

Low-Cost Loans and Training Help Burundians Raise Income



Jean Nkuzimana, CoLuPau manager, explains regulations to loan applicants in November 2006.

Overview

Struggling to rebuild after a decade of war, low-income Burundians lack access to capital for starting and expanding income-generating activities. This project will provide affordable loans and business training in Musaga, a war-ravaged district of 60,000 people in the capital of Bujumbura. Increased income will mean improved nutrition, education and business growth for hundreds of families.

Expected Life Change Results

An investment of \$36,210 expands CoLuPau's program for loans and business training to 200 additional beneficiaries in Musaga. Expected Life Change:

- ▶ 200 farmers and entrepreneurs receive loans and business training
- ▶ 1,200 loan recipients and family members gain increased income, enabling improved nutrition, education and business expansion
- ▶ 1,200 people impacted – some in multiple ways – at a cost per life changed of \$30.18

What We Like About This Project

Musaga suffered in nationwide ethnic violence beginning in 1993 and culminating with heavy local fighting in 2003. Now that peace and reconstruction are taking hold, this project will help formerly warring ethnic groups reconcile and rebuild their community socially and economically. Loans will be provided at interest rates lower than those of most institutions, making credit available to more low-income people. This project also equips beneficiaries with skills that enable them to use loans wisely and invest in their own growth.

Project Profile

Organization:

Cooperative de Lutte Contre la Pauvreté (CoLuPau, Cooperative for the Fight Against Poverty)

Grant amount:

\$36,210

Geneva Global ID:

1-157EU-1106

Project duration:

16 months

Expected Performance

DELTA SCORE

Measures relative grant effectiveness



GRANT PROFILE

Reflects aggregate project risk

CONSERVATIVE

AGGRESSIVE

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

Poverty solutions

More than 1 billion people currently live in extreme poverty on incomes of less than \$1 a day. Another 2 billion live on only \$2 a day. That number has increased significantly over the last 20 years despite aid totaling tens of billions of dollars.

Microenterprise development is a proven solution to poverty for the working poor. Small loans, often accompanied by basic business training, enable poor families to set up or expand tiny informal businesses that provide ongoing streams of income.

Geneva Global finds and recommends programs that reach the poorest households in the poorest countries.

“When microenterprise reaches into poverty’s deepest levels, life-changing results are greater and costs are lower. Too many microenterprise programs focus on the collection of loans and institutional self-sufficiency when the true goal is increasing household income and improving lives. To us, changing lives ranks higher than the success of the institution.”

Robert Morrison
Geneva Global
Sector Manager

Need — *The Problem and Effects*

With about 60,000 people, Musaga is one of the most populous districts in southern Bujumbura, adjoined by several military camps and the city’s central prison. In 2003, Musaga was hit by fierce fighting between government soldiers and rebels. More than 17,000 people were killed, hundreds of houses were damaged or destroyed and thousands of people fled. Members of the Hutu ethnic group were forced out or killed by ethnic Tutsis, while in the city’s northern district of Kamenge, Tutsis were forced out or killed by Hutus. Today, Hutus and Tutsis live together again, but lack the means to rebuild from the conflict’s extensive destruction.

Almost a third of Musaga’s people are unemployed, reports Damas Nduwimana, Musaga’s chief administrator. A 2005 law offers free primary schooling, but most families are too poor to afford school materials and uniforms. About 45% of residents have limited access to public healthcare; the rest have no healthcare available.

Athanase Gahungu, Burundi’s minister of finance, warned in May 2005 that poverty was increasing in the wake of the country’s sociopolitical crisis, with refugees, orphans and unemployed youth increasingly vulnerable. In 2002, 68% of Burundians lived in poverty, compared with 33% in 1992. Microfinance represents an important means to improve living conditions and break the cycle of poverty, Gahungu said. Only 200,000 of Burundi’s 7.3 million people have access to bank loans, said Ibrahim D. Fall, U.N. Development Program representative in Burundi. Banks typically seek borrowers with property or monthly salaries to offer as security.

Local service alternatives

Several microfinance institutions operate in Bujumbura, including Banque Nationale de Développement Economique (National Bank of Economic Development), Mutualité Epargne Credit (Mutual Saving Credit). Hope Fund, Cooperative d’Epargne et de Credit (Saving and Credit Cooperative), Ishaka (Zeal) and Caisse Cooperative d’Epargne et de Credit Mutuel (Cooperative of Mutual Savings and Credit Cooperative). There is an umbrella group, Réseau des Institutions de Microfinance au Burundi (RIM, Network of Microfinance Institutions). Member institutions offered minimum loans of about \$181 in 2004, according to M. Gabriel Ntisezerana, RIM president. Government measures, such as new regulations in 2006, aim to promote microfinance in Burundi, particularly to benefit people with low incomes.

