



ANNUAL REPORT 2021

“Towards a dignified life”

act:onaid

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ANNUAL REPORT 2021



“Towards a dignified life”

This report presents our journey, the stories of change from the communities as well as give a glimpse into our future in Rwanda. These achievements are attributed to the commitment and cooperation of all our partners, stakeholders, supporters and the Government of Rwanda.

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ACRONYMS

AA:	ActionAid
AAR:	ActionAid Rwanda
CD:	Country Director
CMR:	Country Model Review
CSP:	Country Strategic Paper
CRSA:	Climate Resilient Sustainable Agriculture
ECD:	Early Childhood Development
GBP:	British Pound
GBV:	Gender Based Violence

HRBA:	Human Right Based Approach
LRP:	Local Right Program
SGBV:	Sexual and Gender Based Violence
SRHR:	Sexual Reproductive Health and Rights
SWA:	Strengthening Women Rights Advocacy
POWER:	Promoting Opportunities for Women's Empowerment and Rights
VAWG	Violence Against Women and Girls
VSL:	Voluntary Saving and Loaning
UCW:	Unpaid Care Work
WROs:	Women Rights Organizations

43,626

Total
Beneficiaries

28,026

Female

15,600

Male

We are pleased to share with you our '2021 Annual Report: Towards a dignified life'

FOREWORD

Another year of impact

TOGETHER FIGHTING POVERTY & INJUSTICE

We are pleased to share with you our '2021 Annual Report: Towards a dignified life' with key transformative initiatives and achievements throughout the year.

With the emergence of COVID-19 second wave, ActionAid Rwanda and its partners provided urgent health and safety interventions in its working areas. Apart from COVID19 interventions, AAR was involved in relief programmes and emergency support to communities and people that were affected by Nyiragongo Volcano eruption.

In a move to advance women's rights in the community jointly with women groups, community mobilizations and campaigns were conducted for continued advocacy on women's rights to sexual and reproductive health as well as sustainable livelihoods. ActionAid also empowered adolescent girls and boys on sexual and reproductive health rights that helped them to realize the health rights and they have started advocating for their rights.

Engagement of local government in the campaign on Women's Rights and fighting VIOLENCE AGAINST WOMEN AND GIRLS

concurrently supporting livelihood alternatives with seed and livestock helped to promote agroecology practices.

Today, Communities are more organized and empowered to take local actions and build resilience against any shocks through collective livelihood initiatives.

To conclude, we would like to appreciate the immense contribution made by our

sponsors, donors, partners and all our stakeholders towards these achievements and thanking you for your continuous collaboration. We equally thank our National General Assembly and Board of Directors, ActionAid International Federation for their continued support and guidance throughout the year. It wouldn't be possible to achieve these milestones shared in this report without your contribution.



Francoise K. TENGERA
Board Chair



Ines MWANGAVU
Ag. Executive Director

ORGANIZATION BACKGROUND

ActionAid began operations in Rwanda with a Memorandum of Understanding with Government signed in 1982. In 1986, the MOU was amended in agreement with Aide et Action for ActionAid shift to Burundi to avoid duplication. ActionAid resumed operations in response to aftermath of post genocide emergency.

It operated as a cross boarder initiative under ActionAid Uganda in 1996 mainly focusing on relief and emergency work.

In 1997 became a fully fledged Country Programme working in Nyanza as the first Local Right Program Area focusing on reconstruction work on shelter, education and water.

From 2003 to 2005 ActionAid in Rwanda was part of the pilot of the regionalization process under the Great Lakes initiatives which was disbanded in 2006 leading to resumption of the status of Country Program with national leadership. In 2017,

ActionAid became Associate Member of ActionAid International (AAI), an anti-poverty agency working with the poor. In 2017, ActionAid became Associate Member of ActionAid International (AAI), an anti-poverty agency working with the poor.

In 2020, ActionAid affiliate member of International Federation, an anti poverty agency giving assistance to poor people and communities.



EQUITY AND JUSTICE:

We work to ensure that all people irrespective of gender, ethnicity, location, political affiliations, social class, health status, religion, sexual orientation have fair and equal opportunities.

HONESTY AND TRANSPARENCY:

We are committed to being accountable at all levels for the effectiveness of our actions and open in judgments and communication with others.



Our Values

COURAGE OF CONVICTION:

We are committed to be open, creative and constructively engage without fear - in pursuit of making the greatest possible impact on the causes of poverty and gender inequalities.

SOLIDARITY

With the people living in poverty (women, children and youth) In the fight against poverty we align ourselves with the powerless, marginalized and excluded to empower them to be the drivers of change.

MUTUAL RESPECT:

We recognize and appreciate the inherent value of each human being and the significance of diversity.

INDEPENDENCE:

Independence from any religious or political affiliation Humility In all our actions and behavior, we acknowledge and recognize that we are a part of a wider alliance against poverty and injustice.

