It is at times hard to believe how quickly we have progressed given our humble beginnings. 2016 commemorates ten years of providing life-changing programs in Burundi. Our steady growth truly shows that where there is health, there is hope.
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LETTER FROM THE CEO AND BOARD CHAIR
DEAR FRIENDS,

As we reflect on the first decade of Village Health Works, we are deeply moved by your compassion and generosity that have allowed us to touch so many lives in Burundi.

In just 10 years, we have turned an empty plot of land into a bustling campus where each day hundreds of people receive clinical care and health education, academic instruction and teacher training, tools for income generation, and cultural reinforcement.

We hope you will enjoy this report with highlights from 2016 and insight into how our programs have developed over time.

It is truly remarkable what can be accomplished by working collaboratively with the community. We are grateful for the community leaders and our Burundi team as well as the members of our global village of supporters who have given so much in time and resources to turn our vision for holistic health care into a reality.

We are now at an important crossroad and have begun to build the desperately needed Kigutu Hospital & Women’s Health Pavilion. This long-awaited facility will bring safe surgical care to the community.

We hope that you will stay on this journey with us. As we begin the next phase of growth for Village Health Works, we will be so much stronger if you walk alongside and help us widen our growing circle of support around the world.

Sincerely,

Deogratias Niyizomukiza
Founder and CEO

Lesley King
Board Chair
Burundi is one of the world’s poorest countries. The average person makes about $267 per year and nearly 65% of the population lives in poverty.

Burundi is in the African Great Lakes region of East Africa, bordered by Rwanda to the north, Tanzania to the east and south, and the Democratic Republic of the Congo to the west. Village Health Works operates in Kigutu, about 60 miles southwest of Bujumbura and serves a population of nearly 200,000.

In Burundi, the infant mortality rate is 67 per 1,000 live births. The maternal mortality rate in Burundi is among the highest in the world – 712 per 100,000 live births. For comparison, the East African regional average is 500 per 100,000, which itself is over 30 times higher than in most developed countries.

The country has a population of 11.8 million people.
OUR MISSION AND HISTORY

Village Health Works (VHW) is a 501(c)(3) organization founded in 2006 that operates in rural southwest Burundi. Our mission is to provide quality, compassionate health care in a dignified environment while also addressing the social determinants of health such as poverty, violence and neglect.

Deogratias Niyizonkiza founded VHW by mobilizing community members in his village of Kigutu. He had no funding but a big vision that brought together former enemies from the war and turned them into collaborators and friends. Together they identified local needs and quickly began making bricks by hand and laying the foundation for our first medical facility. In 2007, VHW opened its community health center on land donated by the community.

This collaborative, community-driven process helped community members heal from the emotional trauma of conflict and empowered them as decision makers.

We have expanded our staff capacity and infrastructure. Today, we have 400 full- and part-time employees in Burundi as well as a small team in the United States. VHW serves a catchment area of 200,000 people in partnership with key government agencies and community organizations.

VHW continues to be guided by community ownership of how we meet local needs. Over time, our community has grown to encompass a global network of people who care deeply about the human condition and share their resources to advance human dignity for all.

OUR LEADERSHIP

Deogratias Niyizonkiza,  
President and Chief Executive Officer

Dziwe Ntaba,  
Co-Founder

Anne L. Peretz,  
2016 Board Chair

Lesley King,  
2017 Board Chair

Jozelyn Davis

Lauren Driscoll

Paul English  
Paul Farmer  
Lawrence Goldberg  
Andrew Haring  
Elizabeth Heron  
Sharon Jacob  
William Jacob III  
Tracy Kidder

Alexia Leuschen  
Joia S. Mukherjee  
Rishi Narang  
Megan Newman  
Theodore Niyongabo  
Alexandra Shor  
Kentaro Toyama
HEALTH CARE
ADDRESSING HEALTH CARE ACCESS

When 30-year-old Esperance gave birth to twins in 2016, their futures were uncertain. They were born at night, prematurely, and diagnosed at our Kigutu clinic with severe respiratory failure. We arranged for their transfer by ambulance to the Bururi Hospital, but the facility was over capacity. So we quickly changed course and safely drove the fragile twins to Bujumbura, finally locating an available incubator around 1:00 am.

