

Strengthening Hagaruka's Operational & Governance Model

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About the Client:

Hagaruka Burundian Women's Association



Haguruka is a non-profit association incorporated in Ontario that was founded in 2002 by women from Burundi to act as a cultural outlet for the community. Haguruka aims to improve the standard of living for socially and economically disadvantaged women, families, and communities at large in Burundi, as well as within the diaspora in Canada. Their mission is to promote solidarity for women and their families who are in need, both in Burundi and in Canada, through empowerment, capacity and community building, as well as financial, educational and cultural initiatives. Haguruka focuses on helping marginalized women living in poverty, including elder caregivers, young mothers, single mother head of families, widows and orphan girls.

About the Project:

Project Scope:

Haguruka sought to achieve answers to the following research questions:

1. How do similar organizations based in Canada that provide micro-credit international development tools operate?
2. Which Government of Canada and Burundi's policy guidelines and frameworks govern the operation of organizations like Haguruka.

Project Rationale:

With an enhanced governance structure and registered charitable status with the CRA, our project will assist Haguruka in achieving its goals as set out in the 2017-2020 Strategic Plan as follows:

- Enhance the economic and social empowerment of women and girls;
- Increase access to education, healthcare, justice and entrepreneurial opportunities for women;
- Build cohesion, inclusion, and integration through cultural and community engagement activities; and
- Advocate against gender-based violence in our communities.

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Methodology:

- **Phase 1 – Literature Review**
 - Researched microfinance systems and best practices in East Africa
 - Wrote literature review essays summarizing results
- **Phase 2 – Legal Research**
 - Identified key Canada Revenue Agency and Burundian policies
 - Summarized in practical format (e.g. checklists, questionnaires)
- **Phase 3 – Governance Interview**
 - Researched governance models
 - Developed interview frameworks based on a legal questionnaire
 - Prepared a governance to-do list and report
- **Phase 4 –Final Presentation to Board**
 - Delivered draft PowerPoint, solicited feedback
 - Delivered final PowerPoint at organization's Board meeting

RESULTS & DELIVERABLES

- 2 Literature Reviews on the following topics:
 - Microfinance
 - Non-Profit Governance
- 1 Environment Scan on East African microfinance practices
- 3 Legal Information Guides on the following:
 - International Charitable Activity
 - Charitable Microcredit
 - Burundian Microcredit

PROJECT IMPACT

- Project deliverables will be used by hired consultants
- Information will provide a framework for an updated governance structure for the organization
- Project deliverables will be used to reapply for Charitable Status with the Canada Revenue Agency

ACKNOWLEDGMENTS: The consultants would like to thank Hagaruka Burundian Women's Association for their continued support and cooperation and their supervising director, Kristen Young, for her support.