Still, many microfinance institutions in Burundi charge interest rates difficult for low-income people to afford – typically between 18% and 25% annually. Bujumbura-based Turame (Live Longer) offers loans of \$60 to \$150 at a rate of 3% per month or 36% annually. Neema Nyakahure, a Congolese refugee in Bujumbura, runs a small business outside the central market. “I want to work and do big business, but I have not enough money to allow me realize my dream,” she says. “When I go to banks to apply for loan ... the loan interest is too high that I cannot afford. It is as if I am working for the bank. From the loan I need to have a consistent profit at the end, too.”

Many institutions are considering reducing interest rates to make microcredit more widely available. Mutualité Epargne Credit reduced its interest rate from 18% to 14% in January 2006, according to Jean-Luc Nibizi, marketing director. The lower rate provides more people with access to credit, helps improve borrowers’ profits and motivates repayment, Nibizi says. His institution saw membership grow from 14,630 at the end of 2005 to 20,450 by October 2006, while the loan repayment rate rose from 95% to 99%.

Reference

“Jean Nkuzimana, CoLuPau manager, worked for the Central Bank of Burundi’s export and import service for three years before joining the Bank of Commerce and Development as chief officer of its foreign exchange service. Jean and I discussed his initiative of starting CoLuPau, and I encouraged him to do so. He co-founded CoLuPau to help local people increase their portfolio and improved their living conditions. Generally, interest rates at existing banks range from 19% to 25 % annually, presenting an obstacle to people with little or no capital who want to improve their income. CoLuPau seeks to serve the needy among our communities by offering a lower interest rate. ... Jean is compassionate, creative and committed to his work. The idea of helping people such as daily laborers has been his dream. ... Musaga is known as one of the districts that have been hit hard by war and ethnic strife over the last 13 years. This project is timely in helping local people rebuild their living conditions as Burundians. The project must be prudent in offering loans to all ethnic groups without discrimination. If successfully and equitably distributed, the loan can be a source of reconciliation,” says *Beatrice Ndayishimiye, chief officer, internal audit service, Central Bank of Burundi, Bujumbura*

Vision — *In Their Own Words*

“Microfinance is my area of expertise, with 12 years of experience in financial institutions in Burundi. I have learned that people with low or without any income can never improve their economic conditions, because they have no access to bank credits due to lack of bank guarantees. Yet it is the people with low income who are exploited in daily labor, but unfortunately with very little pay at the end of the day. In 2001, as I was working in the Bank of Commerce and Development, a young man came to ask for a credit of about \$2,500 to start up a small stationery business. The bank turned down his request because he did not show sufficient resources and guarantee to pay back, despite his zeal and willingness to work and improve his living conditions. Since then, I started feeling very sorry for people who can work, but lack means to start up their small businesses. Take the example of Musaga ... where only about 15% can afford to apply for a loan with their title deeds as bank guarantee for a small loan. ... CoLuPau wants to give a chance to such creative people, yet with limited resources, to have access to loans that can increase their income generation,” says Jean Nkuzimana, CoLuPau manager.

Strategy — *How to Meet the Need*

Founded in 2004 with 53 members, CoLuPau has provided financial and small-business training to 761 people in Bujumbura, Rutana and Makamba provinces, including its current 157 borrowers, 442 demobilized soldiers and 162 members of 82 nongovernmental organizations (NGOs).

CoLuPau registered with the Burundian government in January 2005. National regulations permit new financial institutions to issue loans only after a year of operation. Additionally, loan recipients must have been members of the institution for six to 12 months. CoLuPau began issuing loans in January 2006, and by October 2006 had given loans to 157 recipients for income-generating activities.

Loans were initially offered at an annual interest rate of 18%, though for this project, the rate will be lowered to 16%. Loan periods ranged between three and six months, with amounts varying from \$80 and \$200. Penalties are set at 3% of the amount not paid after 30 days.

CoLuPau staff maintains regular contact with loan recipients through field visits and telephone contact at least weekly, providing business guidance as needed. The implementer tracks portfolio performance on a monthly basis. Of 157 borrowers, only two were unable to repay loans; local electricity shortages hampered these borrowers’ carpentry business.

