make significant. positive change for people and our planet.

Monitoring, evaluation and learning within this initiative has set a path to help realize this future. The Foundation has produced a rich body of knowledge on Catholic sisters globally, created in partnership with the Center for Religion and Civic Culture at the University of Southern California. This research identifies opportunities to develop the capacity of sisters and their networks of support, and to heighten the visibility of sisters' work with a public audience.

The goal of our strategy is to reinforce and support two synergistic elements of Catholic sisters: 1) the vitality, strength and sustainability of their congregations and conferences, and 2) the reach and effectiveness of their human development ministries which are the outcome of that vitality. The Foundation will continue to support sisters through education, formation, and organizational support. Previous work to strengthen the global sisterhood will be complemented with new undertakings to support sisters in their role as resourceful, efficient leaders in sustainable human development. Our strategy brings sisters' services into partnership with public and private organizations that share their mission to serve disadvantaged people from all backgrounds—building bridges within and across these networks and amplifying sisters' leadership in the global community.

FOCUS COUNTRIES



The Foundation makes investments in four inter-related focus areas:



Education

The Foundation will expand sisters' access to post-secondary and higher education. We seek to increase sisters' organizational strength via leadership training, sharing best practices for management and financial planning of Catholic sisters' congregations and conferences, and initial and continuing formation programs.



Human Development

With emphasis on Africa, Mexico and the United States, the Foundation will strengthen services for vulnerable and underprivileged youth (age 15-25) and their families through areas in which sisters have particular expertise: education, food security, healthcare, human trafficking and youth entrepreneurship. Prioritizing work performed in measurable ways and at scale will demonstrate that such services can improve the condition of these people.



Knowledge

The Foundation's approach will be two-fold:

- Shorter-term focus on training. skill-building and dissemination of best practices for data acquisition, storage and use.
- Longer-term focus on longitudinal research that will dramatically increase understanding of trends in the vitality of sisters' organizations and the impact of their human development work.



Innovation

The Foundation will invest in select long-term, ambitious experiments with the potential for high payoff: developing globally-applicable solutions to common financial and human resources sustainability issues of sisters' organizations. This process will include landscape analysis to identify promising answers, support for implementation and communication of lessons learned.

Capacity building, communications, leadership and networking will be common elements across the focus areas.

CATHOLIC SISTERS THEORY OF CHANGE

