



**WHITE HOUSE  
FAITH-BASED  
AND  
COMMUNITY  
INITIATIVES**

**AFRICA CONFERENCE**



WHITE HOUSE  
FAITH-BASED  
AND  
COMMUNITY  
INITIATIVES

CONFERENCE ON  
PUBLIC-PRIVATE  
PARTNERSHIPS  
AND ECONOMIC  
DEVELOPMENT

KIGALI, RWANDA  
MARCH 31, 2008







**THE WHITE HOUSE**  
**WASHINGTON**

March 14, 2008

I send greetings to those gathered for the White House Faith-Based and Community Initiative's Africa Conferences in Rwanda and Zambia.

Africa is a continent of promise and opportunity, and this is a hopeful era in African history. The WHFBCI Africa conferences bring together public and private sector leaders from the United States and Africa to discuss ways faith-based and community organizations can partner with private businesses to contribute to society's greatest needs.

Last month, Laura and I traveled to Africa to see first-hand the successes of PEPFAR and our Malaria Initiative. We were inspired by the optimistic nature of Africa's citizens, and the compassion of both Africans and Americans was evident throughout our visit. The United States will continue to support African nations as they work to build a more hopeful future for their people.

I appreciate the conference attendees and all those who are committed to an Africa that is healthy, prosperous, and peaceful.

Best wishes,

A handwritten signature in black ink, appearing to read "George W. Bush". The signature is fluid and cursive, with a large initial "G" and a long, sweeping underline.



# CONFERENCE HIGHLIGHTS: PUBLIC-PRIVATE PARTNERSHIPS AND ECONOMIC DEVELOPMENT

**AFRICA  
CONFERENCE**

## KEYNOTE SPEAKER:

His Excellency Paul Kagame  
*President of the Republic of Rwanda*

## PLENARY SPEAKERS:

Jay Hein  
*Deputy Assistant to the President and  
Director, White House Office of Faith-  
Based and Community Initiatives*

Admiral Timothy Ziemer  
*President's Malaria Initiative  
Coordinator*

Pastor Rick Warren  
*Founder, Saddleback Church,  
and P.E.A.C.E. Plan*

Kay Warren  
*Executive Director, HIV/AIDS  
Initiative, Saddleback Church*

Bishop John Rucyahana  
*Bishop of Shyira Diocese of Rwanda*

Dale Dawson  
*Chair, President's Council, Opportunity  
International, Founder, Bridge2Rwanda*

Dubby Mahalanobis  
*Africa Regional Director, Micro  
Insurance Agency*

Dr. Clet Niyikiza  
*Vice President of Worldwide Research &  
Development, GlaxoSmithKline*

Doug Balfour  
*CEO, Geneva Global*

Janet Nkubana  
*Founder and Director,  
Gabaya Links*

Mark Harris  
*Country General Manager  
South Africa and  
Mid-Africa, IBM*

Arthur Karulewa,  
*Founder, Signature Coffees of  
Rwanda*

David Canter  
*Senior Vice President of Global  
Research and Development,  
Pfizer Inc.*

## AFTERNOON WORKSHOPS:

### **Track 1: Public-Private Partnerships and the U.S. Government: Growing Enterprise through Collaboration**

This workshop will provide insight on how the U.S. Government, through USAID/Rwanda, USAID Global Development Alliance, PEPFAR, PMI, and others, works to help facilitate partnerships with corporate entities as well as faith and community-based organizations that are working internationally. The workshop will also highlight successful partnerships that have resulted in tremendous growth for Rwandan small businesses.

### **Track 2: Open for Business: How the Business, Banking, and NGO Sectors Can Work Together to Invest in the Future of Rwanda**

This workshop will highlight successful examples of Rwandan and multinational businesses that have invested in Rwanda in a way that promotes both financial success and a social mission. The objective will be to look at what has worked and what hasn't worked in public and private sector partnerships, and explore partnerships for the future.





## FAITH-BASED AND COMMUNITY INITIATIVES

## AFRICA CONFERENCE

Today's White House Office of Faith-Based and Community Initiatives Conference is offered as a continued expansion of President Bush's vision for "compassion in action" around the globe. Its objective is to highlight, honor and expand innovative private-sector solutions to the great needs of our day and further advance the U.S. Government's battle against poverty, disease, illiteracy, and other ills in Rwanda and across Africa.

A transformation in the U.S. Government's approach to international development is both a cause and an effect of the broad shift in the way development work has evolved worldwide. At the heart of this change is emphasis on public-private partnerships, innovative approaches, and entrepreneurial social ventures.

Forty years ago, only 30 percent of U.S. capital flows to the developing world were private funds, and 70 percent came in the form of U.S. official development assistance. Today, while we have more than doubled our government's development assistance in this decade, American private capital represents more than 80 percent of capital funding to developing countries. Private capital investment flows to the developing world tripled between 2003 and 2005 alone. These changes in investment reflect the emergence of the private for-profit sector and the non-governmental sector as significant participants in the development process.

Public-private partnerships unite the unique skills and resources of each partner and apply them to development challenges for sustainable solutions. Government continues to possess great resources, vital know-how, and unmatched convening power. The contributions of corporations—both in a philanthropic role and as for-profit entities that generate jobs, needed products, and other social goods—stand at the center of most sustainable development projects. Likewise, the non-profit sector—both international-scale nonprofit development organizations and grassroots faith-based and other community organizations (FBCOs)—are increasingly recognized as invaluable allies in any effort to address deeply-seated challenges. This "three-legged

*"Just a decade ago, much of Africa seemed to be on the brink of collapse, and much of the world seemed content to let it collapse. Today, that's changing. A new generation of African leaders is stepping forward, and turning their continent around. International organizations, and faith-based groups, and the private sector are more engaged than ever. And in one of the major priorities of my Presidency, the United States has fundamentally altered our policy toward Africa."*

—PRESIDENT GEORGE W. BUSH,  
FEBRUARY 14, 2008

stool" of government, corporations, and nonprofits is increasingly recognized as the touchstone for effective and sustainable development.

Today's conference highlights the continued expansion of a determined attack on need in Africa through innovative partnerships with every willing partner. This vision for empowering locally built solutions and expanding neighbor-to-neighbor service is the heart of the President's Faith-Based and Community Initiative (FBCI) and now is an integral part of the U.S. Government's efforts to address human need both at home and abroad.