Theory of Change

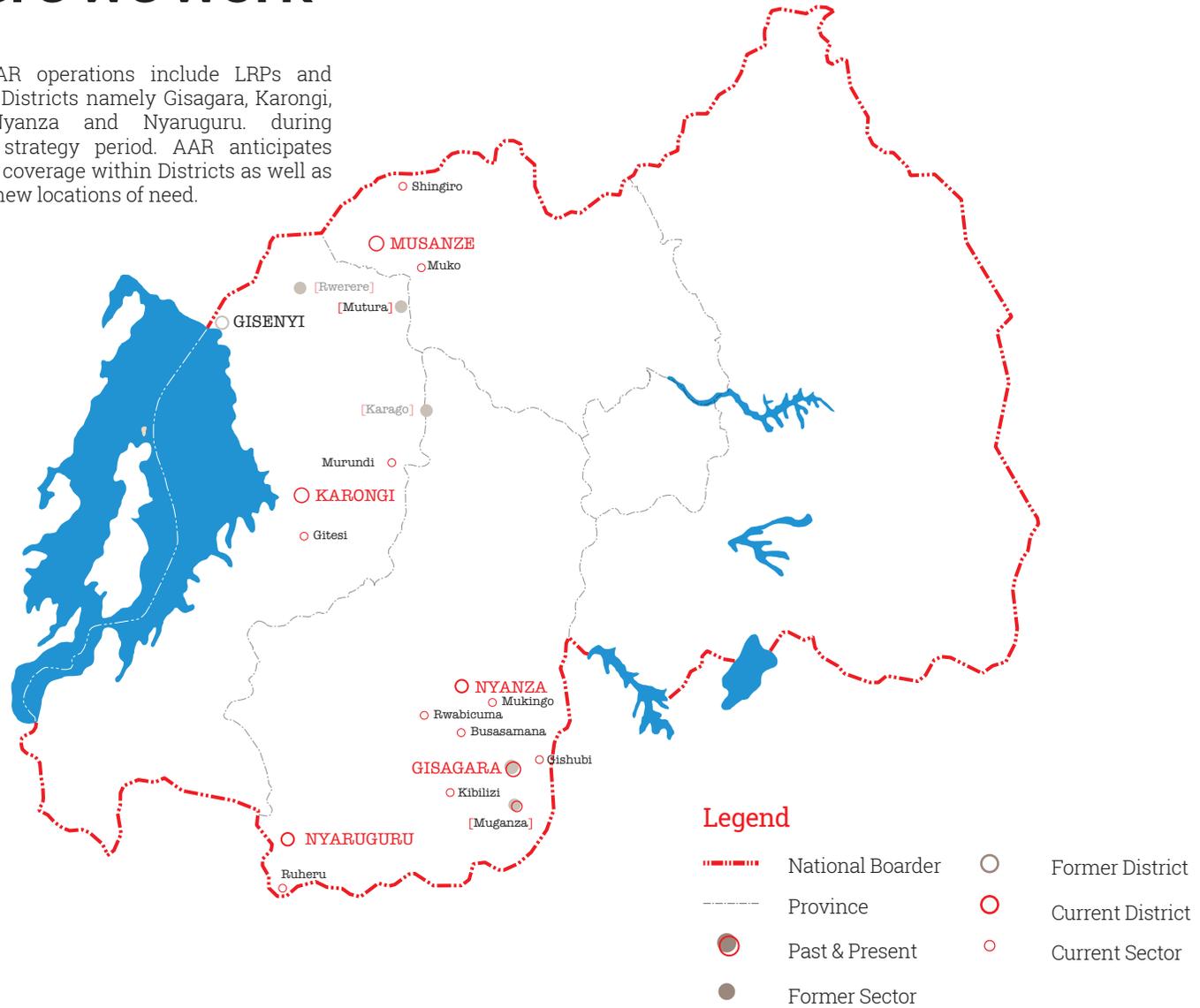
OUR APPROACH

ActionAid Rwanda ensures that our work is built on the Human Rights-Based Approach (HRBA) and commits to affirm that rights of all people are indivisible and inter-connected. Human Rights-Based Approach pillars are primarily: Empowerment; solidarity and campaigns. We continue to empower women, girls and other marginalized people to assert for their basic needs and fundamental rights, modelling sustainable service delivery alternatives that strengthen their rights while holding duty bearers to account.

In addition to Human Rights-Based Approach, Feminist and participatory Approaches is applied as AAR continues to build power from below as we mobilize women, girls and socially marginalized to organize themselves into cooperatives, networks and social movements in solidarity and collective strengthened voice, to engage and challenge deeply entrenched inequalities informing adequate policies at local, national and international levels while supporting equitable practices in favour of people living in poverty and exclusion upholding their rights to effectively graduate from poverty and drive transformational change.

Where we work

Currently AAR operations include LRPs and projects in 5 Districts namely Gisagara, Karongi, Musanze, Nyanza and Nyaruguru. during the current strategy period. AAR anticipates expansion of coverage within Districts as well as moving into new locations of need.



Our Priorities

Priority 1: Address the Structural Causes of Violence Against Women and Girls and Secure Women's Economic Justice.

- **Focus area 1:** Address the structural causes of Violence Against Women and Girls
- **Focus Issue 2:** Recognition, Redistribution and Reduction of Unpaid Care Work for women's economic justice
- **Focus Issue 3:** Women and girls' participation in leadership and decision-making positions and policy influence



Priority 2: Strengthen resilient livelihoods and secure climate justice ensuring women smallholder farmers' access to market and credit for increased agricultural production and food security

- **Focus Area 1:** Access to land, resilient livelihoods, and food Security
- **Focus Area 2:** Agro-ecology & sustainable Environment
- **Focus Area 3:** Access to market and financial services





INTRODUCTION

ActionAid Rwanda's programmes of 2021 were informed and aligned to both Transformative Development Based on Rights and Dignity (CSP2 2018-2023) and Global strategy - Action for Global Justice 2018-2028. Priority one is addressing structural causes of Violence Against Women and Girls with the following Specific Focus Issues: Structural causes of Violence Against Women and Girls, Unpaid Care and Productive Work for women's economic justice and Women and girls' participation in leadership and decision-making positions and policy influence. The second priority entails Strengthening Resilient Livelihoods and secure climate justice and it has Specific Focus Issues of Access to land, resilient livelihoods and food Security, Agro-Ecology & Sustainable Environment and Access to market and financial services. ActionAid Rwanda implement its activities in line with Human Rights Based Approach.

