

Investment Opportunity



DEMOCRATIC REPUBLIC OF CONGO

Pastoral Training Strengthens Biblical Outreach and Boosts Community Development



In an earlier project by the Diocese of Bukavu, the church built and dedicated the Lwanwa Primary School in the Diocese of Bukavu, DRC. The new school has 12 classrooms, restrooms and a 12,000-liter water tank. Enrollment rose from 212 students in 2008 to 459 students on the day of dedication in September 2009. The school also increased its staff from four to nine teachers.

PROJECT OVERVIEW

CONTEXT: Violence and conflict in the Democratic Republic of the Congo (DRC) have caused, directly or indirectly, the deaths of millions of people and led countless more residents to become displaced in their own land. Bukavu, the capital city of DRC's South Kivu province and located near the border with Rwanda and Burundi, was a hotspot for violence in the 1990s and early 2000s. Poverty and a weak civil infrastructure have left much of the country dependent on foreign aid.

NEED: From this tumultuous history springs a need for healing from trauma, conflict resolution and increased economic opportunities. Organizations that address these issues would benefit from income-generating projects that make them less dependent on donations.

SOLUTION: The Diocese of Bukavu will build a multipurpose conference center where church leaders will learn about reconciliation, theology, evangelism and discipleship. Conference fees will generate income

for the center, covering its operating costs and allowing it to invest in other projects to serve the community. The completion of this conference center will promote economic independence, act as a catalyst for other development projects, and foster peace and reconciliation initiatives.

LIFE IMPACT

This project benefits 16,469 people, some through multiple impacts.

SPIRITUAL ENGAGEMENT:

15,000 people learn from the Bible as they are taught by church leaders trained at the conference center; another 1,299 church leaders and community members grow through theological training; 70 pastors undergo training and become more effective teachers

COMMUNITY ENGAGEMENT:

100 people – skilled laborers and family members – benefit from income earned in constructing the conference center

PROJECT PROFILE

ID: ARDF-0410-Bukavu

Ministry Partner

ANGLICAN CHURCH OF THE CONGO,
DIOCESE OF BUKAVU



Spiritual Engagement 16,369
Community Engagement 100

Lives Impacted 16,469

Ministry Focus Evangelism

Total Amount Requested \$93,959

Cost per beneficiary \$5.71

Timeline 1 year

IN THEIR OWN WORDS

“Before attending the conference organized by the Diocese of Bukavu on the use of time, I was wasting my time doing unnecessary things. Today I know how to manage my time.”

— Ferdinand Birindwa Nshombo

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WHAT IT'S LIKE NOW

“Because of its large size, central location in sub-Saharan Africa, and abundant natural resources, the Democratic Republic of the Congo (DRC) is important to the stability of central Africa. ... However, since achieving independence in 1960, the DRC—one of the world’s poorest countries—has suffered from despotic rule, underdevelopment, economic problems, and conflicts with neighboring countries that resulted in the deaths of an estimated 3.9 million Congolese within the past decade.”

— *U.S. Government Accountability Office, December 2007*

“The opening act in the current conflict began [August 2008] with the breakdown of a peace deal signed eight months earlier between the government and rebel forces. The lead part in terms of rebel groups has been played by the National Congress in Defense of the People (CNDP), led by Laurent Nkunda, which started an offensive in North Kivu province.”

— *Tearfund, April 2009*

PROJECT DESIGN

The Diocese of Bukavu will construct a multipurpose conference center that will offer conferences for church members and the general public on reconciliation and other development issues. The center will also provide specialized training for church leaders. Programs will generate income for the diocese, promoting self-sufficiency and helping the diocese fund additional development projects.

The diocese will hire an engineer to review the building design and meet with government officials to receive approval for the center’s construction. The diocese will hire 18 skilled workers for construction, electrical, plumbing and masonry needs. Church members will offer free, unskilled labor for offloading materials at the construction site and guarding supplies.

The diocese will hire and train administrative staff to run the center, and the provincial development coordinator will travel to the site to lead a capacity-building program.