### THE FAITH-BASED AND COMMUNITY INITIATIVE BEYOND AMERICA

Under President Bush's leadership, the U.S. Government has vastly expanded the battle against disease, poverty and other challenges in Africa and around the world. These efforts carry not only unprecedented investment of U.S. resources but also a definitive emphasis on marshalling the capabilities of faith-based and other community organizations to target longstanding problems.

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President Bush created the FBCI to drive this vision, leading efforts to fundamentally change the way government engages human need. In contrast to government systems designed to address social ills with large, impersonal machinery, the Initiative pushes in the opposite direction—toward solutions that are local and personal and depend on neighbor serving neighbor.

To oversee this government-wide effort, the President established a White House Office as well as “Centers” for Faith-Based and Community Initiatives located inside major Federal agencies to implement the vision deep within government policies and program. To carry the Initiative’s efforts abroad, an FBCI Center was created at the U.S. Agency for International Development (USAID) in 2002. Likewise, FBCI Centers at the U.S. Departments of Agriculture, Labor and Health and Human Services and other agencies are integrating the Initiative’s vision into international policies and programs in Africa and around the world.

This work includes helping social service programs tap into effective grassroots organizations, ensuring a “level playing field” for faith-based organizations, helping train novice organizations to partner with government agencies, championing corporate philanthropic engagement, and many other efforts to expand collaboration between the agency and the private sector.

Thanks to this work, the complementary strengths of the U.S. Government, indigenous faith-based and community organizations, American and international NGOs, corporations, academic institutions, home-country governments, and other key partners are driving hope and impact in Africa like never before.

## **WHY COMMUNITY AND FAITH-BASED ORGANIZATIONS?**

Ensuring that faith-based and other community organizations (FBCOs) are enabled to play a central role in the U.S. Government’s aid and development efforts is not merely a matter of fairness; it is a

pragmatic strategy for building the most effective and long-lasting solutions to vexing social ills.

Approaching aid and development in this way rejects the paternalism that warped many aid efforts in the past. While still acknowledging the critical role of donor governments, it makes indigenous organizations and local civil society linchpin partners in any undertaking. It affirms these local entities as invaluable allies, draws upon their unique strengths, and builds their capabilities for the long-term.

Community-based organizations are closer to individual neighborhoods and the challenges they face than even most local governments. These groups—which range from small, all volunteer charities to large, sophisticated organizations—often do not need to go “the last mile” to reach those in need of services. They are already there. They possess cultural know-how, strong trust relationships and social networks, dedicated volunteers, buildings and other physical resources, and additional assets critical to effective service. In addition, the personal commitment of many individuals serving through these organizations brings a caring touch government rarely offers. Especially in dealing with highly personal matters such as behavior change or testing for an STD, this type of interaction is critical to success.

In addition, when government ensures faith-based organizations are welcomed as equal partners, it further expands potential for collaboration with many long-overlooked resources. A 2007 report by the World Health Organization (WHO) estimated that between 30 and 70 percent of healthcare infrastructure in Africa nations is owned by faith-based organizations, yet noted “there is often little cooperation between these organizations and mainstream public health programs.” This is despite the fact that, as confirmed by a recent Gallup World Poll, faith-based organizations are the most trusted institutions in many African societies. To exclude these entities from full partnership in addressing health and other key issues is not merely unfair but

also omits one of the most important allies government could have.

An approach to aid and development that makes both faith-based and other grassroots organizations central to solutions goes deep and last long. Rather than overlaying external, foreign systems upon local challenges, it works to strengthen institutions that existed before the current program and will remain after it is gone. The skills and equipping provided to these entities can continue to serve and strengthen a community long after a particular donor or program is gone.

## HOW IS THE VISION APPLIED?

U.S. policies and activities to advance the President's compassion agenda in Africa amount to a fundamental shift in the way government addresses human need. Some examples of this work include:

### **Policies**

Implementation of the FBCI vision requires policies that actively promote engagement of grassroots nonprofits and efforts to extend their work, as well as a guarantee that faith-based charities will be treated as equal partners.

For example, the President's Emergency Plan for AIDS Relief (PEPFAR) has adopted a policy stipulating that no more than eight percent of total U.S. Government funding in a country may go to a single partner. This policy pushes U.S. in-country programs to expand their network of grantees and diversify partnerships. An exception is made for umbrella grantees in order to encourage large organizations to form collaborative projects with smaller, local organizations. PEPFAR also works with its international implementing partners to ensure that they have strategies to hand over programs to build capacity of local organizations to partner directly with the U.S. Government. As a result, more than 80 percent of PEPFAR's partners are indigenous organizations, nearly one quarter of which are faith-based groups.

Another example of policy that advances FBCI goals abroad is USAID's efforts to incentivize large non-government organization (NGO) grantees and contractors to help build capacity in sub-partners and other organizations, especially small or indigenous groups. Many grant programs now include requirements and/or incentives that build organizational capabilities of NGOs. Additionally, the U.S. Government has established policies that ensure faith-based organizations are welcomed as equal partners in the battle against disease, poverty and other ills.

### **New Partner Programs**

In addition to policies that shape the overall implementation of large programs, a number of specific initiatives have been designed to draw in new partners and strengthen their capacity. Examples include PEPFAR's New Partners Initiative (NPI), the President's Malaria Initiative's Malaria Communities Program (MCP), and the Child Survival and Health Grants Program New Partners Initiative (CSHGPNPI).

PEPFAR's \$200 million New Partners Initiative (NPI) is growing the technical and organizational capacity of new local partners that have been awarded no more than \$5 million in total, to direct U.S. Government funding over the past five years. This effort seeks to build community ownership of solutions and ensure sustainable, high-quality HIV/AIDS programs. Like NPI, the \$30 million Malaria Communities Program (MCP) supports and expands the efforts of communities and indigenous organizations to combat malaria at the local level. The MCP enables groups to become new partners in malaria control in Africa, aiming to build local ownership of malaria control for long-term partnerships with communities and national malaria control programs. USAID's Child Survival and Health Grants Program (CSHGPNPI) has established a "new partners" category in its operating plan. This policy puts in place a mechanism to help new partners compete for funds and creates an infrastructure that provides technical assistance to ensure their success.

