

Increased Income and Improved Living Conditions for Burundians



A technician processes cassava flour for customers at a Diocese of Burundi-funded grinding mill.

Overview

In war-scarred and poverty-stricken Burundi, women and girls spend hours a day processing cassava and corn by hand or walking many miles to grinding mills. Farmers in remote areas are often forced to sell their crops at low prices because they lack efficient means to process them. With this project, the Diocese of Makamba will install 20 grinding mills in remote areas of Makamba province, improving the living conditions of tens of thousands of people.

Expected Life Change Results

An investment of \$51,100 expands the Diocese of Makamba's project of providing modern grinding mills to villages in Makamba province. Families will process food with less energy and in less time and farmers will learn management and food production skills and increase their household income and improve their living conditions. Expected Life Change:

- ▶ 50,000 people benefit from more and better food and higher household income by using modern grinding mills
- ▶ 200 farmers learn management and food production skills
- ▶ 50,000 people impacted – some in multiple ways – at a cost per life changed of \$1.02

What We Like About This Project

Providing grinding mills empowers farmers to earn a better living with greater efficiency. Women and girls save hours a day by not processing cassava and corn by hand, enabling many girls to return to school.

Project Profile

Organization:

Eglise Anglicane au Burundi, Diocese de Makamba (Anglican Church of Burundi, Diocese of Makamba)

Grant amount:

\$51,100

Geneva Global ID:

1-13XL6-1006

Project duration:

15 months

Expected Performance

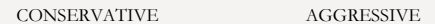
DELTA SCORE

Measures relative grant effectiveness



GRANT PROFILE

Reflects aggregate project risk



Please refer to the FAQ at the end of this document for an explanation of the Delta Score and Grant Profile.

Project Location



To Fund This Project

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SECTOR
PERSPECTIVE

Food security

Hunger and malnutrition kill more than 5 million children every year. Chronic hunger stalks more than 800 million people in sub-Saharan Africa and Southern Asia alone. Malnutrition stunts physical and mental development, increasing vulnerability to infection and disease.

Geneva Global recommends grants that maximize the potential of small-scale farmers in chronic food-deficit regions of the world by:

- Promoting appropriate farming methods
- Improving household capacity to grow and store food and control its distribution
- Protecting the environment
- Strengthening community support networks

“Regardless of how vulnerable or poor they are, people almost always have the knowledge, skills and desire to feed their families. We look for programs that build upon existing strengths in order to reduce the vulnerability of communities to food crises and dependence on emergency aid. Persistent, large-scale food distribution is not the answer.”

Jane Wathome
Geneva Global
Sector Manager

Need — *The Problem and Effects*

According to Action Against Hunger’s June 2005 report, Burundi ranks among the eight economically poorest countries in the world, with 68.8% of Burundians living below the poverty line, earning less than \$1 a week. In Bubanza province, 77% live below the poverty line. A civil war that lasted more than 10 years caused more than 200,000 deaths, forced more than 48,000 refugees into Tanzania and displaced 140,000 others internally. Average life expectancy is less than 51 years.

According to a Dec. 31, 2005, U.N. High Commission for Refugees (UNHCR) report, about 61,806 people have been repatriated and 15,072 internally displaced people were reintegrated. Poor nutrition and prevalence of HIV, malaria and tuberculosis have weakened local populations who have limited access to healthcare. Makamba has fertile soil, but because of the war, few risked farming. Those who did sold their cassava and corn at low prices because they could not access markets or lacked production facilities.

In 2004, the number of vulnerable people in Makamba was estimated at 56,836, according to Bujumbura, Burundi-based Geneva Global researcher Rukundwa Sebitereko Lazare, and 90% depended on farming for their family income.

Women and girls spend hours processing cassava and corn with stones. “For girls, these domestic responsibilities do hinder them from pursuing their education,” says Ciza Odette, from Misasa village in Makamba, “because they are obliged to process food instead of doing her homework. Thus, their performance becomes weak at the end of their school year and many of them get discouraged and drop[out] from the school.”