Borrowers must begin training in business skills before receiving loans. For loans related to small businesses, CoLuPau investigates applicants’ existing businesses or business proposals, evaluating applicants’ ability to pay. Collateral may include property or inventory. Borrowers must provide character references. Timely repayment of previous loans helps qualify borrowers for new loans; however, applicants without credit histories are also considered based on character and ability.

CoLuPau works with local associations, churches and solidarity groups to find loan applicants. A solidarity group may apply for a single loan to fund a large project or to disburse to members, or members may apply for individual loans. For instance, a local association called Twizere Yesu (Believe in Jesus) borrowed \$2,000 over six months to build a business selling rice. The association of 25 families repaid the loan and gained income allowing it to increase its inventory for future sale.

Loan applicants, whether groups or individuals, must provide collateral. Members of solidarity groups guarantee each others’ loans. Local associations and churches may recom-

Reference

“When CoLuPau started its activities in Musaga, I personally encouraged the initiative, especially knowing the difficult circumstances of war and ethnic conflict between Hutus and Tutsis. CoLuPau is still a small institution, but it is working in communities where people need support to increase their income and rebuild their standards of living. I have known Jean Nkuzimana for many years in the financial sector. He is dynamic, eager to help and very convincing in his initiatives and leadership. He is a man of integrity and effectiveness, whose knowledge can be very valuable to people in the economic sector. ... This activity will help many poor people by giving them access to small loans. In addition, this approach can help reconcile ethnic groups by creating opportunities for business leading to peaceful cohabitation,” says *Gabin Murekambanze, financial affairs and budgets department director, Burundi Ministry of Finance, Bujumbura.*

lend individuals to CoLuPau for loans. A CoLuPau loan officer prepares applications and submits them to the organization’s Executive Committee for approval.

Loan applications specify loan terms, interest rate, default rate, penalty and late fee charges, collateral, guarantors and co-guarantors as well as the type of business that funds will be used for. Borrowers sign a loan agreement with CoLuPau and pay a \$2 filing fee, and must submit 1% of the loan in savings as a guarantee.

Loan portfolio

	January 2006 – October 2006
Loan portfolio	\$30,192
Percentage of on-time loan repayment	98%
Portfolio at risk over 30 days*	2%
Loan losses / write off ratio**	0
Number of active borrowers	157
Average loan amount for outstanding portfolio (USD)	\$192.31

*Value of loans outstanding with payments overdue beyond 30 days as a percent of outstanding loan portfolio.

**Value of loans written off at the end of the period as a percent of outstanding loan portfolio.

Proposed Action – *What This Project Will Do*

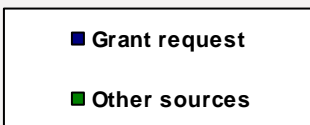
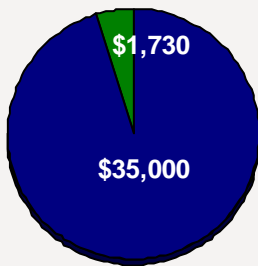
This grant will provide loans averaging \$140 each to 200 farmers and entrepreneurs. Beneficiaries will also be trained in business skills. Training will cover small-business skills such as financial management, bookkeeping, saving, investment and other best practices for the self-employed. Borrowers will receive 16 hours of training over six months, with training to begin a month before loans are disbursed.

CoLuPau will reduce its annual interest rate to 16%, one of the lowest rates of Burundi’s microfinance institutions, making loans more affordable to poor people. These loans will generate at least \$5,248 in interest and fees over 12 months. Part of these funds will be reinvested in CoLuPau’s loan portfolio, while part will cover administrative and program costs.

This project will reflect two new strategies for CoLuPau. First, this initiative will concentrate efforts on a single needy community. Second, CoLuPau will work with Musaga’s chief administrator to identify beneficiaries and implement follow-up.

This grant will also pay for two additional staff – an accountant and a credit analyst – to build CoLuPau’s capacity over 12 months.