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## **Cultivating Public-Private Partnerships**

Whether through its FBCI Center, in-country Missions, USAID's Global Development Alliance (GDA), PEPFAR, or PMI, the U.S. Government champions the creation and expansion of collaboration between government, corporations, small and medium-sized enterprises, and the nonprofit sector. For example, through GDA, the Food Resources Bank Alliance coordinates U.S. faith-based, civic, and business leaders to fund projects that enable targeted communities in the developing world to feed themselves. The Alliance aids more than 850 million people around the world who experience extreme poverty and hunger. Moreover, in sub-Saharan Africa, the Alliance has helped families produce or earn enough to feed the entire household.

Public-private partnerships (PPP) are also a key element of the U.S. strategy to combat the HIV/AIDS pandemic and other global health crises. PEPFAR's public-private partnerships are collaborative endeavors that combine resources from the public sector with resources from the private sector to accomplish the President's goals of HIV/AIDS prevention, treatment, and care. In addition to an array of country-level PPPs and workplace programs with local private-sector entities, PEPFAR supports eight large-scale, multi-country PPPs. These include the "Phones for Health" partnerships with cell-phone manufacturers and technology-based companies to develop health-management and information systems for HIV/AIDS; the "PlayPumps" partnership with the Case Foundation to bring clean water to schools and clinics in HIV-affected areas; and a new partnership with Becton Dickinson and Company to deploy experts to train technicians and build laboratory capacity.

In Zambia, a public-private partnership among PEPFAR, PMI, and the Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria (GBC) facilitated the distribution of more than 500,000 long-lasting insecticide-treated nets to some of the most

vulnerable households in Zambia. The partnership builds on an existing HIV/AIDS platform, RAPIDS (Reaching HIV-Affected People with Integrated Development and Support), a consortium of six organizations that provides an integrated package of community-based prevention, treatment, and care support to orphans and vulnerable children and people living with HIV/AIDS in all nine provinces of Zambia. Consortium members include World Vision, Africare, CARE, Catholic Relief Services, the Salvation Army Zambia, and the Expanded Church Response. RAPIDS reaches more than 154,000 Zambian households through its network of 12,000 volunteer Zambian caregivers.

## **Championing Volunteerism**

In 2002, President Bush issued a call to service and created USA Freedom Corps (USAFC) to help connect Americans with volunteer opportunities to aid others in need, both at home and abroad. As the coordinating council for U.S. volunteer service initiatives, USAFC is working to expand and strengthen national service programs. For example, under President Bush's leadership, Peace Corps participation rose to a 37-year high of more than 8,000 Americans, an increase of nearly 1,500 volunteers since 2002. Additionally, the President created the Volunteers for Prosperity Program in 2003, which helps mobilize more than 30,000 volunteers overseas annually through roughly 250 partner organizations.

Many individual programs also place heavy emphasis on the role of American and local volunteers. For example, USAID's Child Survival and Health Grants Program (CSHGP) works with local NGOs to engage volunteers on a range of health projects. Through a new approach, volunteers are trained to deliver key health messages and activities to surrounding households, achieving outreach to 100 percent of a project's population area.



### **Small Grants Programs**

Many PEPFAR country teams and a number of specific programs in Africa have created grant programs designed to deliver services through grassroots partners and extend their ongoing work. For example, the Ambassador's HIV/AIDS Small Grants Program in South Africa provides grants of less than \$10,000 to small, community-based organizations. In 2006, the program presented a total of 75 awards, which are used by the organizations to expand their HIV/AIDS services and also to grow as partners of the U.S. Government. Many prior year recipients are now considered leaders in their communities and are mentoring other organizations interested in joining with the U.S. Government to deliver services.

The impact of modest funding in an effective grassroots organization can be seen in the Ikhaya Le Themba Home-Based Care Group operating in the Cape Town township of Khayelitsha. This grassroots organization was founded in 2003 by 24 women and two men who wanted to help their chronically and terminally ill neighbors who did not have proper health care. In 2005, Ikhaya was awarded a \$10,000 grant to purchase nursing supplies and uniforms for the caregivers, who are now recognized as "professionals" in their neighborhood. Since the Ikhaya Le Themba Group received the grant, the number of patients receiving care has more than doubled from 50 to 111.

### **Emphasis on Capacity-Building**

The U.S. Government is increasingly committed to building the long-term sustainability of grassroots partners through comprehensive technical and organizational support, including financial and reporting capacity. In addition to capacity building provided to existing grantees, the U.S. Government hosts conferences and other training events that enable organizations to enter or expand partnerships. The wide-ranging conference content addresses topics like challenges

of sustainability for indigenous partners, new Presidential initiatives, technical assistance training, and orientation for interested and new applicants.

U.S. Government capacity building also focuses on improving the effectiveness of NGOs, both in organizational development and to enhance specific services they deliver. This includes a variety of conferences, technology-based training events and other informational tools for NGOs on specific development, health, and other vital issues. For example, USAID holds a series of skill-building workshops and technical updates for nonprofits in the United States and abroad delivering maternal child health care and child nutrition services through the Child Survival and Health Grants Program (CSHGP).

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### **THE EFFECT**

Together, these policies, programs, and related actions have helped build faith-based and community organizations as central partners in U.S. aid and development in Africa and around the globe. They explain why PEPFAR, PMI, and other life-changing efforts across Africa and beyond represent not only unprecedented investment of U.S. resources but also a transformative vision for growing local solutions and community ownership for lasting change.

This vision in action has brought new life and hope to millions across Africa. Meanwhile, the thousands of African faith-based and community organization that played a central role in the work have been strengthened and grown. Whether in continued partnership with the U.S. Government or entirely on their own, they will lift the lives of countless millions more in the years to come.



# U.S. GOVERNMENT PROGRAMS AND PARTNERSHIPS

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## USAID/GLOBAL DEVELOPMENT ALLIANCE

The Global Development Alliance (GDA), inaugurated in 2001, spearheads USAID's efforts to expand public private partnerships. One of the largest efforts ever to engage the private sector, the GDA has built more than 600 public-private alliances with over 1700 partners. GDA has used \$2.1 billion in government resources to leverage \$5.8 billion in private money, and in the process has mobilized thousands of people.