There are few modern grinding mills in Makamba. “I have to walk [about 12 miles] to have our cassava and corn processed,” says Daphrose Niyuhire of Kinoso. “At least three to four hours are spent on the journey; and we get very tired at the end.”

Diocese of Makamba worked with 10 local organizations when it installed 10 grinding mills in Makamba in 2005. These organizations helped manage and maintain the machines. The local government provides technicians from its Craft and Engineering Department to train beneficiaries on maintenance.

Vision — *In Their Own Words*

“High crop productions of cassava and corn, in most cases, benefits mainly wealthy businesspeople who buy raw cassava and corn from local farmers at very low prices. In turn, the businesspeople with access to processing facilities and different markets in the country sell at higher prices. By introducing grinding mills in local and remote areas, farmers are able to process cassava and corn flour for family consumption and for sale at their good price, that allow them to earn a living,” says Gerard Nduwayo, project coordinator. “Providing more grinding mills to local people in Makamba helps women and girls to save time and energy.”

Strategy — *How to Meet the Need*

The first projects the Diocese of Makamba undertook after being formed in 1997 during the civil war were the construction of churches and schools. It also joined other organizations in running a resettlement program for thousands of refugees and internally displaced people.

When Bishop Martin Blaise Nyaboho arrived in Makamba, he wanted to create hope. After his diocese built churches, schools and shelters, he wanted to provide modern grinding mills to improve living conditions. “The high production of cassava and corn in Makamba motivated me to seek support for a mill project,” he said. “I realized that beneficiaries of the project will improve their way of life.”



With a grant through Geneva Global, the diocese provided 10 grinding mills to 100 farmers, benefiting about 5,000 households (30,600 family members) in rural and impoverished communities. The mills were installed by government technicians. The diocese worked with 10 associations of 10 members each to supervise and maintain the machines and minimize the risk of mismanagement. There are a few privately owned mills that charge \$0.02 per pound, which is more than many families can afford. The diocese charges \$0.01 per pound. With the grinding mills, farmers can sell processed flour at a higher price (\$.11 per pound) than they sold the raw product (\$0.04 per pound).

Families increased their income and improved their living conditions. The project produced a substantial impact on the lives of women and girls, many of whom could stay in school.

Proposed Action – *What This Project Will Do*

This project will provide 20 grinding mills to 20 new groups of 10 members each in remote areas of Makamba. This will give 10,000 farmers (impacting 50,000 family members) access to the mills, which will be installed in the villages of Gatasi, Mushasha, Giserwa, Kabuye, Mutsindo, Kabanga, Mutwazi, Mugina, Ruvumera, Kabonga, Murinda, Mukungu, Ruyange, Kavumu, Kiyanga, Nyamibuga, Gatabo, Mugeregere, Runda and Nyumba. Priority will be given to vulnerable and repatriated families from Tanzania. One grinding mill can earn \$300 per month.

Main implementation steps:

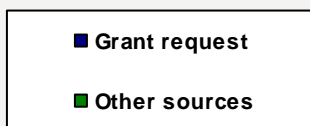
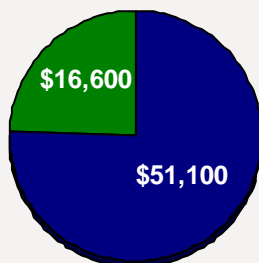
- Shelters are built for the grinding mills
- Diocese buys grinding mills
- Management training
- Mills are installed and put into operation
- Creation of 20 local committees to manage grinding mills

At least 10 part-time employees will be hired as the grinding mills become operational. The diocese will train the 200 local committee members an hour a week for four weeks using material adapted from the local government, Charlottesville, Va.-based Christian Aid and the Bujumbura-based Burundi National Council of Churches. The diocese monitors the project through site visits and quarterly reports from local committees.

