

“Some 300,000 people are served by one hospital in Bugesera. The hospital is understaffed, under resourced in terms of drugs and in need of emergency room and intensive care unit equipment.”

– Jane Wathome,
Geneva Global associate
health sector manager

Rwanda Healthcare Project

Saving Rwandan Lives Through Health Education



A doctor attends to a patient at Nyamata Hospital, Bugesera district, Rwanda, in December 2006.

Summary

Investment: \$149,952
Expected change: 63,131 lives
Cost per life impacted: \$2.38
Project duration: 12 months
Sector: Health
Focus: Community healthcare
Organization: Association des Eglises de Pentecote au Rwanda (ADEPR, Association of Pentecostal Churches in Rwanda)
Location: Bugesera district, East province, Rwanda
Geneva Global ID: 073006
Delta Score: (What's This? See page 7.)



Fit within overall Initiative

This project will strengthen healthcare delivery in the war-torn Bugesera district of Rwanda's East province. This project will improve health in needy communities by bolstering drug supplies and educating people on the benefits of seeking care, vaccinating children and giving birth in health centers rather than at home.

Expected Change

This investment of \$149,952 expands ADEPR's healthcare services in Bugesera district by buying drugs, training healthcare providers, strengthening community health education and improving hospital facilities. Healthcare workers will be trained and drugs and medical equipment will be purchased. A total of 63,131 people will be impacted, some in multiple ways:

- **61,800 women and children** benefit from improved neonatal and maternity services
- **1,175 community health workers** learn to identify health issues and educate community members in prevention techniques
- **102 nurses** at community health centers are trained to care for and educate women and their babies before, during and after delivery
- **47 nurses** at Nyamata Hospital are trained to better care for and educate women and their babies before, during and after delivery
- **7 doctors** receive training to better care for women and their babies before, during and after delivery

Project overview

Civil war left Rwanda's health system in desperate need of trained staff and adequate facilities to cope with preventable diseases – particularly in the Bugesera district of Rwanda's East province, which suffered heavily in 1994's genocide.

This project will provide training, medicine, equipment and prevention education to reduce widespread diseases such as malaria, pneumonia, acute respiratory diseases, intestinal worms, amebic dysentery and diarrhea.

Over three years, thousands of people will receive medical care and learn to avoid illness.

Vision

Dr. Vincent Rusanganwa

Former director

Nyamata District Hospital

"My heart was touched by the way the community is suffering due to inefficient health services in the hospital. ... As a doctor, I felt I should do what I can to efficiently equip the

"I watched many people dying in my hands when I could have saved their lives if I had the equipment."

hospital and save many lives. We sometimes have to use just traditional methods such as covering premature babies in cloths, while we should use modern technology such as

baby incubators. ... It is frustrating that there are neither emergency nor intensive-care units in the hospital.

"I would like to help my people and impact their lives by providing them with quality healthcare. In so doing, I hope to be able to make their lives stronger so that they can work, produce, promote their economy and reduce the burden of diseases."

Snapshot



What's right

Despite limited staff and resources, Nyamata District Hospital has served 24,000 people over the last two years.

What's wrong

Lack of health education fuels the spread of disease in this densely populated district, which has become further crowded by refugees from Burundi and Tanzania as well as the return of those who fled Rwanda's ethnic strife.

Project budget

Items	Grant request (\$)
Gynecology-obstetrics and pediatric drugs	52,330
Doctor training	16,572
Hospital nurse training	16,272
Health center nurse training	22,524
Community health worker training	19,380
Account management	10,293
Project origination	7,777
<u>Independent monitoring and evaluation</u>	<u>4,804</u>
Total	149,952

Picturing Life Change



A woman and her infant receive postnatal care at Nyamata Hospital in December 2006.

Project cost vs. annual budget

- The first-year project cost is 21 percent of ADEPR's total 2005 income.

Other key information

- Nyamata District Hospital has a new director, Dahlia Mukamusoni, who, Geneva Global research shows, is capable of improving health services
- Many surgeries and deliveries are performed by doctors who lack training in specialized fields

Up close

Charles Habineza of Nemba village in Bugesera district received treatment at Nyamata District Hospital:

"I have been suffering from diabetes for the last five years. When I came to Nyamata Hospital I was well-received, tested and put under medication. I was given proper attention and cared for. I had no money to pay for my bills, but I was provided with a medical program and food to sustain my life. Without this help I think I could have died, but now I feel much better."

Track record

Swedish missionaries founded Swedish Free Mission, ADEPR's predecessor organization, in January 1940. Under Rwandan leadership, ADEPR registered under its current name with the Rwandan government in October 1962, and now has 504,762 members in 271 parishes in five provinces. It owns and manages six health institutions, 14 secondary schools and 114 primary schools. Based in Kigali, Rwanda, ADEPR opened Nyamata Hospital in 2002.

As Bugesera district's only hospital, Nyamata has served more than 24,000 people over the last two years. In 2006 alone, the hospital provided outpatient services to 13,998 people, helped 2,969 maternity

Nyamata Hospital has served more than 24,000 people over the last two years.

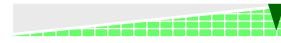
patients and performed 626 surgeries. Five doctors and 55 nurses now work at the hospital. As operator of the district hospital, ADEPR has a government mandate to supervise and coordinate 11 community

health centers, which employ about 55 nurses.

ADEPR received funding in January 2005 through Geneva Global for a project that included voluntary HIV counseling and testing in Rwanda. The project did not achieve the expected number of people tested, in part because ADEPR underestimated stigma against AIDS and willingness of people to travel long distances for testing. The organization also received funding through Geneva Global in March 2006 for a project that built wells and water catchments providing potable water to thousands of people, and trained beneficiaries in hygiene and sanitation. This project's results exceeded goals, due in part to enthusiastic involvement by community members and leaders.