The facility is expected to bring in about \$900 per month, or \$10,800 annually, which will be used to pay

workers at the facility, maintain the building and pay utility bills. The money will also be used in the long term to build a guesthouse, fund the improvement of diocesan churches, improve clergy salaries, provide an Internet café for clergy and community members, and meet other community needs.

Measuring impact. Project coordinator Fidèle Mushamuka Hamisi of the diocese’s development department will monitor program implementation through site visits, meetings, phone calls and e-mail. He will report on construction progress and on activities held at the center once the building is completed.

TRACK RECORD

The Diocese of Bukavu has implemented and managed more than 10 relief and development projects in the past three years under the leadership of Bishop Sylvestre Bali-Busane Bahati. Recently, with funding from the Anglican Relief and Development Fund, the diocese successfully constructed a community school. Previous experience in managing a diocesan guesthouse demonstrates organizational capacity to successfully manage and monitor a multipurpose center.

PROJECT BUDGET

SOURCES OF FUNDS

ITEM	REQUESTED	LOCAL/OTHER
Building materials*	\$60,994	
Research and evaluation	\$8,542	
Skilled labor	\$8,053	
Furniture	\$5,000	
Transportation	\$3,800	
Administration	\$3,200	
Engineer design	\$2,960	
Miscellaneous materials	\$711	
Preparation of land	\$571	
Foundation digging	\$128	
TOTAL	\$93,959	

NOTES:

* includes foundation, walls, roofing, floor, doors, electrical, sanitation and painting



Cost for one beneficiary: \$5.71

 This mark is used throughout the report to indicate additional information available upon request.

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ANALYSIS

Risk  Low High Low:1, Low/Medium:2, Medium:3, Medium/High:4, High:5 

CONCEPT: 1

After more than a decade of war, the Diocese of Bukavu will use this period of recovery to host many church leaders and other community members for conferences and seminars on reconciliation, theological training and discipleship. This project is timely and appropriate.

PROGRAM DESIGN & EXPERIENCE: 2

The Diocese of Bukavu has experience with construction projects, having recently supervised the successful completion of an elementary school funded through the Anglican Relief and Development Fund. The diocese has a development office with experienced and qualified staff members, including a provincial development coordinator with experience in needs assessment, project design, implementation, monitoring and evaluation.

LEADERSHIP: 2

Project leaders have experience running a variety of complex projects. They are known as people of integrity.

FINANCIAL CONTROL: 3

Management is stable, financials are externally audited, and the diocese has secure means of transferring funds. However, the governing body is not independent as all are members of the Anglican church.

SUSTAINABILITY: 2

Income from the center will help the diocese continue to hold training sessions, conferences and other activities beyond the funding period.

EXTERNAL: 3

The Diocese of Bukavu relies on donations for construction. Any delay in funding could delay execution of the project. Also, the city of Bukavu is in a conflict zone, which could present a security challenge, delay construction or lead to the destruction of the building.

Impact

BREADTH:

This project reaches thousands of church and community members with a message of peace and reconciliation. About 100 people benefit from improved income. The number of people positively affected by the conference center is expected to increase even after the project period is over.

DEPTH:

Church leaders trained at the facility and laborers who are paid to construct it will experience the deepest impact initially. Reconciliation training at the center by trained pastors could lead to long-term community transformation.

IMPLEMENTER FINANCIALS*

	2006	%	2007	%	2008	%
INCOME						
Episcopal Relief and Development	22,100	30	96,395	86	164,358	52
Local donations	51,961	70	15,730	14	153,858	48
Publications		0		0		0
Other income		0		0		0
TOTAL	74,061		112,125		318,216	
EXPENDITURES						
Program	49,187	76	99,637	89	277,363	95
Salaries	11,020	17	9,801	9	12,240	4
Administration	4,668	7	2,682	2	3,920	1
TOTAL	64,875		112,120		293,523	
SURPLUS / (DEFICIT)	9,186		5		24,693	

NOTES:

*Income and expenditures reported in U.S. dollars

FINANCIALS: The financial statements of the Anglican Diocese of Bukavu are externally audited every year. It has been issued a clean audit report each year. An analysis of the audit and financial reports indicate that the diocese observes healthy financial practices.