Thankfully the twins survived, after spending more than a month at a hospital in Bujumbura. “Without Village Health Works to help me, my babies would have died,” says Esperance.

More than 20,000 community members visited our clinic in 2016, seeking treatment for diseases such as malaria, diabetes, and depression. We screened patients for HIV and if needed began antiretroviral treatment, giving men and women the chance for a longer, healthier life. We provided pre- and post-natal care as well as family planning education to support women in making the best choice for them and their families. In a country recently named the hungriest in the world, we screened and treated for malnutrition.

We also cultivated lasting community connections by empowering men and women to become Community Health Workers (CHWs). True agents of change in their communities, CHWs raise awareness with their neighbors about diverse health care issues, accompany them through diagnosis and treatment, and work to reduce stigmatization.

LISTENING AND RESPONDING TO THE COMMUNITY

New and renewed philanthropic investments have allowed us to expand clinical services in the critical areas of nutrition, maternal & child health, and mental health.

Untreated mental health disorders keep community members from living full, productive lives and have negative, lasting effects for their families and the social fabric of communities. We have established a mental health team to strengthen mental health promotion, prevention, treatment, and follow-up. In late 2016, we implemented our first community forum about mental health which was attended by an estimated 1,000 people.

We have made progress on ambitious long-term goals to improve health care access for women and children under five. We have strengthened our cohort of CHWs, emphasized health education at the clinic, improved malnutrition follow-up, and increased the number of women completing pre-and post-natal consultations at our clinic. We look forward to achieving even greater community impact through a new nutrition training and distribution center, expectant mothers’ housing to provide women with complicated pregnancies temporary housing near the clinic, and improved staff training and capacity as we prepare for the Kigutu Hospital & Women's Health Pavilion.
HEALTH CARE
COMMITTING TO THE LONG TERM – FOR ESPERANCE AND ALL COMMUNITY MEMBERS

What would have happened if every hospital we approached in Bujumbura was over capacity and none were able to provide Esperance’s twins with an incubator that night? What might have happened if Esperance had suffered complications during the delivery and we couldn’t transport her quickly enough to a hospital for surgery?

There is a dire need for expanded neonatal and obstetric care in Burundi, and we are uniquely poised to respond. We have begun construction on a 150-bed surgical and training hospital on our campus which will provide essential and emergency obstetric and surgical care, with a focus initially on maternal and newborn health. We invite you to learn about and support this effort. See page 21 for more information.

A DECADE OF SERVICE

In under 10 years, we have transformed an empty lot into a bustling, comprehensive clinic where we have provided more than 150,000 patient consultations. We have expanded our clinic to now include a wide array of services for men, women, and children. We have grown our clinical staff from 6 clinicians and 18 CHWs to a team of more than 70 clinical and support staff and 200 CHWs. Importantly, since opening our clinic in 2007, we have never ceased operations. We serve as a health provider that community members can rely on, no matter the challenge.

---

2016 HIGHLIGHTS

29,039 PATIENT CONSULTATIONS PROVIDED AT OUR CLINIC

16,921 HOUSEHOLDS VISITED BY COMMUNITY HEALTH WORKERS

2,434 CHILDREN UNDER 15 TREATED FOR MALNUTRITION
“Before Village Health Works, there was no one else to work together with, share knowledge with, or to help me organize the school,” says Jean Claude. His teachers receive ongoing professional development from Village Health Works, a service that is virtually nonexistent in other regions of Burundi, and training that Jean Claude wishes he could have received when he was a teacher.

“I’m proud to be a teacher in Burundi. I’m proud to be a school director. I’m proud to work with Village Health Works,” Jean Claude says.
SUPPORTING ACADEMIC SUCCESS

We are improving education for hundreds of students through robust teacher training, student support services, and parent engagement. With our support, teachers have integrated play-based learning activities in the early childhood development (preschool) program on themes such as health, nutrition, and hygiene. We have provided training to teachers in grades 1-9 to foster hands-on, more student-centered instruction. Of the 33 teachers participating in our programs in 2016, 7 highly-qualified teachers have been hired to provide content-specific instruction in upper grades. These experienced instructors help strengthen all teachers’ skills through regular co-teaching and collaboration.

