

INVESTMENT OPPORTUNITY



The Anglican Relief and Development Fund®



BURUNDI: BOOST TO COMMUNITIES' ECONOMIC DEVELOPMENT

Guesthouse and School Expansion Enable Diocese to Expand its Holistic Ministry



An architect's rendering of a proposed guesthouse in the Diocese of Matana in Burundi. It will feature 20 guestrooms and conference space that the diocese will rent to tourists and conference attendees.

PROJECT OVERVIEW

CONTEXT: Since gaining its independence in 1962, Burundi has been periodically plagued by violent tension between the usually dominant Tutsi minority and the Hutu majority. The socio-political turmoil that has tormented the country since 2015 created major economic difficulties. Most Burundians live in poverty – especially those in rural areas. A recent presidential election sparked political turmoil and disrupted the economy, leaving thousands of people displaced, hungry, and sick. Children make up nearly half of Burundi's population, many of whom have even more serious health needs as a result of the turmoil.

NEED: Matana, a mountain town Northwest of Bujumbura, Burundi, is a growing city that lacks reliable and affordable accommodations for conferences. With the number of visitors increasing every year, demand for good accommodations is huge. While in the same town, educational facilities are dilapidated and contribute to low student enrollment. Despite a recent expansion Ecole Fondementale de Matana primary school, more classrooms are needed.

SOLUTION: With funding from Anglican Relief and Development Fund, the Diocese of Matana will expand its holistic ministry by building a 20-room guesthouse and expand Ecole Fondementale de Matana primary school with two new classrooms. The diocese will rent rooms to tourists and other people visiting Matana, as well as its conference rooms and grounds. This creates a source of income that will cover conference center expenses and fund ministries. Income generated will help pay clergy, fund ministries, and cover operating expenses. The two new classrooms will boost enrollment by 60 students.

LIFE IMPACT

Benefits 232 people, some in multiple ways:

- 60 new pupils enroll in the primary school
- 72 diocesan staff, including 12 guest staff, receive regular pay that boosts family income
- 100 community members people demonstrate a willingness to engage with the Scriptures

PROJECT PROFILE

ID: ARDF-0823-Matana

Lead Ministry

THE ANGLICAN DIOCESE OF MATANA-BURUNDI



LIVES IMPACTED 232

SECTOR COMMUNITY DEVELOPMENT

AMOUNT REQUESTED \$198,491

ARDF COST PER BENEFICIARY \$855.56

TIMELINE 12 MONTHS

IN THEIR OWN WORDS

"We are very happy that our children are studying very well in a very good environment in that school that we have been waiting for a long time – a school that would educate our children from nursery school to primary and secondary school. Our prayer request from the Diocese of Matana and its partners, especially ARDF who has already helped in building two classrooms and visited our children as well, to support us with this urgent need of two classrooms needed for mid-September."

– Jean Pierre Sindayigaya, parent and secondary school teacher from Matana, Burundi



WHAT IT'S LIKE NOW



“Burundi’s economy has been challenged by the COVID-19 pandemic and Russia’s war in Ukraine. ...

Macroeconomic hurdles persist in Burundi, including deteriorating terms of trade and accelerating domestic inflation that is threatening already challenging living standards. The effects of the war in Ukraine have driven food and fuel prices up, with overall inflation at 20.9 percent at the end of September 2022, from 10.5 percent at end-August 2021.”

— www.imf.org/en/News/Articles/2022/10/27/cf-burundi-works-to-emerge-from-waves-of-economic-shocks

“While Burundi continues to struggle with poverty, insecurity, and poor governance, the 2020 election resulted in a change of leadership that has delivered mixed results. On the one hand, Burundi has benefited from a more moderate political tone coming from the top level of government, as well as from improved relations with some neighboring countries. However, some anti-democratic tendencies have deepened.”

— bti-project.org/en/reports/country-report/BDI-Burundi-Country-Report-2022

“Burundi has been in political and economic crisis since 2015. Democratic gains made after the 12-year civil war ended in 2005 have been undone by a shift toward authoritarian politics and violent repression against perceived opponents of the ruling party.”

— freedomhouse.org/country/burundi/freedom-world/2023

PROJECT DESIGN

This project enables the Diocese of Matana to expand its holistic ministry by continuing to invest in education and income generation to support ministry work. Income-generating projects are the best means by which churches can support its ministry. Funding from ARDF will be used to construct a 20-room guesthouse to serve the Diocese of Matana and expand Ecole Fondementale de Matana primary school by constructing two classrooms. Income generated from the guesthouse will be used to help support diocesan ministry and pay staff, including clergy. The diocese will hire an architect to design the buildings, which must be approved by the diocesan synod, local municipality, and inspectors for the Ministry of Education. Volunteers from the diocese with construction experience will help dig the foundation and unload materials at the construction site. A qualified construction engineer will oversee the project. A project management committee, which includes a qualified engineer, will oversee construction.