Budget: \$67,700

Items	Grant request (\$)	Other sources	Total
Grinding mills	42,000		42,000
Installation	4,000		4,000
Fuel	2,700		2,700
Transportation	2,400		2,400
Labor		7,600	7,600
Training		5,000	5,000
Maintenance		4,000	4,000
Total	51,100	16,600	67,700

Project Budget



References

“I worked well with the diocese staff, including Bishop Nyaboho and Mr. Gerard Nduwayo, the coordinator of the development program. I found them very committed and dynamic. Their work in the community, such as schools, church structures and women’s programs respond to community social needs,” says *Emmanuel Ndamwumvaneza, Bureau d’Ingenierie Financiere et Economique (BIFE-office of Financial and Economic Engineering), Bujumbura. Ndamwumvaneza audited a diocese clean water project for Christian Aid in 2003.* “I came to know [Bishop] Nyaboho as an honest and committed person to his work and he has a good knowledge of what he is doing in the community that he is serving. This is a project that responds to the need of the people, especially women in Makamba. The province continues to receive many returnees from refugee camps in Tanzania. The grinding mill project will alleviate burden of processing corn and cassava for food, a job done exclusively by women. It will also provide nutritious food for families.”

“Under the leadership of Bishop Martin [Nyaboho], the diocese of Makamba has grown and expanded its work throughout the province,” says *the Right Rev. Bernard Ntaboturi, Archbishop of the Province of the Anglican Church of Burundi. Makamba diocese was formerly an archdeaconry of the Matana diocese.* “I know him for many years while working under my supervision in Matana diocese. He is trustworthy and committed to the ministry of the church. Bishop Nyaboho managed to expand primary and secondary education among the local communities and built four schools, introduced 10 grinding mills in six communes of the diocese, and built [and] rehabilitated about 45 local churches.”

Evaluation Metrics

Geneva Global’s forecast of results is located on the first page of this report. At the conclusion of the project, Geneva Global will issue a report comparing actual results with:

- 50,000 people benefiting from more nutritious food and higher household income by using modern grinding mills, as evidenced by surveys that show families eating additional healthier meals, earning more income and being able to send children to school and receive healthcare
- 200 farmers learning management and food production skills, as evidenced by implementer reports of the number of people trained in management and food production and surveys showing farmers’ families increasing their income and improving their living conditions

Geneva Global Services

Project discovery. In consultation with field experts, Geneva Global finds superior programs that correct situations of the greatest human need.

Field investigation. References are checked with independent sources who know the organization.

Site visit. Before recommending a project, a Geneva Global staff person or Geneva Global Network member visits the site to verify the information we gather.

Desk research. Best practices and other reference information are used as yardsticks to measure the project.

Peer review. During research, information gathered and the description prepared must pass three quality control checks.

Expert review. A Geneva Global sector manager checks findings and recommendations.

Deal structure. A Geneva Global researcher confers with the implementer to reach agreement on expected results, timetable and criteria for evaluation, use of funds and budget.

When you fund this project, Geneva Global will:

Document the agreement. Before money is sent to the project, a Memorandum of Understanding is signed that details expected results, timelines and acceptable uses of funds.

Assist with international funds transfers. As you require, Geneva Global will simply provide wire transfer instructions or will handle the entire process on your behalf.

Obtain receipt of funds. Geneva Global confirms when grant funds arrive with the implementer.

Check progress. Early in the project, usually about 90 days, Geneva Global confirms that the program is proceeding according to plan. The lead analyst is available to the implementer for advice and consultation throughout the project.

Measure results. Shortly after conclusion of the project, Geneva Global collects data from the implementer and compiles a concise analysis of project outcomes and lessons learned.

For every project you fund, you will receive a Geneva Global Results Report.



Concept — *Approach to Addressing the Need*

Key strengths

- Grinding mills alleviate women’s and girls’ burden of spending hours grinding cassava and corn, giving them time for other activities, such as attending school
- Farmers learn to manage and maintain the grinding mill operation

Key risk – low

Design — *Effective and Proven Methods*

Key strengths

- The diocese has shown success with a similar project
- Community-based project benefits residents regardless of ethnic or religious affiliation

Key risks – medium high

- Equipment is coming from outside the country and the organization needs to order from a credible company that can deliver on time
- Diocese needs to hire a technician to ensure maintenance

Capability — *Leadership Depth and Expertise*

Key strengths

- Staff members are trained to take over if the project leader becomes unavailable

Key risks – low

Control — *Transparency, Governance and Financial Oversight*

Key strengths

- The implementer has stable management, independent governance, secure fund transfer measures and the grant amount is less than 80% of the organization’s annual budget.