The 2021 Annual report will focus on reporting AAR collective work and global strategic actions that have been implemented to achieve our Country Strategy Paper.

We want to draw on the work we did in line with our PRRPs and put together a set of reflections on how we have worked to achieve change this year in a context of ongoing uncertainty. We want to show how we have adapted our systems and processes to respond to that uncertainty and how AAR structure helped us to sustainably continued to achieve our strategy goals.

2021 Planned Activities

1. Raise awareness of community on women's rights during International Women's Day, International Girls Day, International Rural Women's Day.
2. Organize Inter school Children's competitions in games, drawings, songs, poems, drama related to raising awareness on children's rights and issues affecting children in the community during Day of African Child celebration and fun events
3. Sensitize and raise awareness through holding community meetings, door-door campaign, and road show on anti-Gender Based Violence laws and policies protecting women during 16 Days Of Activism.
4. Organize girls camp to learn and discuss issues affecting girls such as sexual reproductive and health rights, Teenage pregnancy, leadership skills etc
5. Organize Men cooking competition, for men participation in unpaid care work and demonstration to the community
6. Bring 4 girls' networks and WROs together with the Youth Council, Women's Council and authorities twice a year to engage in policy work, focusing on gaps identified by score cards and social audits, such as ensuring services are child friendly, gender sensitive and accessible to people living with a disability
7. Constructions:
 - Shingiro: ECD expansion with a kitchen, a dining room, 12 caregiver's stipend
 - Muko: ECD expansion with 3 classrooms and 10 toilets, ECD with 6 caregivers' stipend
 - Gisagara: CYUMBA Primary School with one playground each of volleyball and basketball
 - Support communities to access handwashing materials by establishing wash stations
8. Trainings:
 - Train women cooperative leaders on financial literacy to explore women funding opportunities
 - Train 60 women and 60 men on Laws that protect women rights to build their capacity and make them fights against family conflict
 - Organize Training for women holder farmers on laws that protect women rights and disseminate simplified booklets that summarize different laws
- Train 27 village leaders on policies and laws that promote women and child rights to facilitate prevention of GBV at low level.
- Train 20 parents of teen mothers on child rights and sexual reproductive and health rights and positive parenting to accompany their children in their integration in the community.
9. Support cooperatives in Shingiro with 200 goats/sheep to get manure and for their family economic empowerment
10. Support women's exhibitions during accountability open days and other occasions and contribute to JADF open days preparations
11. Support women smallholder farmers with seeds, that facilitate them to apply CRSA and increase agriculture production
12. Support community affected by disasters and Emergencies
13. Support sponsored children with school materials
14. Overage children graduation