Construction will take about 12 months. Upon completion, local government officials will inspect the two buildings and issue an occupancy permit. Once completed and furnished, the diocese anticipates earning an average of \$6,000 per month or \$72,000 annually from the guesthouse. Income will be used to pay for operating expenses, fund improvement of churches, improve clergy and diocesan staff salaries, and fund the diocese’s evangelism and outreach programs. The guesthouse will also serve as a retreat and conference center for various congregations.

Upon completion of the classrooms, 60 new students will enroll in the primary school. New students will pay a registration fee that will be used to help maintain the facility. The government of Burundi will continue to provide teachers for the primary school. Funds will also help pay 72 diocesan staff, including 12 guesthouse staff. Some 100 community members will use the new space for community meetings, evangelism, and Bible study – all practices that promote peace and reconciliation.

Measuring impact. Diocesan staff will oversee construction and compile quarterly reports on progress and expenses. The diocesan development commission will meet quarterly to evaluate construction progress and effective use of the center. The guesthouse is expected to generate 10 percent of the diocese’s operating income.

PROJECT BUDGET

ITEMS

Land	
Furnishings ¹	\$22,668
Concrete ²	\$22,000
Roofing ³	\$18,844
Ring beam, walls ⁴	\$18,000
Construction of two classrooms ⁵	\$14,826
Plumbing, ceiling, and painting ⁶	\$14,552
Construction of parameter wall ⁷	\$14,000
Labor	\$11,066
Year 1 salary for guesthouse staff ⁸	\$9,749
Site clearing and foundation	\$8,634
Windows and doors	\$4,570
Electricity connection	\$1,806
Transport	\$1,687
Project administration, monitoring, evaluation ⁹	\$36,089
TOTAL	\$198,491¹⁰

SOURCES OF FUNDS

ARDF FUNDS	LOCAL FUNDS
	\$15,589
\$198,491¹⁰	\$15,589

NOTES

- ¹ includes cost of furnishing 20-room guesthouse.
- ² includes bricks, cement, ballast, cement, and timber
- ³ includes cost of roofing materials for guesthouse.
- ⁴ includes ring beam, steel, and associated works for guest house
- ⁵ includes the cost material and labor for constructing two classrooms.
- ⁶ includes cost of plumbing materials, paint, and the ceiling for the guesthouse.
- ⁷ includes cost of material for constructing parameter wall for guesthouse.
- ⁸ includes one year salary for 12 guesthouse staff
- ⁹ includes project research, monitoring and evaluation by The Grid LLC and ARDF providing administration and communication to ensure full project funding.
- ¹⁰ \$15,589 in local funds in addition to this total will be used to purchase land



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



IMPLEMENTER FINANCIALS*

This project adheres to some or all of this sector's established best practices

INCOME	2020	%	2021	%	2022	%
Intl. donations/development partners	\$317,084	73	\$270,247	66	\$291,875	65
Local donations	\$62,681	14	\$76,103	19	\$56,098	13
Local contributions from members	\$54,634	13	\$61,789	15	\$95,367	22
TOTAL	\$434,399	100	\$408,139	100	\$443,340	100
EXPENDITURES	2020	%	2021	%	2022	%
Personnel (salaries, benefits)	\$25,912	7	\$26,130	7	\$35,309	9
Programs	\$313,808	85	\$314,933	84	\$306,589	78
Administrative expenses	\$29,753	8	\$35,659	9	\$52,964	13
TOTAL	\$369,473	100	\$376,722	100	\$394,862	100
SURPLUS / (DEFICIT)	\$64,926		\$31,417		\$48,478	

NOTES:

*Income and expenditures reported in U.S. dollars

INCOME: Diocese of Matana provided audited financial records for fiscal years 2020, 2021 and 2022. Historical foreign exchange rates were not applied because financial reports were provided in U.S. dollars. The diocese reported a diverse source of income, with most coming from Tearfund Burundi, World Vision, Anglican Relief and Development Fund, Comic Relief, Five Talents, World Vision Burundi, individuals and parish contributions. Tearfund Burundi provided the most income the three years under review with the highest donation in 2020.

EXPENSES: The diocese's largest expenditure was food and security programs in Songa and Rubonwa, cooperative farming, expansion of Ecole Fondamentale de Matana primary school, literacy, savings and loans, community health, and gender and financial support for vulnerable families. On average, these represented 75% of the diocese's expenses in 2020, 2021 and 2022. Its personnel expenses comprised of salaries, benefits and allowances. These represented an average of 19% of expenditures during the three years. Administrative expenses include travel and transportation, communication, fuel, and other equipment. They comprised 8% of the diocese's expenses during the three years under review.

