

“Water is a source of life for people. ... We want to provide clean water as a precondition to good health in the areas.”

– *The Rev. Nathan Amooti, diocesan secretary, EER/DK*

Our recommendation and fit within overall Initiative

We recommend this project as an effective step toward reducing disease in one of Rwanda’s least developed areas, supporting the Initiative’s goals of providing clean water, sanitation and health education to 145,000 people in eastern Rwanda. This project will counter disease by supplying water through wells, water tanks and springs, training community members to maintain these facilities, and providing mobile latrines and community hygiene education.

Bugesera Water, Sanitation and Health Project



A child pumps water as part of the March 2007 inauguration ceremony of a well built by EER/DK in Gitovu village, Bugesera district.

Summary

Year-one investment: \$95,709
Total investment: \$322,360
Expected change: 43,374 lives
Cost per life impacted: \$7.43
Project duration: 36 months
Sector: Health
Focus: Water and sanitation
Organization: Eglise Episcopale au Rwanda, Diocese de Kigali (EER/DK, Episcopal Church of Rwanda, Kigali Diocese)
Location: Rwanda
Geneva Global ID: 073296
Delta Score: (*What’s this? See page 7.*)

11.07

Expected Change

An investment of \$322,360 expands EER/DK’s clean water and sanitation program to communities in eight additional sectors of Bugesera district. A total of 43,374 people will be impacted, some in multiple ways:

- **38,750 community members** gain access to clean water and improve their hygiene, reducing disease as well as time spent traveling to get water
- **4,317 teachers and students** gain access to clean water and latrines, and improve their hygiene
- **307 orphans** gain access to clean water and improve their hygiene
- **225 community members** gain skills in water system maintenance and management, as well as education in hygiene and sanitation

Project overview

More than 200,000 people in Rwanda's Bugesera district lack access to clean water, rendering them vulnerable to dysentery, malaria and other easily preventable diseases. This project will provide water through long-lasting facilities such as wells, protected springs, rain-water catchments and water tanks, and improve community hygiene by providing latrines and health education. More than 40,000 people will benefit from long-term reductions in disease.

Snapshot



What's wrong

Poor access to water means many people must travel for hours fetching water — time that could be used earning income or learning at school.

What's right

In addition to water sources, this project will provide schools with portable polyethylene latrines, shown to be durable and easy to install and clean.

Vision

The Rev. Nathan Amooti
EER/DK diocesan secretary

“Water is a source of life for people. ... With this water and sanitation project, EER/DK hopes to provide clean water to the community and ensures pupils in school are clean so as to curb down waterborne diseases among young and old people of Bugesera. The project will help to increase the number of people with access to clean water from 30 percent to 90 percent in a period of three years, and [change] behaviors of the community members through participatory approach, hygiene and sanitation transformation. The number of people who have been affected by diseases caused by unclean water and [poor] sanitation will decrease from 80 percent to 30 percent. We want to provide clean water as a precondition to good health in the areas.”

“EER/DK hopes to provide clean water ... to curb down waterborne diseases among young and old.”

Up close

John Habineza of Bugesera, 23, relied on swamps for his drinking water.

“We were fetching water from swamps because there was not any place to get clean water. It was as far as a two-hour bicycle ride, but now it takes us only 20 minutes to get water. With the shorter distance, we can put the time we save into earning income.

“Not only did I get clean water, but I got a job constructing water systems. I was trained and acquired technological skills in building wells, so now I have a chance to get work at any other construction site. We also attended a workshop on how to manage wells. I thank EER/DK for having brought this project to our area.”

Project budget

Items	Year 1	Year 2	Year 3	Total
Well construction and repair	34,095	34,095	34,095	102,285
Water tank construction	19,470	19,470	19,470	58,410
Rainwater catchment systems	10,911	10,911	10,911	32,733
Salaries for three project staff	9,828	9,828	9,828	29,484
Portable latrines	4,546	4,546	4,546	13,638
Protection of springs	4,364	4,364	4,364	13,092
Transportation of materials and personnel	2,564	2,564	2,564	7,692
Motorcycle and fuel for a water technician	5,197	828	828	6,853
Water systems, hygiene and sanitation training	742	742	742	2,226
Pump purchase and maintenance	1,128	401	401	1,930
Computer and printer	1,874	0	0	1,874
External auditing fees	546	546	546	1,638
Telephone and communications	444	444	444	1,332
Project origination	5,857	5,431	5,431	16,719
Independent monitoring and evaluation	3,618	3,354	3,354	10,326
Account management	7,752	7,188	7,188	22,128
Total	\$112,936	\$104,712	\$104,712	\$322,360

A total of \$22,903 in additional funds has been committed by EER/DK, including \$7,901 in Year 1, \$7,096 in Year 2 and \$7,096 in Year 3.

Picturing Life Change



A woman collects water from the Kanyina spring in Musenyi sector of Bugesera in July 2006. EER/DK built the structure protecting the spring, using funds provided through Geneva Global.