LIQUIDITY: No balance sheet figures were available for a liquidity analysis. There is, however, proof that the diocese is operating within available resources.

FUNDABILITY: The implementer's reliance on external funding is an average of 56 percent, with a high of 86 percent in 2007. Reliance on external funding is reducing primarily due to a big increase in local funding.

EFFICIENCY: The implementer ensures that spending is within available cash and has operated each year with a cash-to-expenses ratio of slightly above 1.

PROGRAM RECOMMENDATION

"The [Diocese's] community development program provides opportunity for women to learn basic reading and writing. They are running a tree-planting project funded by Tearfund, and have numerous activities in the area of water and sanitation and community mobilization and awareness raising on development issues. [They are] accepted, respected and appreciated by the community. When I visited the tree-planting project last year, I could see that the number of seedlings reported on paper was correct and distribution of seedlings was made as planned. The leadership of the Diocese, as well as of the program, are capable to lead this [conference center] project."

— Sadiki Byombuka, country representative — DRC, Tearfund, United Kingdom

LEADERSHIP PROFILES

Fidèle Mushamuka Hamisi has been the coordinator of the development department of the Diocese of Bukavu since 2000. He is also the coordinator of the Development Office of the Anglican Church of Congo. His background includes:

- a master's degree in business administration in rural development from the Institut Supérieur de Développement Rural de Bukavu
- project manager of the medical centers of Idjwi and Nyangezi for the International Red Cross in Bukavu since 2003
- project manager of an environment program in Kamanyola and Kabare funded by Tearfund since 2009

The Rev. Emile Byandi has been the diocese's accountant and manager of finances for 16 years. His background includes:

- an associate's degree in accounting and financial management
- a bachelor's degree in theology

REFERENCES

"In 2006, I was appointed to evaluate the administrative work of the community development department of the Diocese of Bukavu. ... The leaders of the diocese and of the community development are people of integrity. They have not been accused of wrongdoing or lack of transparency in the financials management. ... The leaders esteem teamwork and collaborate to reach the goal set. This is attested by the fact that all projects are successfully implemented. I value the integrity and transparency in implementing the projects."

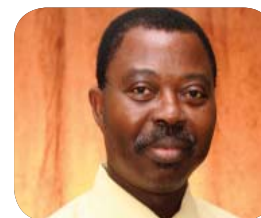
— *Mugangu Mushagalusa, defense attorney, New Life and Recovery Initiative, Bukavu*

BEST PRACTICES

Based on GSI research on evangelism, this project adheres to the following best practices:

- promotes community participation and ownership of the development process over time until the community can access full responsibility for managing its development
- works intimately with the local church in delivering God's Word

Researcher's Statement



Bagudekia Alobeyo
Sr. Research Analyst
April 2010

The multipurpose center will help the Diocese of Bukavu meet its organizational vision, which reflects a desire to engage the community more deeply regarding peace, reconciliation and conflict resolution. The center also will help the diocese meet its goal of more financial independence. The greatest risks to the project are poor infrastructure and regional instability, but the diocese has demonstrated its ability to successfully conduct projects in this high-risk environment.



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HOW TO FUND THIS PROJECT

PROJECT RECAP

ID	- ARDF-0410-Bukavu
Implementer	- Anglican Diocese of Bukavu
Timeline	- One year
Requested	- \$93,959
Modified	- 101810



The Anglican Relief
and Development Fund

For information about the fund or projects, write to:
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800 Maplewood Ave.
Ambridge, Pa. 15003
E-mail: jennifer@anglicanaid.net

IMPLEMENTER'S INSPIRATION

"The thief comes only in order to steal, kill, and destroy. I have come in order that you might have life — life in all its fullness."

— *John 10.10, GNT*