RISK ANALYSIS



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

CONCEPT: 1

The project is timely and appropriate because the guesthouse will contribute to the local economy of Matana and elevate the ministry of the Diocese of Matana. Interventions in a country like Burundi must go beyond short-term relief initiatives to sustainable operations. This initiative by the Diocese of Matana focuses on addressing Burundi's national problem of insufficient educational facilities. It addresses infrastructure and financial barriers by providing a conducive learning environment for hundreds of children in Matana.

PROGRAM DESIGN & EXPERIENCE: 3

The diocese has a strong track record in education. In 2019. With funding from ARDF, it previously expanded the same school. The new classrooms increased the school's enrollment and provided educational opportunities for thousands of students. It is concerning that the diocese does not have experience operating or managing a guesthouse and will need to hire experts to operate it.

LEADERSHIP: 1

The Bishop of Matana is passionate about education, evangelism, and outreach, especially for young people in rural areas like Matana. The leadership team consists of experienced clergy with skills necessary for this project. Project leaders have proven their integrity and have the skills and experience necessary for managing a variety of complex projects like this one.

FINANCIAL CONTROL: 2

The diocese has stable management and secure financial transfer methods. Its financial statements are externally audited, but it lacks independent governance as board directors are all members of the Anglican Church.

SUSTAINABILITY: 2

Income from the guesthouse will cover maintenance and staff expenses, while also improving clergy and diocesan salaries. Additionally, the diocese has a strong track record of establishing self-sustaining programs, such as its first two schools. In this project, the diocese will contribute land while the parishioners will provide labor. Once construction is complete, the government will provide teachers. To successfully operate the guesthouse, the diocese will need technical assistance from other ministries in Burundi, like Scripture Union, which has operated a similar guest house in Bujumbura, Burundi.

EXTERNAL: 4

Burundi continues to be affected by an economic recession, which is the result of its fragile political environment. Current inflation in Burundi could increase estimated construction costs and delay project completion. Since August 2020, there have been several reports of clashes between security forces and armed groups. Attacks by armed groups were reported in Burundi and other provinces bordering the Democratic Republic of Congo.



LEADERSHIP PROFILES

The Rt. Rev. Seth Ndayirukiye serves as bishop of the Anglican Diocese of Matana since August 2017. His background includes:

- a diploma in theology from Institut Théologique de Matana, Matana
- a diploma in health administration, International Christian Medical Institute, Uganda, Kampala, Uganda
- a bachelor of divinity degree, Uganda Christian University, Mukono, Uganda
- an advanced diploma in leadership, Haggai Institute Maui, Hawaii
- a lecturer and academic secretary at Matana Theological Institute, Matana
- provincial secretary, Anglican Church of Burundi, Bujumbura, and assistant priest, Holy Trinity Cathedral, Bujumbura diocese

Jean-Claude Kazungu serves as the development coordinator for the Diocese of Matana. His background includes:

- a bachelor's degree in theology, Africa International University, Nairobi, Kenya
- a diploma in missiology, St. Paul's University, Limuru, Kenya
- a higher diploma in counseling, Carlile College, Nairobi
- a diploma in education, Teacher Training College, Rutana province, Burundi
- a certificate in management, Corat Africa, Nairobi
- an ordained priest and archdeacon, Anglican Diocese of Matana
- a former secondary school chaplain, Diocese of Matana

REFERENCES

"I have known Bishop Seth Ndayirukiye from the time he was ordained into ministry. He is a man of character and vision. He is an honorable and good man. He is intelligent and seeks to do the Lord's will, changing his country for the better. I would vouch for him to anyone who asks. I understand that he is being considered for grant money to support the expansion of a school in Matana Diocese. I could not think of a better mission to support. His mission in Matana is a powerful one. To invest in Bishop Seth Ndayirukiye and his mission is to invest in the future of Burundi."

– Marjorie Nuyungeko, General Secretary, Bible Society of Burundi

RESEARCHER'S STATEMENT



Frederick Barasa
Sr. Research Analyst
August 2023



Many churches in Burundi struggle to attain financial self-sustainability. Income-generating projects like this one by Anglican Diocese of Matana is an important part of the church's work. Very often, these projects represent an essential contribution to the financial sustainability of the church's ministry and, at the same time, represent a ministry itself that provides opportunity and development in rural areas.

IMPLEMENTER'S INSPIRATION

"May the God who gives us peace make you holy in every way and keep your whole being—spirit, soul, and body—free from every fault at the coming of our Lord Jesus Christ. He who calls you will do it because he is faithful."

– 1 Thessalonians 5:23

HOW TO FUND THIS PROJECT

PROJECT RECAP

ID - ARDF-0823-Matana
 Timeline - 12 months
 Requested - \$198,491
 Modified - 101323

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