In partnership with the U.S. Embassy in Bujumbura, we have enrolled more than 60 students from 7 neighboring schools in our English Access Microscholarship Program. These classes strengthen students’ verbal and written English skills and give them the information they need to explore higher education and seek better jobs.

In addition, we have made great strides to engage parents. Parental involvement is critical to reinforce the importance of education in the home and break the cycle of poverty for the next generation. We have developed tools to communicate students’ grades to their parents and involve them in decision making. We have also implemented family-friendly activities at school to promote education for the family.

The collaborative support and positive learning environment we provide also motivate school administrators such as Jean Claude Niyoyitungira, principal of the Kigutu School.

LEGACY OF SERVICE

Education has been a community-defined priority since 2010, when community members first asked Village Health Works for assistance. We unveiled our education program in 2013, providing after-school instruction to students in core subjects. Later that year, we launched the English Access Microscholarship and early childhood development programs. We also integrated music into the academic program, which enriches students’ academic experience and engages them in learning about their cultural heritage.

LOOKING TO THE FUTURE

While we have made progress in education, there remain significant unmet needs. To effect sustainable, systemic change, we will continue to train teachers and enrich classroom curriculum. We will also expand and improve our school infrastructure to provide the instructional hours and nutritious meals that students require to excel. New dorms will lodge teachers in the community, allowing them to learn from each other and provide after-school student support services on our campus. In addition, we are partnering with generous donors and the community to rebuild the Kigutu School. Replacing this dilapidated structure is critical to our mission of ensuring a dignified learning environment for all students. We remain deeply committed to regularly reviewing and evaluating our education programs, and to growing and sustaining our education initiatives for years to come.

2016 HIGHLIGHTS

563 STUDENTS ENROLLED FROM PRESCHOOL THROUGH GRADE 9
490 STUDENTS WERE PROVIDED AFTER-SCHOOL INSTRUCTION
233 HOURS OF TRAINING PROVIDED TO TEACHERS
“Learning to sew has enabled me to pay for my children’s school fees,” says Evelyne. “My five children, all of whom are in school, are my singular focus and greatest source of pride. My oldest, now fifteen, is always among the top five in his class.”
ADDRESSING SERIOUS NEEDS

Poverty and poor health are strongly intertwined. In Burundi, many cannot afford medical services or fresh food such as fruits and vegetables. Needs such as school expenses take a back seat on a family’s list of priorities to stay alive, and limited employment opportunities leave some people with almost no chance for financial reprieve. Families become trapped in a cycle of poverty with poor health, little or no education, and limited hope for the future.

EMPOWERING COMMUNITY MEMBERS

Our economic development programs address this cycle of poverty by empowering community members with skills and tools to start small businesses. Cooperatives such as sewing, baking, and basket weaving allow men and women to generate incomes while providing important services and products to the community.

Evelyne Batakanwa credits our sewing coop with an improved capacity to care for her family. She hopes to generate enough income to expand her business, having learned that investing revenue to scale up will help her business achieve greater impact in the long term.

We strengthened our economic development programs in 2016 with additions such as a tailor from Bujumbura who brought increased skill and professionalism to our sewing program, and a baker who helped us open a baking cooperative that has since expanded to 4 localities.

All of our economic development programs empower community members by giving them a voice in decision making within each cooperative, as well as training in revenue-producing ventures that are culturally relevant. These tools are necessary for participants to lift themselves out of poverty.

IMPROVING ACCESS TO NUTRITIOUS FOOD

Through collaborative community programs, we aim to prevent and treat malnutrition, as well as help farmers and fishermen generate income through the sale of livestock, produce, and fish.

Renewed philanthropic support has allowed us to grow our fishing program, helping participants generate income and support their families.