Key risks – medium

- Diocese lacks externally audited financial statements

Sustainability — *Lasting Impact*

Key strengths

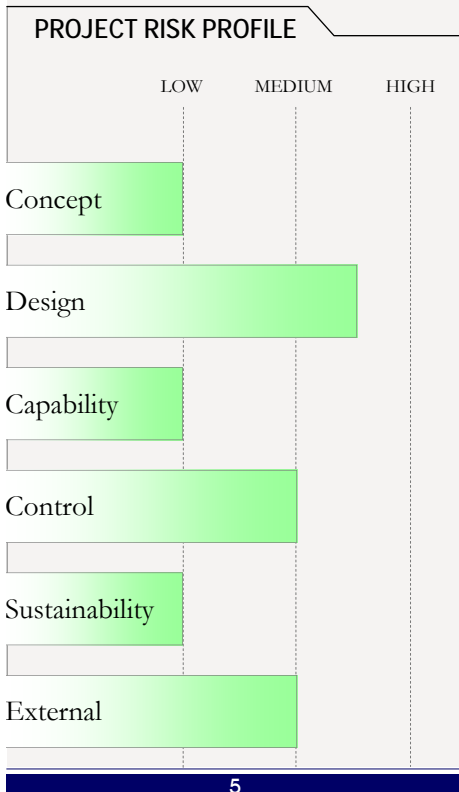
- After initial investment, the project can sustain itself

Key risks - low

External — *Factors Outside the Implementer’s Control*

Key risks – medium

- Post-war political instability and human rights violations could impede the organization from achieving its intended results





Burundi

Population: 7.3 million
Population younger than 15: 46%
Average annual population growth rate: 1.8% (compared with 1.2% in the U.S.)
Urban population: 10%
Languages: Kirundi (official), French (official), Swahili (along Lake Tanganyika and in the Bujumbura area) (CIA World Factbook)
Life expectancy: female 45, male 43
Maternal mortality (deaths per 100,000 live births): 1,000 (compared with 17 in the U.S.)
Infant mortality (deaths per 1,000 live births): 114 (compared with 7 in the U.S.)
Under-5 mortality (deaths per 1,000 live births): 192 (compared with 8 in the U.S.)
HIV prevalence (ages 15-49): 3.3% in 2005 (6.0% in 2001)
People with HIV: 150,000 in 2005 (250,000 in 2001)
HIV-infected children (0-14): 20,000 in 2005 (27,000 in 2001)
AIDS orphans: 120,000 in 2005 (200,000 in 2001)
HIV-related deaths (annual): 13,000 in 2005 (25,000 in 2001)
Literacy (15 and older): female 52%, male 67%
Gross national income per capita: \$90
Population living on less than \$1 daily: 55%
Population living on less than \$2 daily: 88%
Malnutrition among children under 5: 45% (compared with 2% in the United States)
Mothers ages 15-19 (births per 1,000 females): 50 (compared with 50 in the U.S.)
Children in the labor force (ages 7-14): 37% (2000, compared with 0% in the U.S.)
Religions: Christian 92%, traditional ethnic 6%, Muslim 1%, other 1% (World Christian Database)
2005 U.N. Human Development Index rank: 169 of 177 countries

HIV and AIDS data are from UNAIDS. All other data are from the World Bank unless otherwise noted.

Organization

Eglise Anglicane au Burundi, Diocese de Makamba (Anglican Church of Burundi, Diocese of Makamba)

Makamba, Burundi

Founded

Anglican Church of Burundi founded the diocese in August 1997 and registered it with the government in February 1998.

Mission Statement

“To enhance development capacities of the people’s God so that they may live abundant life.”