From the GDA's partnership efforts, both public and private sector institutions gain valuable experience in collaborating and pooling resources, and in so doing, these institutions are exposed to new concepts for addressing developing challenges. Through the GDA, USAID sponsors public private partnerships in every region and every sector of work. Because of its strong affinity with the private sector, GDA investments leverage significant additions to programs to spur greater investment; further develop rural micro-entrepreneurship; and create institutions to improve education, training, and the delivery of health services. All of these support the advancement of democracy by empowering local civil society organizations. The GDA continuously seeks to facilitate new partnerships.

- For more information, visit [http://www.usaid.gov/our\\_work/global\\_partnerships/gda](http://www.usaid.gov/our_work/global_partnerships/gda)

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## U.S. PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR)

Announced in 2003, PEPFAR is the largest commitment ever by a single nation toward an international health initiative — a comprehensive approach to combating HIV/AIDS around the world with the goals of supporting treatment for two million people, prevention of seven million new infections and care for 10 million people, including orphans and vulnerable chil-

dren. Under President Bush's leadership, the American people have already committed \$18.8 billion to the fight against global HIV/AIDS. Further, President Bush has called on Congress to reauthorize PEPFAR, consistent with the program's founding, successful principles, for five additional years.

### PEPFAR in Rwanda

Rwanda is one of the PEPFAR's 15 focus countries, which collectively represent approximately 50 percent of HIV infections worldwide. Under PEPFAR, Rwanda received more than \$39.2 million in Fiscal Year (FY) 2004, \$56.9 million in FY 2005, \$72.1 million in FY 2006, and approximately \$103 million in FY 2007 to support comprehensive HIV/AIDS prevention, treatment and care programs. In FY 2008, PEPFAR is providing approximately \$123 million.

The Government of Rwanda has a national HIV/AIDS action framework developed collaboratively with the U.S. Government and other major partners. PEPFAR works with the Government of Rwanda to coordinate resources in support of the Rwanda National HIV/AIDS Strategic Plan (2005–2009), the HIV/AIDS Treatment and Care Plan (2003–2007), and the National Prevention Plan. The U.S. Government also provides advisors and technical assistance to institutions in the Office of the Minister of State for HIV/AIDS and other key government offices.

- For more information, visit [www.pepfar.gov/pepfar/press/81639.htm](http://www.pepfar.gov/pepfar/press/81639.htm)

### PEPFAR Public-Private Partnership: Phones for Health

In a cutting-edge \$10 million public-private partnership, PEPFAR, the GSM Association Development Fund, Accenture Development Partners, Motorola, MTN and Voxiva will leverage technology to connect health systems in 10 PEPFAR-supported countries by 2010. This partnership will help address the need for a health care infrastructure to adequately address the

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HIV/AIDS pandemic. Phones-for-Health will make timely, relevant information available to program managers and service providers, while also helping PEPFAR achieve its ambitious goals in an accountable and sustainable way.

By working in close collaboration with Ministries of Health and global health organizations, this partnership will develop an integrated set of standard information solutions that support the scale-up of HIV/AIDS, tuberculosis, malaria, and other infectious disease programs in a cost-effective manner that builds local capacity.

- For more information, visit <http://www.pepfar.gov/press/80384.htm>

### **PEPFAR Public-Private Partnership: Becton, Dickinson and Company**

In a pioneering public-private partnership, PEPFAR and BD (Becton, Dickinson and Company) are helping to strengthen overall laboratory systems and services in African countries severely affected by HIV/AIDS and tuberculosis (TB). Through this five-year, public-private partnership, valued at up to \$18 million, PEPFAR and BD are working on the ground with national reference laboratories, Ministries of Health, and implementing partners to provide direct support to countries to assist with their efforts to strengthen laboratories.

Through this public-private partnership, PEPFAR and BD will collaborate on five key areas: 1) Supporting country-specific programs working on the ground with Ministries of Health and implementing partners to develop overarching, integrated laboratory systems, services, and quality-improvement strategies; 2) Improving the quality of laboratory diagnostics critical to the management of HIV/AIDS patients; 3) Implementing quality-control and quality-assurance guidelines and supervisory tools for hematology, chemistry, CD4 testing and rapid HIV testing; 4) Strengthening TB reference sites to serve as centralized training facilities;

and 5) Improving access to TB diagnostics for HIV-positive patients.

- For more information on this and other public-private partnerships, visit [www.pepfar.gov/ppp](http://www.pepfar.gov/ppp)

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## **PRESIDENT'S MALARIA INITIATIVE**

Announced in June 2005, the President's Malaria Initiative (PMI) represents an historic five-year expansion of U.S. Government resources to fight malaria in the region most affected by the disease. At least one million infants and children under age five in Sub-Saharan Africa die each year from malaria—one approximately every 30 seconds. The President committed an additional \$1.2 billion in malaria funding to PMI with the goal of reducing malaria-related deaths by 50 percent in 15 focus countries. This will be achieved by expanding coverage of highly effective malaria prevention and treatment measures to 85 percent of the most vulnerable populations—children under five years of age and pregnant women. This package of high impact interventions includes: insecticide-treated mosquito nets (ITNs), indoor residual spraying (IRS) with insecticides, intermittent preventive treatment for pregnant women (IPTp), and artemisinin-based combination therapy (ACT).

Like PEPFAR, PMI represents application of the core FBCI principles on a massive scale. The participation of non-governmental, faith and community-based organizations is crucial to the success of PMI. These groups are well-placed to deliver services to people in remote areas where the formal health system is weak. They also have access to community networks and benefit from a high degree of credibility at the community level. To date, PMI has supported more than 70 nonprofit organizations.

Faith-based groups are welcomed as vital allies in this work, from the Baha'i Community and Islamic Congress of Mozambique in Mozambique, to World Relief in Rwanda, to RAPIDS (Reaching HIV-Affected People



with Integrated Development) partners in Zambia. For example, in Tanzania, Mennonite Economic Development Associates (MEDA) is working with PMI to support an innovative program to increase the number of infants who sleep under an insecticide-treated net (ITN). MEDA is distributing Infant Vouchers (IVs) to caregivers of children when they receive their measles vaccination at 9 months that can be redeemed later for an ITN. The IV requires a small co-payment which increases the likelihood that the ITN will be properly and consistently used.