Key successes in numbers





Infrastructure



- ECD construction



- ECDs expansion

3

Classrooms

2

Sleeping rooms

1

Girls' Bedroom

1

Boys' Bedroom

4

Pit latrines

Disaggregated data

2 EDCs

Including

- classrooms
- dining
- kitchen
- washrooms

Disaggregated data

3

Total

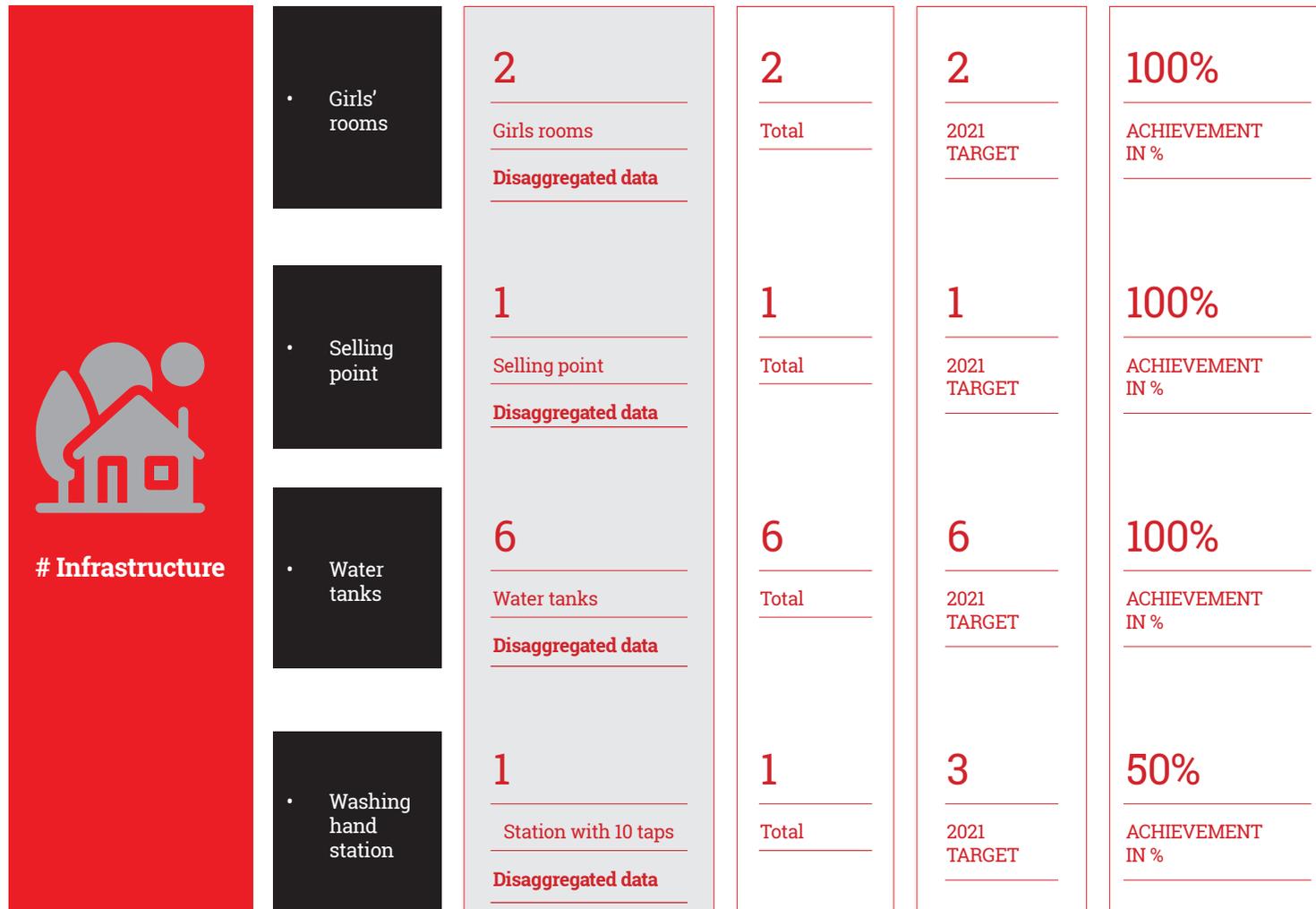
3

2021
TARGET

100%

ACHIEVEMENT
IN %

Key successes in numbers





Knowledge on sexual reproductive and health rights

- Girls who participate in safe rooms and clubs at schools reported having
- increased knowledge of sexual
- reproductive and health rights issues

5,486

Girls

Disaggregated data

5,486

Total

5,600

2021 TARGET

98%

ACHIEVEMENT IN %



Benefited with School material

- Children in ECDs
- Children in Sponsorship

1,140

Boys

Disaggregated data

8,469

Girls

Disaggregated data

9,609

Total

10,000

2021 TARGET

96%

ACHIEVEMENT IN %

Key successes in numbers





Overage graduation

- Supported them with Livestock and school materials

588

children

Disaggregated data

588

Total

588

2021 TARGET

100%

ACHIEVEMENT IN %



Reached in Livestock support

111

Cows

369

Goats

1,095

Sheep

1,387

women

188

children

Disaggregated data

114

Total

114

2021 TARGET

100%

ACHIEVEMENT IN %

TOTAL COUNTRY 2021 BUDGET

1,549,931 GBP

2021 Programme Achievements

EMPOWERMENT TEEN-MOTHERS SUPPORTED

- 1) ActionAid conducted 5 days' training for 116 teen-mothers in Gisagara LRP on entrepreneurship skills to empower girls as a starting point to create income generating activities. The trained teen mothers are now able to create income generating activities, get some income as return on their investment so they can get their basic needs, and fight against poverty. In addition, 20 parents of teen mothers were trained on positive parenting, sexual reproductive and health rights, GBV and now they can demonstrate knowledge change of rights and sexual reproductive and health rights of teen mothers. 15 teen mothers of Mukingo sector in Nyanza District were supported with school materials to facilitate them to go back to school.



Teen mothers receiving advice on their life and caring for their future.

Actionaid Rwanda supported the community with the construction of one ECD in Kibinja/ Nyanza included 3 classrooms, 2 sleeping rooms; 1 bedroom for girls and 1bed room for boys, 4 pit latrines; two for boys and two for girls. ECD is currently benefiting 140 children. Other 2 ECDs were expanded with kitchen, dinning room,, toilets,....



The ECDs have reduced Unpaid Care Work that affects women in community and Women obtained time to engage in leadership and income generating activities. This reduces their dependency on their husbands and contribute to reduction of family conflicts and violence. The ECDs have provided a conducive learning and safe environment for children when their parents are away and in addition it has contributed to improving the health and children's development skills.

STRENGTHENING GIRL'S EDUCATION

- 2) Actionaid established 2 girls' rooms at Group Scolaire KAVUMU MUSLIM and at Group Scolaire GATAGARA in Nyanza District. The girl's room will be a safe space that provides safe environment and a conducive place for the girl to take rest during her menstrual period and will find sanitary materials such as pads to facilitate girls from poor families have access to such sanirtaru materials at school. More than 1,500 Girls benefit the established facilities.
- 3) 5,486 girls who benefit safe rooms and participate in clubs at schools reported having increased knowledge of sexual reproductive and health rights issues and now they feel confident to talk about sexual reproductive and health rights with service providers. additionally 2,824 girls from clubs and safe spaces who report having accessed sexual reproductive and health rights services from health services within their communities.