Affiliations

- Mary Sumner House, London, United Kingdom
- World Council of Churches, Geneva, Switzerland
- Church of Ascension, Pueblo, New Mexico
- Mid-Africa Ministry, London
- Trinity Church, New York
- Norwegian Church Aid, Oslo, Norway
- Dan Church Aid, Copenhagen, Denmark
- Archbishop of Canterbury Funds, London
- Burundi National Council of Churches, Bujumbura
- Diocese of Winchester, Winchester, United Kingdom
- National Committee for HIV and AIDS, Bujumbura

Active Programs

Description	Inception year	People helped most recent year	Number of staff
Mill project	2005	10,000	10 part-time
Microfinance	2004	300	One full time
Food security	2004	1,000	10 volunteers
HIV and AIDS awareness	2001	3,000	One full-time
Literacy program	2000	2,000	Two full-time, 40 volunteers



Changed Lives

“Before we got this grinding mill here, it was a burden for us to walk more than [12 miles] to reach the nearest grinding machine. One day, I had to walk with my child on my back because I had no one to stay with him at home,” says *Bizimana Euphrate, a married farmer with eight children*. “To get access to the grinding machine, it would take almost a whole day. I used to come home very tired. But since the diocese provided the machine near to us, I was so much relieved. I no longer walk long distances, it is just here near my home and I do spent more time with my child and do some other work at home. ... This has improved our family income. This year, I paid school material for two children without problem.”

“I thank God for giving us church leaders with community vision in the province of Makamba. Since its creation, the Diocese of Makamba has done a lot for community development in Makamba, including the grinding mill project,” says *Kabura Aron, a married farmer with nine children*. “Before this project was initiated, we had around us very few grinding mills owned by businessmen. These were very expensive and far away. For instance, my wife would walk a long distance and paid [\$0.02 per pound]. But now, the mill is near and we can grind at [\$0.01 per pound]. We do save a lot of money.”

Overall organization revenue sources (income) and spending (expenditure) in U.S. dollars

Income	2003	%	2004	%	2005	%
U.S. donor	65,000	72	9,354	55	54,756	45
Burundi donor	16,726	18	0	0	32,200	26
Other donations	6,171	7	1,646	10	16,539	14
Offerings and rental income	3,000	3	6,000	35	18,892	15
Total	90,897	100	17,000	100	122,387	100
Expenditures						
2003	%	2004	%	2005	%	
Programs	87,771	96	10,050	63	101,000	83
Salaries	2,500	3	5,000	31	10,800	9
Administration	500	1	1,000	6	9,200	8
Total	90,771	100	16,050	100	121,000	100
Surplus/(deficit)	126		950		1,387	

Financial statements

Prepared:	Quarterly
Reviewed by:	Financial committee
Externally audited:	No
Complete bank wire transfer information on file at Geneva Global:	Yes

Profiles

The Right Rev. Martin Blaise Nyaboho, has been working for the Anglican church since 1973. He started as a translator for Bible literature and served as deacon in the Matana diocese from 1982 to 1985. From 1985 to 1988, he worked in the Bible Society of Burundi as a translator. He holds a bachelor's degree in systematic theology from the Kenya Highlands Bible College, Kericho, Kenya, 1992. He worked as a teacher at Matana Bible College, Burundi, for one year. For four years, he worked as the officer of community development in the Diocese of Matana. In July 1997, he became the first bishop of Makamba diocese and is the delegate for the Anglican Church of Burundi in the Executive Committee of the Anglican Consultative Council. He is the chairman of the development commission of the Anglican Church of Burundi.

Gerard Nduwayo has been coordinator of the development department since 2000 and holds a diploma in community development from Institut Technique Agricole (Agricultural Technical Institute) Mahwa, Burundi, 1986. He has experience and special training in community development in Burundi, Europe, Kenya and Tanzania and is an agronomist. He trained 12 people to produce animal food that helped 175 cattle-raisers charge higher prices, increase household income and enable families to afford school fees, medical care and better nutrition. Nduwayo also has trained 60 people in management skills, impacting 300 family members. Under the supervision of Bishop Nyaboho, Nduwayo recently managed the installation of 10 grinding mills in Makamba.