In addition to broad involvement of faith-based and other community partners, PMI includes the Malaria Communities Program (MCP), aimed at building new partnerships with indigenous NGOs to combat malaria in remote villages.

### **PMI in Rwanda**

The entire population of Rwanda is at risk of contracting malaria. The disease is the overall leading cause of morbidity and mortality in Rwanda, responsible for up to 50 percent of all outpatient visits. Children under 5 years of age account for 54 percent of these visits and malaria is responsible for 53 percent of deaths in this age group.

Rwanda is one of four second-round target countries to benefit from the PMI. PMI has undertaken a comprehensive set of activities directed at supporting the Government of Rwanda's malaria control strategy.

### **Results to Date**

- *ITNs*: PMI provided resources to support the distribution and follow-up of a nationwide integrated measles/ITN campaign led by Rwanda's National Malaria Control Program. Over 1.4 million nets procured by the Global Fund were distributed to children under five. In addition, PMI is procuring 550,000 long-lasting ITNs for distribution to the poorest of poor populations in mid-2008.
- *IRS*: From August to October 2007, PMI supported spraying operations which reached more than 159,000 houses and protected more than 720,000 residents in three districts. Since IRS has not recently been part of Rwanda's malaria control strategy before PMI, and as a result, the development of in-country technical capacity to oversee IRS activities was a high priority for the first year of PMI. In addition to financing components of the IRS campaign including environmental assessments, procurement of insecticide, spray and personnel protective equipment, recruitment and training of sprayers, and associated communication and community mobilization activities.
- *ACTs*: In Rwanda, PMI procured a total of 715,000 ACT treatments which are being distributed to children under five through trained community health volunteers carrying out home-based management of fever and to trained private sector pharmacists and registered outlets. In addition, more than 145,000 ampoules of injectable artemether have been provided to health facilities to treat cases of severe malaria.
- *Malaria in pregnancy*: With PMI support, expectant mothers receive malaria treatments given at regular intervals during pregnancy through antenatal care services. PMI supported the training of 250 health workers on focused antenatal care which integrated IPTp practices for the prevention of malaria in pregnancy and procured and distributed a one-year national supply of IPTp (1.75 million tablets of sulfadoxine-pyrimethamine).

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## **OVERSEAS PRIVATE INVESTMENT CORPORATION**

OPIC was established as an agency of the U.S. government in 1971. It helps U.S. businesses invest overseas, fosters economic development in new and emerging

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markets, complements the private sector in managing risks associated with foreign direct investment, and supports U.S. foreign policy. Because OPIC charges market-based fees for its products, it operates on a self-sustaining basis at no net cost to taxpayers.

OPIC's political risk insurance and financing help U.S. businesses of all sizes invest in more than 150 emerging markets and developing nations worldwide. Over the agency's 35-year history, OPIC has supported \$177 billion worth of investments that have helped developing countries to generate over \$13 billion in host-government revenues and create over 800,000 host-country jobs. OPIC projects have also generated \$71 billion in U.S. exports and supported more than 271,000 American jobs.

In a global economic environment of both opportunity and risk, OPIC complements the private market with innovative financial products and services that encourage investment in countries and regions where the private sector might not otherwise participate, generating growth, creating jobs, transferring skills and promoting hope. OPIC's mandate gives the agency the latitude to respond to the markets needs, and create partnerships with the private sector and foreign governments that are even more powerful, serving as a "force multiplier for investment in those countries most in need."

#### **Rwanda Contact Information**

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## **U.S. AFRICAN DEVELOPMENT FOUNDATION**

For more than 25 years, USADF has helped grassroots groups and individuals in Africa help themselves by providing the resources they need to advance their own efforts to promote economic and social development. ADF believes that local communities are a vital source of ideas and energy for development. The Foundation makes grants directly to African enterprises and non-governmental organizations; none of its resources pass through government agencies or international organizations.

ADF re-established a country program in Rwanda in 2006, after a 12-year hiatus. USADF shares the Government of Rwanda's commitment to private sector development, particularly in export-oriented sectors such as specialty coffee and home décor. Rwanda's program includes mostly large-member cooperatives involved in rice, passion fruit, tea, tomato and banana production and a handful of closely held businesses. ADF Rwanda will continue to support the development of smallholder agricultural producers, small-scale agribusinesses (SSAs) and small enterprises (SMEs) based in rural areas as well as social programs that benefit the "marginalized" groups: low income people, women and youth. The intent is for ADF to be geographically dispersed with visibility in each province.

- For more information, visit [www.adf.gov](http://www.adf.gov)

## PRIVATE SECTOR PARTNERSHIP SNAPSHOTS

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### THE WESTERN RWANDA HIV AND AIDS HEALTHCARE INITIATIVE

The Rwanda HIV/AIDS Healthcare Initiative is a new and innovative approach to healthcare which uses local churches to increase access to health services. It is the single most significant P.E.A.C.E. Plan initiative which is saving lives and transforming healthcare delivery using the local Church. Driven by innovative partnerships, the Rwanda HIV/AIDS Healthcare Initiative is an opportunity for people to both go, and give financially to a life-changing P.E.A.C.E. endeavor unlike anything previously done in Rwandan healthcare. This is accomplished by: (1) Training lay people in Rwandan churches to provide basic health care and linking them to existing health systems, including launching church based clinics, (2) Increasing the capacity and skills of Rwandan nurses and physicians, offering training and collaborative partnerships, and (3) Improving existing health care facilities.

The Initiative is being realized through the efforts and innovation of the P.E.A.C.E. Plan, Rwanda Churches, Saddleback Valley Community Church and dynamic partnerships with the Rwandan Government, Minister of HIV and other P.E.A.C.E. Plan partners. The goal of this Initiative is to implement a new model of healthcare delivery in Rwanda's western region known as Kibuye which can be reproduced throughout Rwanda and other countries. A Church based and Church initiated model of healthcare delivery is being developed with an emphasis on measurable outcomes of improved access and quality care.

Current Project Partners include Rwanda Steering Committee (cross-denominational church leaders), The Government of Rwanda, represented by The Ministry of Health (formerly the Ministry of HIV), The Kibuye District Hospital, The Karongi District Officials Rwanda Government, The University of

Maryland Baltimore Foundation, and Saddleback Valley Community Church.