Project Budget



A Changed Life

“I originally lived in Gihanga, about nine miles from Bujumbura town. I fled the war and ethnic conflict in 1993 and sought refuge in Bujumbura with my family. During the war I lost all my properties and depended on humanitarian assistance. In 1995, I got a place to stay in Musaga and started doing small businesses, despite the unrest that reigned in the area. As peace was progressively being recovered, I decided to look for a loan which I could use to improve my income. It was difficult to get it because I did not have a guarantee required by the bank. In 2006, in collaboration with other people in the association Twizere Yesu (Believe in Jesus), I went to CoLuPau and applied for \$2,000 to help us improve our income. We bought rice with the loan, and within six months we were able to pay back the loan as well as gain a profit of about \$1,420 by selling the rice when food supplies were short and prices were higher. Today, our income has increased and we have more capital to buy rice for sale. I thank God for this microfinance program that gives us the means to improve our living conditions, because now I can afford to send my children to school,” says *Deo Kaduga, a Musaga farmer with a wife and six children.*

Budget: \$37,940

Total budget for this project is \$37,940, of which this grant will cover \$36,210. The remaining \$1,730 has been secured from other sources.

Item	Grant request (\$)	Other sources	Total
Loan funds	28,000		28,000
Computer and printer	2,400		2,400
Credit analyst and accountant	2,560		2,560
Training for borrowers	970	230	1,200
Field visits and follow-up	680		680
Communications	800		800
Office supplies	800		800
External audit		1,500	1,500
Total	36,210	1,730	37,940

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:

- 200 farmers and entrepreneurs receiving loans and business training, and repaying loans with interest in 12 months, as indicated by a summary of CoLuPau records
- 1,200 loan recipients and family members gaining increased income of 30%, as indicated by a CoLuPau report summarizing surveys of 160 loan recipients before and after loans and training, as well as testimonies from 20 beneficiaries indicating improved quality of life such as nutrition, education or business expansion

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

- This project provides affordable small loans to poor people in Musaga, affected by war, to help establish or expand income-generating activities. The project can also help reconcile ethnic groups formerly in conflict.

Key risks – low

- CoLuPau must be careful to ensure equitable distribution of loans to all ethnic groups to avoid rekindling ethnic tensions.

Design — *Effective and Proven Methods*

Key strengths

- The CoLuPau team is experienced in microfinance-related training and development. Its methodology includes training beneficiaries and disbursing small, manageable loans. Other loan program components include collateral and revolving credit.

Key risks – medium

- CoLuPau has less than a year of experience in microlending.

Capability — *Leadership Depth and Expertise*

Key strengths

- The implementer’s qualified personnel have a reputation for integrity.
- Staff members show effective teamwork and collaboration.

Key risks – medium

- CoLuPau’s manager handles all major operations and may become overextended, impairing his effectiveness.
- Only one person is designated to lead the project if the current leader becomes unavailable.

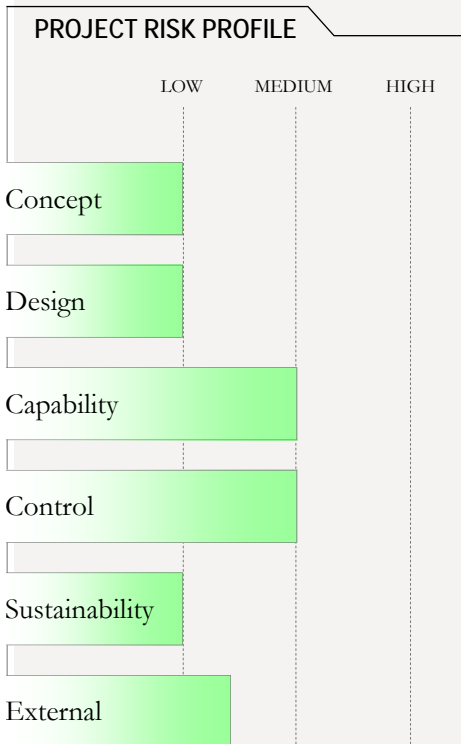
Control — *Transparency, Governance and Financial Oversight*

Key strengths

- Implementer has stable management, independent governance and secure fund transfer measures.

Key risks – medium

- Financial statements are not externally audited.



A Changed Life

“I left the army in 1993 and lived at Musaga. I had no source of income apart from my small salary from the army. At that time, the country was plunged into war for a long time. I had managed to buy a small, old vehicle which I turned into a taxi, but I could not maintain it due to lack of money. In 2003, I went to a bank, where I asked for a loan and was given \$120. I invested in making doughnuts and selling them at home, and I paid back the loan. I found this profitable, but it was still not enough to help me pay all my expenses such as rent for my house and education for my children. I went to CoLuPau and got a loan of about \$1,000 to buy rice for sale at retail, which earned me about \$521 in profit after six months. I paid back the loan and built my capital, which is supporting my family and business. Today, I have a small taxi and I earn \$20 a day. I am happy to have microfinance in Burundi, which helps improve living conditions for people who have little capital or no access to loans,” says *Mugisha Ferdinand, a Musaga taxi driver with a wife and four children.*

Sustainability — *Lasting Impact*

Key strengths

- Loan recipients are trained in loan management skills and supported by credit, enabling them to generate income and pay back loans with interest. Repaid loans benefit new recipients.