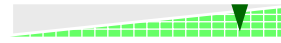
Depth analysis

Urgency



Relates to critical unmet needs and underserved people and the window of opportunity to achieve optimal results.

Essential need



Based on a hierarchy of needs with life and death issues scoring high, promoting self-improvement scoring low.

Depth of impact



Identifies how thoroughly projects affect individuals. Complete or thorough transformation scores high. Light impact or difficult-to-measure results score low.

Endurance of impact



Refers to how long changes last among individuals. Life change that lasts a lifetime scores high. Life change that diminishes and needs to be replenished scores low.

Risk analysis

Aggregated project risk. This score is a compilation of six categories of internal and external risk for this project.



Concept



Refers to how well the project solves the local needs it is designed to address.

Design



Reflects how well and how long the organization has used proven, best-practice approaches.

Capability



Refers to the degree to which implementers have the necessary skills and resources required to successfully operate the project.

Sustainability



Refers to the implementer's ability to maintain financial and other resources to ensure the project continues after the funding period.

Control



Reflects transparency, accountability, financial capacity and effective and independent governance.

External



Refers to factors beyond the implementer's control, such as climate, war, currency devaluation, prejudice and political changes.

Key risks

- Changes in hospital management, possibly by government mandate, could disrupt implementation
- The organization lacks externally audited financial statements
- Acquiring funds for continued operation is ADEPR's greatest challenge because many beneficiaries cannot afford to pay for care; however, a new government health insurance program is expected to reimburse the hospital about \$40,000 per year
- Poor communications and transportation in rural areas may hinder implementation
- Recruiting staff may be difficult because qualified candidates are few and demand high salaries

Up close

Bernadette Mukamusoni of Nyamata village in Bugesera district received treatment at Nyamata District Hospital:

"I had been bleeding from my nose for many months. When I went to the hospital, I was well-treated and given medication. I regularly receive blood and food whenever I need them. I have no children and no relatives to help me. The whole of my life is sustained by the services I get from the hospital."

Geneva Global's Strategic Initiative Approach

1 Plan

Geneva Global's specialists and donors explore solutions to local problems.

2 Identify

Determine Strategic Initiative goals and objectives:

1. Explore needs, focus of investment and availability of local implementers.
2. Engage potential implementers and funding agencies to clarify plans.
3. Refine granting strategy and conduct a baseline study.

3 Qualify

Conduct due diligence.

4 Fund and monitor

Disburse funds, build capacity and monitor progress:

1. Disburse funding after agreements are signed.
2. Share best practices.
3. Monitor projects against agreed-upon milestones.

5 Evaluate

Compare performance with goals and objectives to gauge impact:

1. Compare performance with baseline data.
2. Record lessons learned.
3. Celebrate achievements with donors and organizations.

A Strategic Initiative is a clustered portfolio of multiyear projects within a specific geographic area. Through collaborative investment from multiple donors, a Strategic Initiative results in clearly defined social change, often focused on a single issue or developmental sector. Projects within a Strategic Initiative are researched and chosen to create a portfolio that will result in meaningful, sustained change.

A Strategic Initiative typically spans three to five years. Grant amounts for individual projects within a Strategic Initiative will vary according to geography, capacity of local implementers and the specific issues addressed.

A Strategic Initiative is a solution-oriented approach designed to catalyze Life Change. It requires careful communications and planning among local leaders in the project areas, Geneva Global staff and lead donors. But the results are worth the effort for all involved.

Key ingredients for each Strategic Initiative include:

- Establishing clear and measurable goals for social change through a landscape study, a granting strategy and a baseline study.
- Selecting effective implementing organizations whose programs and projects align with the established granting strategy and provide the best local approaches to address local needs.
- Collaborating and sharing knowledge among funded organizations to encourage effective use of best practices. This may happen in many ways, including implementer conferences and workshops, facilitated by Geneva Global.
- Conducting ongoing monitoring and evaluation of funded projects, as well as communicating with implementers and donors on the progress of Strategic Initiatives.
- Conducting a final evaluation of the Strategic Initiative to determine the measurable and lasting Life Change achieved.
- Exploring how additional funding could enable the most effective implementing partners to continue addressing the most critical needs in their region. This encourages expansion of the most effective organizations and programs through results-based funding. In the end, the best of the best expand their work, improving the marketplace among social entrepreneurs.

For more information, please refer to this project's Road Map, or contact a Geneva Global advisor.

Who is Geneva Global?

Geneva Global Inc. is an advisory services firm providing independent research and guidance for highly effective and rewarding giving within the developing world. Beginning with careful listening and leveraging extensive field expertise, Geneva Global provides a combination of insight, access, and influence so donors can invest in life-changing giving.

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 expected *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? 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 analysis* and how is it determined?

Based on Geneva Global's extensive experience, projects are only recommended that have acceptable levels of risk. However, tolerance for risk varies among donors. Geneva Global finds, researches and recommends projects that range from daring to stalwart. The Risk analysis provides an at-a-glance indicator to help you match your desired amount of risk for a particular project.

What is the *Depth analysis*?

The Depth analysis provides an at-a-glance indicator to help you gauge the overall priority of the recommended project. Looking at a range of project assets, this measure provides a global perspective of the uniqueness, time-bound urgency, depth of impact and length of expected change. All measures to help you clarify the comparable value of this recommended project.

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

We welcome the opportunity to discuss this project with you and explore opportunities for tax-deductible investment in this specifically targeted Life Change. If you do not have a specific Geneva advisor to assist you, please contact Debbie Attardi in our client services department (in the United States, 610-254-000; or DAttardi@GenevaGlobal.com).



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