- For more information, visit [www.rwandahhealthcare.com](http://www.rwandahhealthcare.com)

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### BRIDGE2RWANDA

Bridge2Rwanda connects, inspires and creates opportunity for those called to love and serve Rwanda. The organization seeks to create a new generation of well educated, entrepreneurial, servant leaders in Rwanda and capable of transforming a nation. Bridge2Rwanda partners with Rwandan leaders to mobilize individuals and organizations to successfully establish several significant schools and businesses. These include one of the country's top academic boarding schools, Sunrise School, where the majority of students are orphans, and the nation's largest bank for the poor, Urwego Opportunity Microfinance Bank (UOMB) of Rwanda, which opened in August 2007. Bridge2Rwanda's approach to creating educational and economic opportunities for tomorrow's leaders consists of four core programs: establishing schools of academic excellence, servant leadership and entrepreneurship; providing scholarships for orphans and students who otherwise cannot afford to attend school; building essential, sustainable businesses that provide essential products and services; and recruiting individuals and organizations from developed countries to visit, study, work and invest in Rwanda.

- For more information, visit [www.bridge2rwanda.org](http://www.bridge2rwanda.org)

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### COMPASSION INTERNATIONAL

Compassion International, a leading child development and sponsorship ministry serving more than 900,000 children in 24 countries, will invest \$5 million over the next five years in Opportunity International to fund its

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microfinance operations to reach more of the working poor. The partnership will enable Opportunity to expand its operations in Ghana, Kenya and Rwanda, offering microloans, savings accounts, insurance and business training to the families of Compassion-sponsored children and other community members.

In October 2006, Compassion International awarded \$180,000 to Opportunity International to open new microfinance operations in three rural areas in Uganda where Compassion-supported families are concentrated. In addition to business loans, Opportunity has also offered training in business development and management skills, as well as holistic training in HIV/AIDS awareness and prevention to the caregivers of Compassion-sponsored children. Over the past year, Opportunity International has made 25,219 loans totaling more than \$11.5 million in Uganda. Compassion International helps support more than 50,500 Ugandan children.

The dramatic expansion of the Compassion-Opportunity partnership that began last year in Uganda will now help promote sustainable, transformational community development for the poor across Africa.

- For more information, visit [www.opportunity.org/compassion-africa](http://www.opportunity.org/compassion-africa)

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## FRIENDS OF RWANDA

Friends of Rwanda (flor) is a group of individuals loosely connected by a common belief in the leadership of the country of Rwanda. Collectively, flor uses what they have (influence, networks, personal gifts, and resources) to do what they can to partner with Rwanda in its development efforts. flor does not do this out of charity or obligation but rather for the pleasure of being part of something greater than themselves. flor considers Rwanda to be in the midst of one of the greatest comebacks the world has seen.

In 2007, President Kagame appointed a Presidential Advisory Council, including many members of the flor team, to give strategic input on development choices and initiatives.

- For more information, visit [www.friendsofrwanda.com](http://www.friendsofrwanda.com)

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## GATES FOUNDATION: MICROINSURANCE

Opportunity International has received a \$24.2 million grant from the Bill & Melinda Gates Foundation to help its subsidiary, the Micro Insurance Agency, greatly expand its insurance products to the poor in Africa, Asia and Latin America. The grant will enable the world's first stand-alone microinsurance agency to enter 11 new countries and provide life, health and crop insurance to 21 million poor people by 2012. Workers in the developing world are more likely to experience hardship that can make it impossible to rise out of poverty, yet less than three percent of people in the world's 100 poorest countries have any type of insurance to protect them from financial shock. Microinsurance includes a range of products that can help the working poor manage economic hardship such as flooding, drought, hospitalization, or a death in the family.

- For more information, visit [www.opportunity.org/gates-insurance](http://www.opportunity.org/gates-insurance)

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## GENEVA GLOBAL: NEGLECTED TROPICAL DISEASE CONTROL INITIATIVE

In January 2007, Geneva Global began a three-year, \$8,796,697 Initiative to reduce the prevalence of five NTDs in Rwanda and Burundi so they are no longer significant health threats. This investment will treat

at least 7 million people, at a cost per life changed of about \$1.25. This Initiative focuses on five of the 13 NTDs identified by the World Health Organization (WHO) and the Global Network for Neglected Tropical Disease Control (GNNTDC). Preventable or treatable parasitic and bacterial diseases thrive in Rwanda and Burundi. This Initiative reduces the prevalence of five tropical diseases to levels at which they are no longer considered public health problems in these nations. It also strengthens collaboration for this effort between the two Central African governments and among academic institutions, community-based organizations and the pharmaceutical industry.

- For more information, visit [www.genevaglobal.com](http://www.genevaglobal.com)

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## GLAXOSMITHKLINE

GlaxoSmithKline, under the leadership of Clet Niyikiza, Vice President of Strategic Asset Management and Biomarker Research Program, is in the process of establishing a National Center for Clinical Research (NCCR) based in Rwanda. GSK, the second largest pharmaceutical company in the world, is renowned for its research and development of drugs to combat viruses such as HIV/AIDS and malaria in the developing world. The NCCR in Rwanda will be an internationally acclaimed research center, focusing on the study of diseases prevalent throughout the developing world and at home. With the help of a Presidential Task Force, Clet Niyikiza along with the Minister of Health of Rwanda, are working towards establishing Rwanda as a medical research center of the highest caliber. As they started looking for places that might be suitable for a research center of this kind, Clet said that Rwanda easily stood out among the rest for its strong governance, the integrity of the medical research field, and the quality of the Rwandan people. With the creation of the NCCR, Rwanda will become the epicenter of clinical and biomedical research in the developing

world, as well as significantly expanding the healthcare infrastructure and capacity across the country. The NCCR will also offer strong financial incentives to participating individuals and health centers.

- For more information, visit [www.gsk.com](http://www.gsk.com)

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## GOLDMAN SACHS

Goldman Sachs Group Inc., the world's largest investment bank, recently unveiled a plan spend \$100 million to teach 10,000 women business and management skills across the globe. As part of Goldman Sachs' 10,000 Women Initiative, the School of Finance and Banking (SFB) in Kigali, Rwanda, will partner with the William Davidson Institute at the University of Michigan to provide scholarships and business training to Rwandan women. The University of Michigan and SFB, known as a regional center of excellence in business education, will develop a two-track business education program. In the first, a committee of distinguished Rwandans will award scholarships and housing assistance to women pursuing undergraduate business degrees at SFB. The second program, the Goldman Sachs Entrepreneurship Certificate Program, is an intensive training and coaching program for potential women entrepreneurs. In total, this program will provide education to 375 women. The hope is that they return to their communities, put what they learned to use, and add to their local economies.