Elias Sindayihebura says joining a fishing cooperative has been the ‘most important decision’ of his life. “The cooperative has helped me earn money, allowing me to purchase 23 chickens and a goat,” says Elias. “I can now pay for my children’s school fees and improve their diet.”
ECONOMIC DEVELOPMENT AND FOOD SECURITY
LAYING THE FOUNDATION FOR SUSTAINABLE IMPACT

We have increased agricultural productivity by adding an agronomist to our team. The agronomist has provided training in agricultural best practices which has motivated more farmers to incorporate composting and contour lines into their methods. In addition, a nutritionist from the clinical team has helped us collaborate more effectively across our programs. We harvest crops from our on-site demonstration gardens to feed clinical patients and their families, the chickens and cows provide eggs and milk to the patients in the clinic and to students in our Early Childhood Development Program, and students from preschool to grade 3 receive nutritious meals every school day.

In partnership with the community, we are increasing the availability of nutritious foods in households, helping our patients recover faster, and raising awareness among community members of how to achieve a balanced, nutritious diet.

LEGACY OF SERVICE

In 2008, devastatingly high rates of malnutrition led Village Health Works to develop the food security program. The program initially focused on nutrition education and crop diversification, and has since expanded to include training programs; on-site demonstration and production gardens; household gardens; farming, fishing, and livestock cooperatives; and awareness-raising events. The economic development cooperatives grew out of the agricultural program. We have diversified the cooperatives in response to community needs. They now include a range of opportunities for training in income-generating programs such as sewing, soap making, basket weaving, and baking.

LOOKING TO THE FUTURE

We are deeply committed to supporting the food security and economic development programs for the long term, and to keeping this expertise in our community. With input from community members, we plan to expand our efforts to increase the number of participants across these diverse programs.

---

2016 HIGHLIGHTS

105% INCREASE IN AGRICULTURAL PRODUCTION

16,709 KG OF PRODUCE DISTRIBUTED TO HOSPITALIZED PATIENTS

30 MILLION BIF GENERATED BY THE SEWING COOPERATIVE TO PURCHASE SEWING MACHINES
"Working hard is one of my values and I’m committed to saving my family,” says Jacqueline. “If I had waited for my husband's recovery, none of us would have survived."
WORKING IN SYNERGY WITH COMMUNITY MEMBERS

Our community engagement is the link through which we establish trust and develop solidarity with a broad spectrum of community leaders and organizations. Our meaningful community connections help us provide services that are culturally relevant and responsive to community-defined priorities.

In 2016, our community engagement model helped the clinical team conduct household surveys to unearth community health issues, identify families with the greatest needs, and establish benchmarks for evaluating our programs. Throughout the year, we partnered with clinicians and community leaders to implement awareness campaigns on a range of health care topics. And we produced songs and video to disseminate messages about proper health and nutrition.

Our community engagement team promotes knowledge of traditional song and dance as a means to preserve and safeguard the community’s intangible culture. Our on-site musicians perform music each school day for children in the early childhood development program and teach traditional dance and instrumentation to children on campus. In 2016, we held 2 concerts featuring traditional Burundian dance and music which were attended by nearly 800 people.

Our community engagement team has also supported on-site infrastructure projects by recruiting local community members for construction. These projects keep income in the community and help families cover expenses.

Jacqueline Niyonsaba was a regular volunteer on our campus when she learned that our facilities team needed masons and support personnel for a short-term project. Jacqueline’s husband was ill and unable to work at the time, and their meager household funds had been depleted. Her income from this project helped her feed her family and keep them healthy.

Our community engagement program empowers men and women with critical tools, education, and opportunity. This engagement leads to long-term benefits for the community as a whole.

DECADE OF SERVICE

So much can be accomplished when we work in synergy with community members. In 10 years, we have galvanized the community in unprecedented ways. In the early days of our organization, community members hand built the Buzimba road to provide community access to our growing clinic. Years later, they constructed a road to the Buhinda micro hydropower plant in only one month using simple tools.