I. Strengthening Girl's Education

COMMUNITY EMPOWERED FOR A SUSTAINABLE LIVELIHOODS



Inauguration of the ECD – Nyanza LRP, AAR 2021



Playground of Nyanza ECD, AAR 2021

- 4) 81 Women smallholder farmers were supported with energy cooking stoves to reduce time spent on firewood collection and helped not being exposed to GBV and have time for other activities as well as to leisure time.
- 5) In line with the promotion of resilient livelihoods, ActionAid Rwanda provided livestock to parents whose children are in sponsorship program with 1095 sheep distributed in Shingiro and

- 6) To strengthen resilient livelihoods and secure climate justice, ActionAid conducted a training on Agroecology, food security, and gender policies including unpaid care work to

150 women smallholder farmers. They acquired knowledge related to 1 Strategic Plan for Agriculture Transformation 4 (PSTA4). The strategy outlines priority on investments in agriculture and estimates of required resources for the agriculture sector for the period of 2018-2024. They also learned about Agroecological solutions like Integrating and conservation agriculture and agroforestry to boost Rwanda's Crop Intensification Program. Women will be able to hold

COMMUNITY EMPOWERED FOR A SUSTAINABLE LIVELIHOODS



After training on SMART agriculture, they received vegetable seeds and watering cane



stakeholders accountable because they know their rights.

- 7) Through GOAC project, AAR Supported 30 women smallholder farmers in Muganza and Gishubi communities with agriculture inputs to be able to grow vegetables and increase their produce. This allowed them to practice resilient livelihoods for a sustained food Security.
- 8) Actionaid conducted a four-day training on effective irrigation techniques and modern farming practices to 150 women smallholder

farmers in Gisagara District. Participants learnt different agriculture practices including land preparation, planting, mulching, pruning, pesticide application, and harvesting. Practices were made on cultivation of vegetables and other crops like Maize, Beans, soya, and Irish potatoes. Participants learnt different effective irrigation techniques including pressure irrigation (sprinkler irrigation system, drip irrigation system and rain hose), gravity irrigation include (furrow/ surface irrigation system) they learnt all of this in practices. Participants also learnt

about greenhouse as a protected environment for agroecology application, and the use of shed net for nursery bed installation. Irrigation is needed to increase agriculture production and they decided to use different available techniques in irrigation to increase production in agriculture. This will increase agriculture production and makes women economically empowered in their communities.

ActionAid organized and conducted the overage graduation for 119 children who are over 18 years old in Gisagara and Shingiro LRPs. This graduation was meant to appreciate children for their valuable contribution to work with sponsors and the community. Graduated children in Gisagara received 50 goats and 69 sheep in Shingiro. Parents of graduated children were given 400 sheep to support them in income generating so they sustain their living conditions and fight poverty.



Provision of Livestock to women in Gisagara RLP



Support of livestock, to AAR RIGHT HOLDERS who have graduated from sponsorship program

II. SOLIDARITY



A mentorship session for Teen Mothers on how to get justice



Handwashing station, AAR 2021



Classrooms with handwashing station, AAR 2021

- 1) In solidarity, we worked together with teen mothers in the fight against violence against women and girls for justice for those that have been violated.
- 2) In collaboration with Gender Monitoring Office, ActionAid Rwanda participated in Gender Accountability dialogues that involved civil society organizations, local and national authorities and in addressing the issues of Gender based violence and child abuse in communities. The teen mothers

were invited in the event and were given time to testify and talk about the challenges they face to inform needed response.

- 3) In collaboration with National Women Council through MUTIMAW'URUGO village, AAR Supported 11 poor families headed by women and girls especially those experiencing human security issues that puts women's lives and livelihoods at risk with home basic materials to improve their lives and wellbeing.

The support provided was composed by home basic materials such as Mattress, bedsheets, bedcover, Mat, clothes, cleaning materials and dry food.

- 4) ActionAid Rwanda supported women selling points, schools and ECD Centres and established handwashing stations as prevention measures to Covid-19.



AAR support to affected families during Nyiragongo eruption, AAR 2021



In collaboration with MINEMA, AAR supported families affected by Nyiragongo Eruption with clothes

5) After the destruction of homes and other infrastructures by earthquake and tremors following Nyiragongo volcanoes eruption; hundreds of Rwandans living in Rubavu District have been forced to flee, crossing into other surrounding places in search of safety. Actionaid Rwanda came in solidarity with people in the community of Rubavu who were displaced and assisted the victims including 520 women, 499 men and 594 children in need with emergency support mainly dry food, hygienic materials, blankets, bed sheets and clothes. District have been forced to flee, crossing into other surrounding places in search of safety. Actionaid Rwanda came in solidarity with people in the community of Rubavu who were displaced and assisted the victims including 520 women, 499 men and 594 children in need with emergency support mainly dry food, hygienic materials, blankets, bed sheets and clothes.



AAR support to affected families during Nyiragongo eruption, AAR 2021

III. Campaigns



16 days of activism campaign in Nyanza

1) ActionAid raised awareness to the communities on women's rights during International Women's Day, International Girls' Day and International Rural Women's Day celebrations. Around 10,000 people were reached include 3,000 women and 2,000 men. These were mainly sensitized to understand power relations and dynamics as well as their influence to forms of violence. They were also sensitized on how to fight against VIOLENCE AGAINST WOMEN AND GIRLS and stopping the culture of silence but instead

speak out and report incidences of any violence to the the service providers. Women were encouraged to engage with governments and non-state actors to promote and advocate for adequate implementation of policies and laws protecting their rights. AAR raised awareness on the prevention measures and response of COVID-19 and GBV in the communities using TVs and radios through community dialogues. The dialogues put much emphasis on GBV reporting channels and how they can be

improved by the involvement of the communities themselves and local authorities.