Krishna Govender, the rector at SFB, said the Goldman Sachs partnership could not have come at a better time. "At a recent conference on 'Gender, Nation Building and the role of Parliaments,' (Rwanda) President Paul Kagame said 'whether one considers access to education, ownership of business or participation in decision-making, the story is the same—women are excluded from the mainstream.' The generous support of Goldman Sachs will be particularly relevant to



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Rwanda, and go a long way in ensuring that women are no longer marginalized but empowered to take up their rightful places in all facets of society," Govender said.

- For more information visit [www.10000women.org](http://www.10000women.org)

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## IBM

IBM has had a presence in Africa for over 55 years and has established strong roots for continued growth on the continent. IBM continues to collaborate with African institutions to improve infrastructure, attract investment, and build a stronger skills base. To continue fostering economic development, IBM held Global Innovation Outlook conferences throughout 2007. These brought leaders in business, government and academia together. As a result of these conferences, a number of initiatives targeted to Africa were set in place. These include Blue Gene Supercomputer donation to Africa to inspire research in the continent, the shared service for NGO back-office in Africa, and the African Innovation Initiatives. As part of the Makocha Minds Program, IBM recently established a formal mentoring program with two Rwanda universities: Kigali Institute of Technology and the National Institute of Rwanda. The program pairs student-mentees with executives and IBM fellow mentors. In 2008, IBM increased corporate investment to target growth across the African markets including: Building Capacity and Infrastructure, Hiring Staff, Expanding into New Markets. Such economic endeavors are important to IBM, as are humanitarian projects. In 1994, IBM's crisis response team supported relief efforts for cholera outbreaks in Rwandan. IBM continues such efforts to the present.

- For more information, visit [www.ibm.com/planetwide/rw](http://www.ibm.com/planetwide/rw)

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## LIVING WATER INTERNATIONAL

Living Water International has been active in Rwanda since January 2007, providing clean water for over 40,000 Rwandans in the past year. In 2008, Living Water International plans to complete 100 more wells and 25 well repairs—providing clean water and renewed health for approximately 125,000 Rwandans. LWI works in coordination with the government of Rwanda in selecting villages where wells will be drilled, as well as partners Geneva Global, H2O Africa, Charity:Water and individual donors, who provide funding for many of the water projects. In the coming years, LWI will continue to expand its presence throughout Rwanda, employing many Rwandan nationals and bringing the life-saving gift of clean water to those in need.

Living Water International is currently working in 26 countries. Since its inception in 1990, Living Water International has completed more than 4,500 water projects serving over 7.5 million a day. LWI is considered one of the largest implementers of water solutions across the globe.

- For more information, visit [www.water.cc](http://www.water.cc)

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## MICRO INSURANCE AGENCY

The Micro Insurance Agency is an insurance intermediary dedicated to serving poor people with an affordable and suitable range of insurance products. Through extensive market research and insurance expertise, life, credit and crop insurance products are designed to be understandable and affordable to the poor and sustainable for distributors and insurance companies. Established in 2005, the Micro Insurance Agency currently has 675,000 policies covering 3.3 million lives in 10 countries in Africa and Asia. The Micro Insurance

Agency has developed innovations and technology to create affordable insurance products. A typical life insurance policy costs about \$1.50 per month and pays a death benefit for the head of household, spouse or child. This keeps the economic shock of losing a family member from sending a working family back into poverty.

Among its early innovations, the Agency pioneered the first life insurance product in Uganda that includes coverage for persons with HIV/AIDS. In Malawi, a crop insurance program protects farmers from severe drought that caused starvation in their villages only a few years ago. The insurance is combined with a loan that enables farmers to obtain higher quality, drought-resistant seed and fertilizer. The two-year pilot—with average yields increasing 150 to 300 percent—has been so successful that the World Bank has selected the Micro Insurance Agency to expand crop insurance throughout Sub-Saharan Africa in the coming years.

- For more information, visit [www.microinsuranceagency.com](http://www.microinsuranceagency.com)

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## OPPORTUNITY INTERNATIONAL

Opportunity International is one of the world's oldest, largest and fastest growing microfinance organizations providing a wide range of financial services and training to the working poor in Africa, Asia, Eastern Europe and Latin America. Its vision is to allow poor people to transform their lives economically, socially and spiritually. Founded in 1971 as one of the first microcredit lenders, Opportunity International currently provides 1.1 million poor entrepreneurs with loans and other services that allow them to start or expand a business, develop a steady income, provide for their families and create jobs for their neighbors. By listening to its clients, Opportunity International learned that the poor needed a range of financial services, not just

microloans. The organization has opened 17 microfinance banks since 2000 and has developed innovative programs such as Microschools™ and microinsurance for the poor. Opportunity is motivated by Jesus Christ's call to serve the poor and carries out its mission by serving clients without regard to religious affiliation. Opportunity International received two grants in 2007 from the United States Agency for International Development (USAID) totaling \$1,351,000. Opportunity International is using the funds to expand its microfinance services to the poor in Malawi and Mozambique. Opportunity International operates banks or financial institutions in 28 countries and has more banks in more countries than any other microfinance institution serving the very poor. Over 15 years, USAID has awarded \$77 million to Opportunity International, which has been leveraged to provide \$600 million in loans to the poor in 2007 alone. Opportunity International maintains a network of 45 partners in 28 countries across the globe, with U.S. offices in Oak Brook, Ill. and San Diego, Calif.

- For more information, visit [www.opportunity.org](http://www.opportunity.org)

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## GAHAYA LINKS

Gahaya Links is a woman-owned export firm started by two Rwandan women as a way to assist HIV-positive women in Rwanda gain income and develop marketable skills. Through a training center in Kigali, Gahaya Links refines local women's basket-weaving skills and provides additional training in design. In addition, women are taught how to bead bracelets designed by Mary Fisher, a U.S. based artist and activist. The baskets and bracelets are marketed through the Fair Winds Trading Company and are available exclusively through Macys. Not simply an income-generating project, Gahaya Links also provides training in life skills for its weavers. Through this organization,

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women in Rwanda have been able to achieve financial stability, assisting their families, including the orphans many of the weavers support. Gahaya Links is supported by PEPFAR through USAID.

