

INVESTMENT OPPORTUNITY



The Anglican Relief and Development Fund®



RWANDA: GIVING PRESCHOOLERS A HEAD START IN THEIR EDUCATION

Parents and Other Caregivers Will Learn How to Meet the Needs of Very Young Children



Volunteers pause during their training to be part of one of the Anglican Church of Rwanda's early childhood development projects.

PROJECT OVERVIEW

CONTEXT: In Rwanda, 80 percent of adults have only a primary school education. Most make their living through subsistence farming. Many of today's parents want to give their children a head start to their education, but the country lacks preschool opportunities. Those that exist are expensive, private schools. In order to boost the country's economic development, early childhood development is now a government priority. Despite this support, there is still a great gap between educational opportunities and the needs of young Rwandans.

NEED: According to a government survey, just 63 percent of children (age 36 to 59 months) are developmentally on track; only 13 percent have access to any form of organized early childhood development services. Of the poorest Rwandans, only 3 percent of the children are receiving any early childhood services. Existing centers are often unregulated and have very few resources. At home, few parents or caregivers have been trained in play-based and child-centered methodologies. Neither are they capable of assessing a young child's developmental needs. Instead, they rely on their own experience and rote-based learning.

SOLUTION: The Anglican Church of Rwanda wants to expand its early childhood development program by opening 10 church-based centers in Karongi, Rwanda. The Anglican Relief and Development Fund (ARDF) will partner with the diocese to provide a quality, informal, preschool education to 1,200 children, ages 3 to 6, over two years. Each of the 10 facilities will serve 120 children, as well as the children's parents or caregivers who will receive training on early childhood development.

LIFE IMPACT

Benefits 2,560 people, some in multiple ways:

- 1,200 children ages 3 to 6 enroll in preschool
- 1,000 children from birth to age 3 enroll in daycare
- 210 volunteers learn to support parents caring for their children
- 50 couples are trained to provide peer support
- 30 caregivers are trained in child-focused and play-based teaching methodology
- 20 church leaders are trained to supervise the programs at their facilities

PROJECT PROFILE

ID: ARDF-0921-Karongi

Lead Ministry

ANGLICAN DIOCESE OF KARONGI



LIVES IMPACTED 2,560

SECTOR Early Childhood Development

AMOUNT REQUESTED \$103,270

TOTAL COST PER BENEFICIARY \$86.37

ARDF COST PER BENEFICIARY \$40.34

IN THEIR OWN WORDS

"Before, we parents did not know how to prepare a balanced diet. But now we know how to prepare a healthy meal because we have been trained. We care about our children's hygiene since hygiene is the source of life and having a nursery school has allowed us to complete our home duties securely because we are confident in our children's safety."

– Gerard Nsengiyumva, parent of a child enrolled in a church early childhood program in Rugombe, Rwanda



WHAT IT'S LIKE NOW



"Nearly 800,000 children – 38 percent – are stunted, preventing them from

reaching their full potential in cognitive, motor, language and socio-emotional skills. In the long term, children who are chronically malnourished have a great chance of performing poorly in school.

"Just 18 percent of children between ages 3 and 6 have opportunities to attend preschool programs, daycare, or other early learning facilities.

"Only 1 percent of children 3 and younger have access to these early childhood development services."

– **"In Rwanda, children and families lack access to basic ECD services,"** www.unicef.org/rwanda/early-childhood-development

"Most parents in rural Rwanda aren't aware of the importance of engaging in stimulating activities with their children, don't understand the process of children's brain development and don't realize the ways in which they can contribute to their children's ability to acquire language and communication skills."

– **"Early Childhood Development Programming,"** <https://rwanda.savethechildren.net/files/library>

PROJECT DESIGN

The Anglican Church of Rwanda will implement early childhood development centers in 10 locations in the Diocese of Karongi where it has other initiatives taking place. The plan to care for 1,200 children, ages 3 to 6, takes place over 24 months. After that, parishes will be asked to take over the program.

Teachers for the centers will be trained on the early childhood methodology, as well as child protection, children's rights, and general caregiving, including healthy cooking classes. Parents will be encouraged to join committees that support the school.

The diocese will first meet with local church leaders and local administrative authorities to gain support for the plan and to evaluate facilities that will house the program. It is expected that upgrades will be needed to six existing buildings and four new facilities will need to be built.