2) In addition, ActionAid organized and conducted a debate on Unpaid Care Work for 15 men and 15 women in Gisagara LRP to discuss on how household chores can be shared at home by all family members including boys, girls, mother and father. Women and men sensitized during the debate were able to understand that when Unpaid Care Work is not redistributed at home,



it is therefore defined as violence against women and girls as well as heavy burden on women. After the dialogue, they committed to redistribute the household chores to avoid being a burden on women. The 16 days of activism was organized under the global theme “Orange the world: End Violence” the campaign to challenge Gender based violence and was organized and conducted in all Districts where AAR operates. The campaign benefited more than 1600 people in the community whereby 1170 were women and 430 were men who participated in the opening of the campaign. To mark the closing of 16 Days of Activism 2021.

- 3) The 16 days of activism was organized under the global theme “Orange the world: End Violence” the campaign to challenge Gender based violence was organized and conducted in all Districts where AAR operates. The campaign benefited more than 1600 people in

the community where women were 1170 and 430 men.

- 4) To mark the closing of 16 Days of Activism 2021, ActionAid Rwanda joined residents of Nyanza District, Rwabicuma Sector in the awareness march calling for everyone to fight against Gender-Based Violence and around 55,295 people were sensitized during this campaign. Now the community understand the effects of GBV and are all concerned to fight against this issue. Men change agents are all concerned and are supporting the fight against GBV especially the teenage pregnancies that is becoming a serious challenge. During the closing, teen mothers were empowered with hygienic materials to help them maintaining hygiene during their menstruation and 300 cortex and 20 boxes of soap were given to 29 teens mothers as part of the campaign
- 5) ActionAid organized and conducted

interface meetings with Women Right Organizations, Women networks, National Women Council, Religious leaders, local leaders, ISANGE one stop center, Police, health centers on issues that affect women’s rights and violence against women and girls at District level. Women rights issues identified and discussed in the meeting hinder women’s development such as women inclusion in decision making. Participants committed to continue advocacy as some of them were decision makers.

- 6) 150 Community members were reached during the campaign on prevention of teen pregnancy. Women in communities had built their networks and solidarity to challenge violation of women and girl’s rights. Women were able to lead the campaign on challenging teen pregnancies that affects girls’ health and wellbeing.

11,050

Children in schools were sensitized on Recognition, Redistribution and Reduction of unpaid care work.

Children especially boys have recognized the effects of unpaid care work and how it affects their sister’s education and wellbeing and committed to be sharing all the work at household level.

Challenges

1. Delayed implementation of programs and Projects activities due to total lockdowns and travel restrictions because of COVID-19. From 18th January 2021 to mid-February 2021, the Government executed total lockdown in the country due to high increase of Covid19 cases. Also following the escalating Covid-19 cases in June-July particularly in the City of Kigali and other 8 districts in the Country, those areas were again put under complete lockdown from 17th to 27th July 2021.
2. Reduced interactions with the communities especially face-to-face meetings with women members of cooperatives due to COVID 19.
3. Limited resources to respond to program issues due to effects of COVID-19.
4. Unreliable internet connection that limited some staff to effectively participate in important virtual meetings while working from home.
5. Women's groups, networks, and cooperatives were negatively affected by the inability to meet in person to share experiences and discuss how to tackle VIOLENCE AGAINST WOMEN AND GIRLS.
6. The eruption of Nyirangongo volcano caused the aftermath earthquake and tremors that demolished more than 2,000 buildings in Rubavu border town leaving others with cracks
7. Job insecurity: Change Management and Transition Processes: In June, all Open-Ended Contracts were terminated except for the Country Director. They were given short term contracts from July to December 2021, all the position were advertised internally, and recruitment process ended in December 2021. This process caused job insecurity.

Lessons learnt

1. **Promotion of value for money:** Meetings were held virtually using computers and smart mobile phones which reduced costs on travel and time to attend meetings.
2. **Using technology:** For trainings, awareness raising eg using virtual meetings, radio, TV and megaphones to replace face to face meetings. These adaptations have presented some interesting learnings and the ability to continue to implement activities while facing challenging circumstances.
3. **Promotion of hygiene measures:** COVID-19 has enhanced hygiene among community members, and this has been a good practise that will remain even after the pandemic, and this will lead to prevention of the spread of more disease from poor hygiene.
4. **Women empowerment is possible;** it only requires working together of all stakeholders. If women are thoroughly equipped, they can achieve even more than what men can.

2021 ANNUAL FINANCIAL UPDATE

Rwanda was among the CMR pilot countries, the process started in June 2021.

A new structure was developed and implemented, including a new geographic footprint and revision of the CSP with the revised priorities.

We should appreciate the fact that despite this change process going on, the staff and management of the organization continue to implement although some delays in program implementation.

Furthermore, Rwanda like other countries worldwide was affected by the Pandemic COVID 19, which brought some restrictions and curfew some extent.