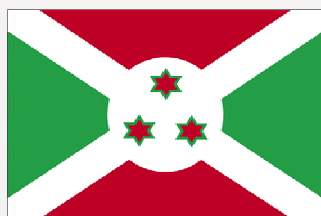
Key risks – medium

- CoLuPau has begun to earn income from loan interest, but continues to rely on donors to sustain itself. Continued access to funds is critical to maintain project level of impact.

External — *Factors Outside the Implementer’s Control*

Key risks – medium low

- Sociopolitical conditions show some risk of instability, which could affect Burundi’s economy.



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

Cooperative de Lutte Contre la Pauvreté (CoLuPau, Cooperative for the Fight Against Poverty)

Bujumbura, Burundi

Founded

CoLuPau was founded in February 2004 and registered with the government of Burundi in January 2005.

Mission statement

“Promotion of individuals grouped in associations ... management training in small-scale businesses and loan disbursement for income-generating activities.”

Affiliations

- Appui au Développement Socio-Economique (Promotion of Socioeconomic Development), Bujumbura
- Banque Burundaise pour le Commerce et Investissement (Burundi Bank for Commerce and Investment), Bujumbura

Description	Inception	People helped, most recent year	Staff
Loan disbursement	2006	157	Two full-time, two part-time
Financial management training	2004	157	Two full-time

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

Income	2005	%	2006*	%
Donations	72,115	98	72,544	67
Loan repayment	0	0	26,965	25
Microcredit and training income	1,794	2	8,428	8
Total	73,909	100	107,937	100
Expenditures	2005	%	2006*	%
Loan portfolio**	0	0	30,192	85
Training	411	10	1,509	4
Salaries	3,365	82	3,461	10
Administration	346	8	403	1
Total	4,122	100	35,565	100
Surplus/(deficit)	69,787		72,372	

*Through September 2006.

**Includes loans issued for the period and other microcredit-related expenses. CoLuPau registered with the Burundian government in January 2005. National regulations permit new financial institutions to issue loans only after a year of operation. Additionally, loan recipients must have been members of the institution for six to 12 months. CoLuPau began issuing loans in January 2006.

Financial statements

Prepared: Annually, year ending Dec. 31
 Reviewed by: Executive Committee
 Externally audited: No

Complete bank wire transfer
 on file at Geneva Global: Yes

Profiles

Pastor Meshak Kabwa, Executive Committee chairman, served for 13 years as legal representative of the Bujumbura-based Swedish Pentecostal Church in Burundi. He supervised more than 450 churches with 600,000 church members; about 130 primary and secondary schools; and 14 health centers nationwide. He is now an administrator of World Outreach Initiatives in Bujumbura.

Jean Nkunuzimana, manager, earned a bachelor's degree in economics and administration from the University of Burundi in Bujumbura. He has served in the public and private financial sectors. He worked as chief officer of the import and export service of the Central Bank of Burundi in Bujumbura. At the Bujumbura-based Banque de Commerce et de Développement (Bank of Commerce and Development), he worked as chief officer of the foreign exchange service. Before founding CoLuPau, he worked briefly for the Hope Fund, a microcredit institution of the Bujumbura-based African Revival Ministries, which received funding through Geneva Global in 2002 and achieved its expected results.

Leadership

Governance

An Executive Committee meets four times a year to oversee management of the organization and review financial statements. Members are:

- Pastor Meshak Kabwa, chairman (Makamba Pentecostal Church, Bujumbura)
- Daphrose Niyuhire, secretary (Kibenga Pentecostal Church, Bujumbura)
- Jean Nkunuzimana (manager, CoLuPau)
- Venerand Harimenshi (Banque Populaire du Burundi, Bujumbura)
- Guillaume Makarakara (World Outreach Initiatives, Bujumbura)
- Sevirin Niyokwizigirwa (Polyclinic St. Marc, Bujumbura)

Policies

Related parties in management or governance: No
 Staff and/or Board reflect the 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
Management	Jean Nkunuzimana	Manager	12	2	2
Accounting	Angelique Ndayisenga	Accountant	4	2	2
Administration	Therese Niyokindi	Secretary	2	2	2
Accounting	Arnaud Niy-ingwanira	Accountant	2	2	2

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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