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Pope Leo XIV has given religious managers a new world-class benchmark. Khachkar Studios' pilot projects offer hope that miracles are possible.

The Chirograph of June 25, 2026 makes transparency, integrity, accountability and effectiveness the working vocabulary of Church finance. Seven weeks of public, weekly T•A•P reports from Khachkar Studios' pilot projects offer a first indication of what happens when religious institutions begin to use biblically inspired world-class benchmarks and management excellence

A sentence written for the Vatican, read far beyond it

On June 25, 2026, Pope Leo XIV signed a Chirograph approving the new Statutes of the Supervisory and Financial Information Authority (ASIF), the Holy See's authority for financial supervision, regulation and information. Published on June 30, it entered into force on the day of publication. Its opening sentence describes transparency, integrity and accountability in economic and financial activities as "indispensable elements of good governance and service to the common good."

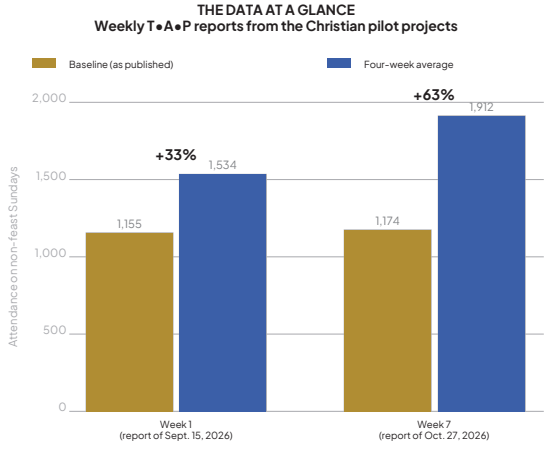
The text then anchors a comprehensive system of prevention, supervision and control in four principles – legality, transparency, proportionality and cooperation with international counterparts – calls for sound and prudent management measured against the most rigorous international standards, and asks the Authority to carry out its mandate with "the utmost effectiveness."

This last element matters to every manager. Transparency shows what is happening; accountability determines who answers for it; performance determines whether results can be achieved. **Effectiveness asks whether the institution is fulfilling the mission for which it exists.** Together, they close a complete governance loop – and speak the language of results, not just intentions.

From principle to practice: Khachkar Studios' pilot projects

Khachkar Studios – an affiliate of the Charles & Agnes Kazarian Foundation, JI-Analytics and Japonica Partners – is investing $100 million in church revitalization worldwide and has applied precisely this logic to the Armenian Church ecosystem, as well as to other Bible-based denominations. Its starting diagnosis, presented at Masterclass No. 3 (August 2026), is unequivocal: only 7 in every 1,000 Armenian women in the U.S. aged 18 to 29 attend church on an ordinary, non-feast Sunday; attendance at Armenian churches in the U.S. ranks 22nd among 23 Orthodox Christian groups studied; and regular attendance stands at around 3%, against the widespread belief that it is 30%.

After two and a half years of work, since September 15, 2026 Khachkar Studios has published, every Tuesday, key performance indicator dashboards for its pilot projects: Sunday attendance, young adult attendance, outreach visits, reach of the "Bring a Friend. Bring a Family." invitation videos, participation in training sessions and performance payments. The Christian pilot projects have two goals – to double non-feast Sunday attendance relative to the baseline, and to raise the share of women aged 18 to 29 to 15% of total attendance. This is the Chirograph's governance loop translated to the parish: a published baseline, a weekly measurement, a defined target and resources tied to performance.



First Group (11 pilot projects): attendance on non-feast Sundays, four-week average against the baseline stated in each report. The baseline was revised between the two reports (1,155 → 1,174). Source: Khachkar Studios weekly T•A•P reports.

What the numbers show

In the seventh weekly report (October 27), the 11 pilot projects of the First Group recorded a four-week average of 1,912 people, against a baseline of 1,174 – an increase of 738, or 63%. Women aged 18 to 29 accounted for 211 participants, or 11%. Across all pilot projects, 1,705 outreach visits reached 4,191 people in 2026, including 157 visits that reached 647 people in the week of October 18–24 alone; 590 invitation videos garnered 1,238,310 views on social media; and Khachkar Studios reports $1,076,199 in performance payments to date.

The trajectory is as telling as the level reached. The first report, of September 15, showed a combined increase of 33% across the Christian pilot projects (1,534 against a baseline of 1,155); by the seventh report, the First Group stood at +63%. The pilot projects are advancing toward the 100% goal without having yet reached it, and the share of young women, at around 11%, is approaching the 15% target. The point is not that the goals have been met; it is that progress toward them is now visible every week.

Let the results speak

Pope Leo XIV did not legislate for parishes around the world. He did something that may prove more consequential: he set down, in the solemn form of a Chirograph, a vocabulary of good governance that any religious community can adopt as its own. Khachkar Studios' pilot projects offer an early and encouraging indication of what happens when that vocabulary is put into practice every week. The task now is to use biblically inspired world-class benchmarks and management excellence that exemplify transparency, accountability and performance.

Pope Leo's new Chirograph and the performance of Khachkar Studios' pilot projects offer hope that miracles are possible.

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