A. Income Performance in 000GBP

SECTION 1: INCOME PERFORMANCE	2021		2020	VARIANCE	
	Actual YTD	Plan YTD	Actual YTD	Actual vs Plan	Actual vs 2020
• Individual Giving - Regular	1,068	988	1,601	8%	21%
• Individual Giving - Other	18	-	49	0%	-63%
• Philanthropy & Partnerships	239	61	123	292%	94%
• Institutional	279	195	823	43%	-66%
• Other Income					
Total Expenditure	1,612	1,244	1,899	30%	-15%

2021 Total income was 1,612,000GBP made of regular giving of 1,068,000GBP, other individual regular giving was 18,000GBP (Emergency fund) 15,000GBP and Power in your Hand of 3,000GBP, Philanthropy & Partnerships income of 239,000GBP made of Speak Out co-funding was 186,000GBP from PPL and MLB, Increasing access to water in southern province 23,000GBP, Theoni Project 5,000GBP, Vi agroforestry project promoting small holder farmers advocacy skills on sustainable agriculture and food of 25,000GBP).

Institutional Income was 279,000GBP made of EU project income of 97,000GBP, UKaid income of 116,000GBP, Zero violence tolerance of 64,000GBP, Africa capacity building of 2,000GBP.

2021 Income has increased from the plan by 30%, due to the increased in Regular giving by 8%. More links were given to Rwanda that increased Partnerships income as more funds from major donors received were more than planned like the Co funding of the speak out project by People Post Lottery (PPL) and other major donors. Institutional

income has increased from the plan 43%, as the EU proposal income was confirmed during the course of last year.

2021 Income has decreased from the previous year of 2020 by 15%, due mainly to the decreased income from the Institutional income by 66%, as one of the main project, the POWER project ended in 2020, and there was not any Other big grant of such amount so far. similarly the UKAID funding also ended in June 2021.

B. Expenditure Performance in 000 GBP

SECTION 2: EXPENDITURE PERFORMANCE	2021		2020	VARIANCE	
	Actual YTD	Plan YTD	Actual YTD	Actual vs Plan	Actual vs 2020
Programme	1,155	1,176	1,601	-2%	-28%
Fundraising	100	57	57	75%	75%
Governance	10	16	13	-38%	-23%
Support	217	203	195	7%	11%
Total Expenditure	482	1,452	1,866	2%	-21%

2021 Total Expenditure is 1,482,000GBP, made of Programme costs of 1,155,000GBP, Fundraising costs of 100,000GBP, Governance costs of 10,000GBP and Support costs of 217,000GBP.

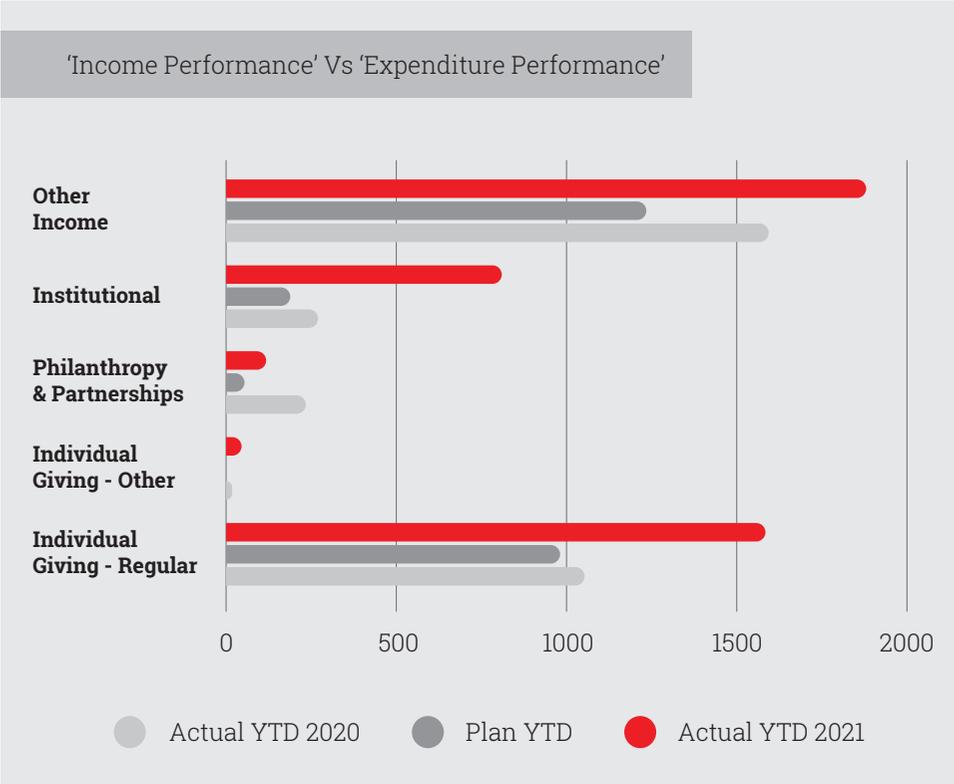
2021 Actual total expenditure increased from the plan by 2%, due to the increased

fundraising costs, as they child sponsorship costs were properly allocated under their costs classification, support costs increased from the plan by 7%, because of the costs of redundancy that was not planned like paying the leave allowances of the staff.

2021 Actual total expenditure has reduced from the previous year 2021, total expenditure by 21% due to the decreased in program costs by 28%, in the line with the reduced income, and 2021 the support costs increased from 2020 costs due to the terminal benefits paid to the staff.