The diocese will produce a team of trainers who will be responsible for training three caregivers at each location. Twenty church leaders will also be trained to serve as supervisors of the programs in their parishes. Fifty couples will be trained to serve as peer educators. These 100 parents will be those who model positive parenting and strong families. Each site will also have volunteers involved in making toys that can be sold to generate income for the program.

Measuring impact. The diocese will hold quarterly meetings attended by the project coordinator, diocesan education officers, and the provincial secretary. Progress reports will be based on the milestones established in the plan. There will also be a midterm review of the project. In addition to recording the number of parents and children involved in the programs, the diocese will measure the number of children with disabilities and special needs to ensure help is reaching those most in need.

PROJECT BUDGET

SOURCES OF FUNDS

ITEM	ARDF	DIOCESE	TOTAL
Care for 120 children per site	\$4,400	\$92,000	\$96,400
Upgrade six buildings and build four child centers	\$54,000	\$5,000	\$59,000
In-country management and support staff	\$16,788	\$18,252	\$35,040
Operational costs ¹	\$1,200	\$2,200	\$3,400
Support for income generation program	\$2,400		\$2,400
Program support at the local level	\$2,400		\$2,400
Healthy cooking demonstrations	\$2,400		\$2,400
Five-day training for community caregivers	\$1,350	\$150	\$1,500
Monitoring and evaluation	\$1,400		\$1,400
Two days of training on making toys for income-generation program (5 per location)	\$1,200	\$100	\$1,300
Training 50 couples as peer educators	\$800	\$60	\$860
Introductory meetings with local authorities	\$500		\$500
Two-day practical skills training for 3 caregivers and one religious leader per location	\$440		\$440
Training 20 church leaders as supervisors	\$300		\$300
Five-day training for diocesan trainers	\$222	\$78	\$300
Research and evaluation	\$13,470		\$13,470
TOTAL	\$103,270	\$117,840	\$221,110

HOW YOU CAN CONTRIBUTE

- For \$860, 50 couples can be trained as peer educators for parents involved in the program
- For \$2,400, parents can attend healthy cooking demonstrations
- For \$9,640, 120 children will receive care at one of the 10 new sites

NOTES

¹ prorated based on its contribution to the program (office space, equipment, office supplies, and maintenance)



IMPLEMENTER FINANCIALS* 

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

INCOME	2018	%	2019	%	2020	%
Ministry activity	\$407,438	42	\$1,133,481	62	1,423,467	82
Social programs	\$387,918	40	\$460,578	26	146,461	8
Other grants, donations and contributions	\$61,854	6	\$17,524	1	49,566	3
Mothers Union	\$53,617	5	\$66,088	4	38,273	2
Rent	\$25,295	3	\$31,107	2	39,099	2
Diocesan offerings	\$23,674	2	\$15,023	1	9,411	1
Other	\$16,311	2	\$76,735	4	27,063	2
TOTAL	\$976,107	100	\$1,800,536	100	1,730,340	100

EXPENDITURES	2018	%	2019	%	2020	%
Church Development Programs	\$253,765	26	\$787,442	39	633,305	52
Social Development Programs	\$226,706	23	\$612,362	30	142,276	12
Personnel	\$85,586	9	\$65,593	3	66,330	6
Mothers Union	\$56,790	6	\$64,677	3	13,362	1
Administrative Expenses	\$63,678	7	\$188,811	9	37,166	3
Ministry Activities	\$40,069	4	\$53,561	3	65,680	6
Establishment Costs	\$33,178	3	\$53,422	3	44,225	4
Depreciation Expense	\$208,829	22	\$201,755	10	186,782	16
TOTAL	\$968,599	100	\$2,027,622	100	1,189,127	100
SURPLUS/(DEFICIT)	\$7,507		(\$227,086)		541,213	

NOTES:

*Income and expenditures reported in U.S. dollars

INCOME: The Anglican Church of Rwanda presented summarized reports that did not provide details on items included in each income and expense category. Overall the church's income grew 84% from 2018 to 2019. Despite declining slightly by 4% in 2020, they remained higher than 2018 levels. The church's Ministry Activity funds represented the highest source of income at 42% in 2018, 63% in 2019, and 82% in 2020. A significant growth is noted in this income category while income from social programs declined from 40% in 2018 to 8% in 2020 in proportion to total revenue. Grants, donations and contributions represented the third largest source on the church's revenue in 2018 at 6%. However, this was overtaken by an increase in income from Mothers Union in 2019 before it declined slightly in 2020.