Leadership

Governance

The Executive Committee meets three times a year to plan and review all diocese activities. Executive Committee members are:

- The Right Rev. Martin Blaise Nyaboho, president (bishop, Diocese of Makamba)
- Hermas Gatoto, secretary (secretary, Diocese of Makamba)
- Joas Gahenga (pastor, Diocese of Makamba)
- Jean Bosco Ndiokubgabo (pastor, Diocese of Makamba)
- Onesphore Ntamagaba (pastor, Diocese of Makamba)
- Jemime Niyonizigiye (lay leader, Diocese of Makamba)
- Emmanuel Karimanzira (pastor, Diocese of Makamba)
- Manasse Ndikumana (pastor, Diocese of Makamba)
- Manasse Niyongabo (pastor, Diocese of Makamba)
- Ezechiel Vyizigiro (pastor, Diocese of Makamba)

Policies

Related parties in management or governance: No
 Staff and/or Board reflects spectrum of ethnic groups or tribes: Yes
 Women in supervision or management: Yes

Leaders

Responsibility	Name	Title	Years of related experience	Years with organization	Years in current role
Right Rev. Martin Blaise Nyaboho	Leader	Bishop	13	9	9
Gerard Nduwayo	Community development projects	Diocesan development coordinator	17	6	6
Emmanuel Karimanzira	Accounting	Accountant	9	9	9
Fidele Ndayishimiye	Building supervision	Builder	15	9	9

Who is Geneva Global?

Geneva Global works for donors. We are not fund-raisers for charities. We do not promote our own projects. Rather, we are a service for thoughtful donors who want measurable results from the money they give. Geneva Global provides independent research, insightful analysis and grant management so our clients can invest where their giving changes the most lives. In short, we help you accomplish more with the money you give.

What is a *Delta Score* and how is it calculated?

The Delta Score is a universal measurement that makes it possible to compare projects, regardless of type or location. The Delta Score calculates the depth and breadth of Life Change from a project and compares it to the most common form of international giving, child sponsorship. The scoring system is calibrated so a Delta Score of 1 equals successful sponsorship of one child. This means a project with a Delta Score of 7 is expected to produce seven times more Life Change than if an equivalent amount of money were spent on child sponsorships.

What do you mean by *Life Change*?

One of the most serious flaws in traditional philanthropy is the lack of ways to measure success. How do you know whether your contribution did any good? Geneva Global uses Life Change to measure success in giving. We define Life Change as a direct, material and measurable difference in the quality of a person's life. A life is changed when an AIDS orphan is integrated into a loving family, when a mother achieves economic security by starting a small business, when an infant's life is saved by a vaccine, when a girl completes her education or when a slave becomes free from bondage.

What is the *Risk Adjusted Range*?

The comparable term in investing is "volatility." Every project involves risk. We assess up to seven categories of risk. The Risk Adjusted Range shows the range of likely Delta Scores for the project based on the combined risk. A project with low total risk will have a very narrow Risk Adjusted Range (for example, 7 to 9 with a Delta Score of 8), while a project with high total risk will have a broader Risk Adjusted Range (for example, 4 to 12 with a Delta Score of 8).

What is the *Grant Profile* and how is it determined?

We only recommend projects that, based on Geneva Global's extensive experience, have acceptable levels of risk. However, tolerance for risk varies among donors. The Grant Profile is a simple way of summarizing the total risk associated with a project. What is your personal giving style? Do you have an appetite for courageous projects that operate in difficult and even dangerous situations? Or do you value stability? Geneva Global finds, researches and recommends projects that range from daring to stalwart. The Grant Profile is an at-a-glance indicator of which giving style best matches the amount of risk for a particular project.

Who pays for Geneva Global's research?

Investigating projects in foreign countries is difficult and costly. The benefits, however, are tremendous. Geneva Global clients discover they are able to obtain 10 and sometimes as much as 30 times the results compared to traditional methods of giving. The increased results far outweigh the modest professional fees Geneva Global charges. Contact your Geneva Global advisor for fee details and information about all the services you receive.

Whom do I contact to fund this project or ask questions?

Contact your Geneva Global advisor.
If you don't have an advisor, please contact
Joan Cortright in Client Services:
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JCortright@GenevaGlobal.com