Today Gahaya Links works with over 4,000 weavers (200 of whom are men) organized into 54 separate cooperatives nationwide. In 2007, Gahaya Links sold almost 30,000 baskets, earning them over \$316,000. This is incredible growth from the original 27 weavers who began working with Gahaya Links just over three years ago. Africare, the organization supporting Gahaya Links through its COPE project, received \$760,000 in PEPFAR funding in FY07.

- For more information, visit <http://eastafrica.usaid.gov/en/Article.1045.aspx>

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## PFIZER

Within Africa, Pfizer has a history of successful partnerships working to address multiple health care challenges. Since 2003 Pfizer has been sending its highly skilled employees to serve on the front lines of health challenges in developing countries through its Global Health Fellows program. Since 2003, 155 Pfizer Fellows have worked with and transferred skills to local partners and NGOs during three- to six-month assignments to share knowledge, learn new skills and explore solutions to improving healthcare. Within Africa, Pfizer has sent 88 employees with a variety of skill sets including financial analysts, physicians, information technology experts, clinical researchers among others to work with more and 30 organizations. In Rwanda, Pfizer had four Fellows work in partnership with Populations Services International and Columbia University's Access Project.

Pfizer created the Diflucan Partnership in 2000 to improve the quality of life for people living with HIV and AIDS. The program is currently active in 19

countries in Africa, including Rwanda. Pfizer Inc and the Ministry of Health in Rwanda have been working together through this partnership since 2002 to facilitate over \$4.4 million in product donations. In 2004 Pfizer helped build the Infectious Diseases Institute, a major medical training and research center headquartered within Uganda's Makerere University. The IDI works to build capacity and improve health in Africa by training medical professionals and providing them with skills and resources to deliver high quality prevention and care services for patients with HIV/AIDS and related infectious diseases. More than 1,700 workers from 26 countries, including Rwanda, have been trained at the facility to date.

- For more information, visit [www.pfizerglobalhealth.com](http://www.pfizerglobalhealth.com)

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## SIGNATURE COFFEES OF RWANDA PROGRAM

Inzoki Coffee Traders was created in the summer of 2003 by Arthur and Amy Karuletwa. The company has worked to reduce poverty in Rwanda's coffee growing regions, particularly through the training of coffee farmers in quality assurance programs and via international marketing of Rwandese coffee. Inzoki Coffee Traders has partnered with the Ministry of Agriculture in Rwanda in the Rural Sector Support Project/RSSP, which receives funding from the World Bank. More recently, the Rwanda Coffee Board contracted with them to brand and promote Rwanda Coffee all over the world. "Inzoki" is a Rwandese phrase that means "dreams"—dreams that come to life. The vision for the company reflects a dream to renew unity and trust in the Rwandan social fabric, including repairing torn relations between coffee growers and traders. The Karuletwa's describe that their personal faith helped motivate and guide them in facing the risks this undertaking represented for them.

- For more information, visit [www.rwandacafe.com](http://www.rwandacafe.com)



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## SONRISE HIGH SCHOOL

Sonrise School was launched by Bishop John Rucyana in 2001 to be a “light on a hill.” Bishop John’s initial vision was to create a boarding school that would set the standard for academic excellence and servant leadership development. The majority of students were orphans in order to demonstrate that every child is redeemable, no matter how needy. Now in its seventh year of operations, Sonrise is considered one of the top academic schools in the nation and the vision for educating and equipping the next generation of Rwanda’s leaders has also grown. Based on recent national exams, it now ranks among the top academic schools in Rwanda. Today, the school has over 900 students. Approximately 60 percent of the students are orphans. They are continuing to add a grade a year to the school. The first secondary grade 6 class (equivalent to the U.S. high school senior year) will graduate at the end of 2010. Equipping and supplying quality facilities and programs to eventually board and educate over 1200 students continues to be one of the top priorities.

- For more information, visit [www.mustardseedproject.org](http://www.mustardseedproject.org)

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## UPS FOUNDATION

In recognition of its 100th anniversary last year, The UPS Foundation announced a \$390,000 grant to Opportunity International, one of the world’s largest microfinance organizations, to make loans to new clients in 15 countries, including six in Africa. The initial grant will help nearly 5,000 poor entrepreneurs and will impact more than 37,000 lives, including family members, employees and their families. Because of Opportunity International’s high loan repayment rate of 98 percent, the money will be loaned again and again to help thousands more people work their way out of poverty over the next decade.

Founded in 1951 and based in Atlanta, Ga., The UPS Foundation identifies specific areas where its support will clearly impact social issues. The UPS Foundation’s major initiatives currently include programs that support increased global volunteerism, literacy and hunger relief. In 2006, The UPS Foundation donated over \$45.9 million.

- For more information, visit [www.community.ups.com](http://www.community.ups.com)

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## URWEGO OPPORTUNITY BANK OF RWANDA

In August 2007, the world’s leading Christian organizations supplying microfinance and microenterprise development to the poorest of the working poor announced a historic partnership by merging operations in Rwanda to open a microfinance bank for the poor in a country that is making steady progress and often great strides in rebuilding and reunification.

The Urwego Opportunity Bank (UOB) of Rwanda, headquartered in the central district of Kigali, opened a new banking hall using state of the art technology. The combined operation has offices in 27 of the 30 districts in Rwanda, more than 28,000 loan clients and over 3,000 savings clients. UOMB has \$4.5 million in equity capital and a loan portfolio of \$1.7 million. The partnership includes World Relief, a Baltimore-based agency that specializes in rebuilding communities in the aftermath of war or natural disaster. World Relief has operated Urwego Community Banking, the first and largest microfinance institution in Rwanda, since 1997. World Relief Canada and HOPE International have been financial partners in Urwego for several years.

- For more information, visit [www.opportunity.org](http://www.opportunity.org)







**WHITE HOUSE  
FAITH-BASED  
AND  
COMMUNITY  
INITIATIVES**