EXPENSES: Similar to revenue, expenses grew 28% from 2018 to 2019 before declining slightly (4%) in 2020. The church's development programs comprised the largest portion of total expenditures at 23% in 2018, 39% in 2019, and 53% in 2020. Social development programs represented the second-largest expense for the diocese at 22% in 2018, 30% in 2019, before declining to 12% in 2020. Personnel expenses were 9% in 2018 and declined further in 2019 and 2020 to 3% and 6% respectively. Administrative expenses increased in 2019 similar to church and social development programs. Mothers Union expenses declined to 1% by the end of 2020 while ministry and establishment costs remained relatively stable. Depreciation expenses averaged 16% over the three-year period.

RISK ANALYSIS



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

CONCEPT: 1

This is a timely and appropriate response to the need to give children a boost in their education. The impact of an early childhood development program can make a life-long difference in the lives of children.

PROGRAM DESIGN & EXPERIENCE: 2

This project starts by gaining buy-in from local church leaders and government authorities. It also seeks to get parents and caregivers involved in committees that support the program, and community volunteers to help generate income to support it going forward.

LEADERSHIP: 1

There are no concerns regarding the leadership of this program. The church leaders have experience with similar projects and are in good standing with the community. Diocesan trainers will need to ensure the community members they employ receive adequate training for their new roles.

FINANCIAL CONTROL: 2

Being a new diocese, the provincial office in Kigali presented audited financials that include income and expenditures for the missionary diocese of Karongi. Funding will be channeled through the provincial office in Kigali, ensuring adequate control of funds. The diocese lacks independence governance, as all are Anglicans.

SUSTAINABILITY: 2

There is a significant local contribution supporting this program, with the diocese supplying 57 percent of the funds and ARDF the balance. There is an income-generation plan to provide support to the school. And the long-term plan is to turn each program over to local parishes after two years.

EXTERNAL: 3

Rwanda is fairly stable, but this region is just 8 miles from recent volcanic activity. The project is reliant on funds committed by other donors and dependent on others to oversee the 10 new programs.



LEADERSHIP PROFILES

The Rt. Rev. Laurent Mbanda has served as Archbishop of the Anglican Church of Rwanda for three years. His background includes a doctorate in educational studies from Trinity International University and two master's degrees, one in educational studies from Denver Seminary and one in intercultural studies from Fuller Seminary.

The Rev. Natahan Muhutu has served as provincial secretary for one year, involved in all development work. His background includes a master of divinity degree from Uganda Christian University and a bachelor's degree in business administration from University Libre de Kigali.

The Rev. Robert Mugiraneza has served as the provincial program coordinator for seven years, also involved in all development projects. He has a master's degree in business administration from Kampala International University and a bachelor's degree in development studies from Uganda Christian University.

The Rev. Annonciata Kabega has served as the provincial Mothers Union coordinator for three years. She has a master's degree in cooperative and community development from Moshi Cooperative University and a bachelor's degree in theology from Protestant University of Yaounde, Cameroon.

REFERENCES

"Anglican Church of Rwanda has been very supportive in helping our community by empowering them with various trainings and promoting especially early childhood development."

– Peter Nzeyimana, early childhood development officer for UNICEF, Kigali, Rwanda

BEST PRACTICES

Based on The GRID's research, this project adheres to the following best practices:

- Parents play a central role in the development of their children; training parents from their children's earliest ages can help to reverse the decline in children's development as they age.
- Interventions should specifically ensure parents are equipped with knowledge and skills that will promote supportive attitudes and increase positive parenting practices.
- Children of all ages, including babies, need access to age-appropriate books. The design has taken into account this recommendation and best practice.

RESEARCHER'S STATEMENT



Godfrey Ayena
Sr. Research Analyst
August 2021

Given the needs, past experience, and existing infrastructures of the Anglican Church of Rwanda, the project is well-designed with a sustainability plan in focus. The leadership has demonstrated great ability to manage various projects and create needed impact in the community.

I recommend this project for funding in order to achieve the expected impact for 1,200 children and their families. I am confident the diocese will draw key lessons from its experience. Coupled with community visibility and support, this will be a sustainable intervention.

IMPLEMENTER'S INSPIRATION

"Start children off on the way they should go, and even when they are old they will not turn from it."

– Proverbs 22:6 (NIV)

HOW TO FUND THIS PROJECT

PROJECT RECAP

ID - ARDF-0921- Karongi
Timeline - 24 months
Requested - \$103,270
Modified - 102021

For information about the Fund or Projects, write to:
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