Key implementer data

Project investment vs. annual budget

- First-year project investment is 13 percent of EER/DK's total 2006 income
- EER/DK has 48 full-time staff, eight part-time staff and six volunteers

Up close

Louise Mukamana, 36, lacked a supply of clean water near her home in Bugesera.

"I am married with three children. We were using dirty water, and we spent a lot of time and money in treating diseases that are caused by dirty water. In addition, we had to travel far from home to get water. Thanks to the clean water we now get because of EER/DK, we are no longer suffering from those diseases. The distance we travel to fetch water has been reduced, because our water system is now near our home. We thank EER/DK for giving us water in our area."

Track record

The Episcopal Church of Rwanda founded EER/DK in 1976. Based in Kigali, Rwanda, EER/DK received funds through Geneva Global in January 2005 for a project bringing clean water to Bugesera. The project achieved all of its goals: The organization built eight new wells and protected four water springs, making water accessible to nearly 19,000 people during the 12-month project period. In addition, EER/DK trained 150 community members in health and sanitation, who in turn trained an additional 400 volunteers to maintain water systems, improve hygiene and increase crop yields through sustainable farming methods. An additional 1,440 people were trained in small-scale agriculture, irrigation, tree planting, land conservation and food storage, helping them improve their daily nutrition.

EER/DK reports that it has since provided clean water to more than 38,000 people through facilities constructed and maintained as a result of funds granted through Geneva Global.

In 2006, EER/DK received funds through Geneva Global for three additional projects:

- Building classrooms for preschool children
- Expanding a program in which poor widows make and sell soap for income, while learning HIV prevention
- Providing business training, loans and HIV prevention education to rural women

These three projects have not yet been evaluated.

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



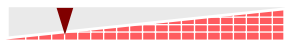
Refers to how long changes last among individuals. Life change that lasts a lifetime scores high. Life change that diminishes and needs to be replenished scores low.

Risk analysis

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



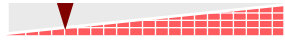
Context



Reflects regional risks outside the organization's control that could prevent project goals from being achieved.

The implementer has a track record of success in providing clean water in Bugesera. However, more than 200,000 people in the district still have no access to clean water.

Clarity



Refers to clear links among project design and scope and estimated Life Change impact, and reflects design risks.

EER/DK has technical know-how in providing water, but has little experience educating community members in hygiene and sanitation.

Coherence



Refers to clear links among the project, the organization's experience and the Strategic Initiative goals, and reflects related risks.

The implementer lacks skills in project design and in involving community members.

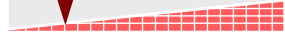
Credibility



Refers to the organization's reputation, and reflects risks related to the organization's governance and integrity of its leaders.

Community involvement in planning and implementing projects has been limited. Finances are audited at irregular intervals, creating difficulty in tracking use of funds.

Capability and capacity



Refers to the organization's ability to achieve project goals, and reflects risks related to leadership, staff and finances.

EER/DK relies on donors for project funding. Local partners are limited to Bugesera water and social service agencies. This project will be run by two staff members.

Continuous improvement



Refers to the organization's record of monitoring, evaluating and improving projects, and reflects related risks.

Follow-up will be limited due to the project's small staff. EER/DK has not shown the ability to revise project design to meet time or budget constraints.

Overall key risks

- Maintenance and repair of water facilities will be the responsibility of community members trained by EER/DK. This approach has proven effective in other projects in the region.
- The Bugesera district water authority requires each family to contribute about \$2 per month to maintain new water systems.
- Though EER/DK has developed technical expertise in water facilities, the implementer lacks experience teaching hygiene and sanitation.
- Community involvement in planning projects has been limited, but EER/DK staff says the organization now recognizes the importance of gaining such involvement.
- Community members will be expected to assist in water facility construction, including working to clear facility sites and carry materials.

Geneva Global's Cluster 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 Cluster Initiative is a solution-oriented approach designed to catalyze Life Change. It requires careful communication and planning among local leaders in a project area, Geneva Global staff and the client investor. The results benefit all involved.

Key ingredients for each Cluster Initiative include:

- Establishing clear and measurable goals
- Selecting effective implementing organizations whose programs and projects align with the goals for the Cluster Initiative and provide the best local approaches to address local needs.
- Collaborating and sharing knowledge among funded organizations to encourage effective use of best practices.
- Conducting ongoing monitoring and evaluation of funded projects, as well as communicating with implementers and client investors.
- Conducting a final evaluation of the Cluster 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 the 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.

A Cluster Initiative is a mix of projects within a related geographic area, often focused on a single issue or developmental sector of global priority. Depending on the geography, capacity of local implementers and the specific issues to be addressed, a range of project and implementer sizes will be utilized.

Projects typically span three to five years and are chosen to create a portfolio that will result in meaningful, sustained Life Change.

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 Global advisor to assist you, please contact Christine Messa in our client services department (in the United States, 610-254-0000; or CMessa@GenevaGlobal.com).



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