Community support for VHW’s facilities has not waned. Community volunteers continue to maintain the road to protect community access to our clinic, and have partnered with our facilities team to prevent erosion along the riverbank leading to the hydropower plant. The community has repeatedly demonstrated their commitment to our mission and with their support we have grown our programs, reaching more patients, students and families each year.
THE KIGUTU HOSPITAL & WOMEN’S HEALTH PAVILION
IMPROVING ACCESS TO SAFE SURGERY AND OBSTETRIC CARE

With your support in 2007, Village Health Works established a community health center from the ground up, using handmade bricks and land donated by the community. We have since expanded our clinical services and staff significantly, but the need for safe surgery is dire. The senseless deaths of mothers and children tear at the social fabric of our community and leave wounds that last for generations. We are uniquely poised to save lives and end this needless suffering.

In response to community input, we have begun construction on the Kigutu Hospital & Women’s Health Pavilion. This 150-bed surgical and training hospital on our campus will provide essential and emergency obstetric and surgical care, with focus initially on maternal and child health.

TAKING A COMPREHENSIVE APPROACH

We are building a world-class hospital in a resource-poor, geographically challenging region and have experienced unique opportunities and challenges as a result. We have analyzed and proactively addressed critical issues such as infrastructure, maintenance, supply chain, and human resources. Our approach is informed and comprehensive, drawing on experts in the community and across disciplines.

We have worked with Level Infrastructure since 2014 to develop and implement our infrastructure master plan. We recognized that our energy needs on campus would increase when the hospital became operational. With generous philanthropic support, we designed and constructed the Buhinda River Microhydroelectric Plant. In 2016, we inaugurated the facility, which currently generates up to 130 kW. Additional energy projects scheduled for completion prior to the opening of the hospital include an expanded solar field and microgrid.

In 2016, we joined forces with ROKO Construction LTD, an internationally renowned construction firm based in Rwanda and Uganda to begin site preparation and external works, as well as foundation and structural works. In addition, with help from health care equipment consultants GBA, we have identified the equipment requirements needed to operate our hospital. This comprehensive planning approach has laid a strong foundation for an effective and efficient procurement strategy in the future.

LOOKING TO THE FUTURE

We are grateful for the considerable financial gifts made towards the Kigutu Hospital & Women’s Health Pavilion in 2016. We continue to seek philanthropic and in-kind support to complete the construction and infrastructure projects. We aim to open the hospital as quickly as possible.

Please visit our website if you would like to learn more: www.villagehealthworks.org.
## INCOME STATEMENT

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## STATEMENT OF FINANCIAL POSITION

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OUR 2016 DONORS

We are so grateful to the generous partners and friends whose gifts of $200 or more helped make our life-changing programs possible in 2016. Thank you.

$100,000 +
JP Fletcher Foundation
Anne Peretz
The Primate’s World Relief and Development Fund (PWRDF)
Lesley and Bill King
The Crown Family
Sharon and Bill Jacob
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Noel Momsen
Shakti Rhys
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Claire Werner
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The Aitkenhead Okorokwog
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Thank you.
IN MEMORIAM – NANCY WOLF

REMEMBERING A DEAR FRIEND AND ADVOCATE

On June 30, 2017, the Village Health Works family was deeply saddened by the loss of Nancy Wolf, two years after Charlie, her husband of fifty years. Nancy and Charlie were among the earliest and truest believers in the vision of Village Health Works. It was their fundamental act of humanity and kindness, bringing Deo into their home in his early days in New York, that laid the groundwork for the organization that Village Health Works has become.

Nancy was an artist, who explored the disconnect between urban landscapes and the people who inhabit them. A 2013 Washington Post review described her work alternately as “bemused, playful...regretful or even angry...astonishingly complex.” She was a fierce advocate for the vulnerable, though declined to acknowledge anything remarkable in her own extraordinary acts of compassion. She was also a fighter, who didn’t care much for convention and never lost sight of her own moral compass.

Nancy will be remembered for her generosity, compassion, humor, creative mind, and beautiful eye. In line with Nancy’s wishes that memorial contributions be directed to improving the services and life of the campus, we have established a fund to honor her legacy. Please note “In Memory of Nancy Wolf” if you would like to make a contribution. Please visit our website: www.villagehealthworks.org.