

ABSTARCT

The main purpose of this study was to examine how effective management systems in church founded school can enhance their competitive advantage and financial sustainability. The case study was done in schools under Anglican Church of Rwanda-Kigeme Diocese. The researcher used the St. Gallen management model as a working tool in doing an in-depth examination of management systems of the schools. The tool helped in questioning the management praxis especially dimensions that impact financial performance and financial sustainability of the school. The researcher used stakeholder theory as a guiding framework to examine how the schools through their management systems endeavor to create value to their stakeholders and enhance their engagement to support the school initiatives that directly or indirectly contribute to financial sustainability.

A non-probability sample of four schools from which 30 respondents who were basically internal and external stakeholders of the schools were targeted, out of which 26 responded. Data was collected using questionnaires and structured interviews. The researcher used the Likert scale ranging from 1 to 5 which helped to measure the perceptions of the respondents regarding factors that determine financial sustainability and the level of agreement with various statements that relate to management systems and financial sustainability. The collected data was coded and recorded and processed using SPSS (Statistical Package for Social Sciences) and the researcher used descriptive statistics to analyse the data.

The study imparted that income generation, financial management, visionary leadership, stakeholder management and innovation are among the factors that determine financial sustainability of schools under Kigeme Diocese. The study imparted that, management systems of schools under Kigeme Diocese are strategically oriented towards enhancing financial sustainability of the schools. The study also disclosed that the financial challenges faced by schools under Kigeme Diocese are to a greater extent a result of external socio-economic factors than as a result ineffective management systems.