Figure: Income Performance Vs Expenditure Performance

Fig 1. Staff expenditure 2021



2021 Grants and inputs have reduced from the plan due to COVID 19, that delayed slightly some of the program activities and reduced from 2020 due to the reduced income as big projects closed in 2020 and 2021

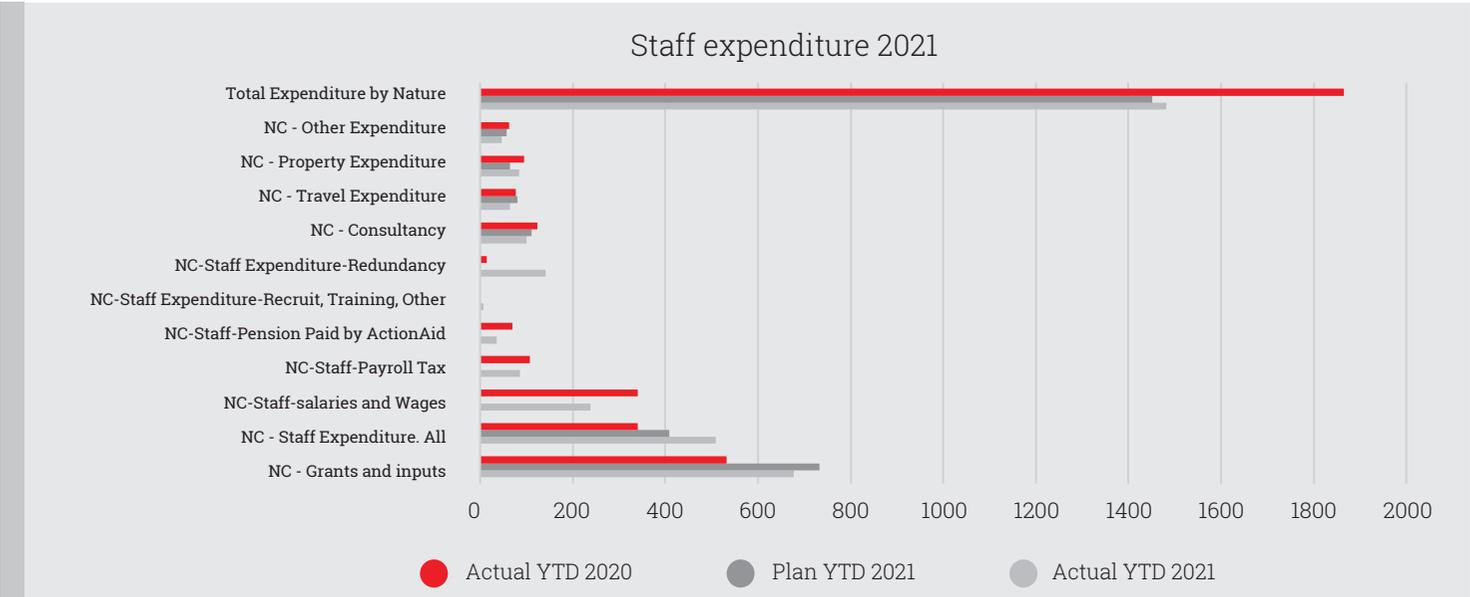
2021 Staff costs have increased from the plan due to the terminal benefits and has reduced slightly from 2020, as the number of staff reduced as

2021 Consultancy, travel, properly and other expenditure have decreased from the plan and from 2020, due to the reduced income, co vid that reduced movements and reduction of the costs due to the application of CMR which is all about bringing efficiency by reducing the costs and making more impact at the grass roots.

C. Natural Cost Classification and trend analysis:

TOTAL 2021			
Table 4 - Expenditure by Nature	Actual YTD	Plan YTD	Actual 2020
NC - Grants and inputs	678	732	532
NC - Staff Expenditure. All	508	408	340
NC-Staff-salaries and Wages	239	0	340
NC-Staff-Payroll Tax	86	0	108
NC-Staff-Pension Paid by ActionAid	35	0	69
NC-Staff Expenditure-Recruit, Training, Other	7	0	0
NC-Staff Expenditure-Redundancy	141	0	15
NC - Consultancy	100	111	124
NC - Travel Expenditure	64	80	77
NC - Property Expenditure	85	64	95
NC - Other Expenditure	47	57	63
Total Expenditure by Nature	1,482	1,452	1,866

Figure: Natural Cost Classification and trend analysis:



2021 Actual reserve was 749,000GBP made of 476,000GBP restricted at LRP level, 126,000GBP at National level and 147,000 GBP Unspent donor project balance.

The reserve in terms of month for the whole Country was 4,7months, with LRPs reserve of 4.5months and National reserve of 5.8months. The reserve at LRP level was slightly above the standard of 2 to 4 months but from last year, with the amendment of the Global finance policy, the maximum reserve of the country was left at the discretion of the country to judge and it

should be in such way. There shouldn't be more months above 6 and implementation should have happened in the LRPs.

LRP reserve increased from the plan and from last year because of increased CS income and a slightly delay of program implementation due to COVID 19.

2021 Donor balances increased as we received the 1st installment of the EU project in December of last year, while the implementation started in February 2022.

D. Reserve analysis with focus on trends/sustainability

SECTION 4: RESERVES	2021		2020	Variance	
	Actual YTD	Plan YTD	Actual YTD	Actual vs Plan	Actual vs 2020
Reserves restricted at LRP level	476	412	357	16%	33%
Reserves restricted at National level	126	(46)	175	-374%	-28%
Unrestricted Reserves				0%	0%
Total Country Reserves	602	366	532	65%	13%
Unspent donor project Balances	147	72		104%	0%
Total Fund Balances	749	438	532	71%	41%

2021 Actual reserve is 749,000GBP made of 476,000GBP restricted at LRP level, 126,000GBP at National level and 147,000 GBP Unspent donor project balance.

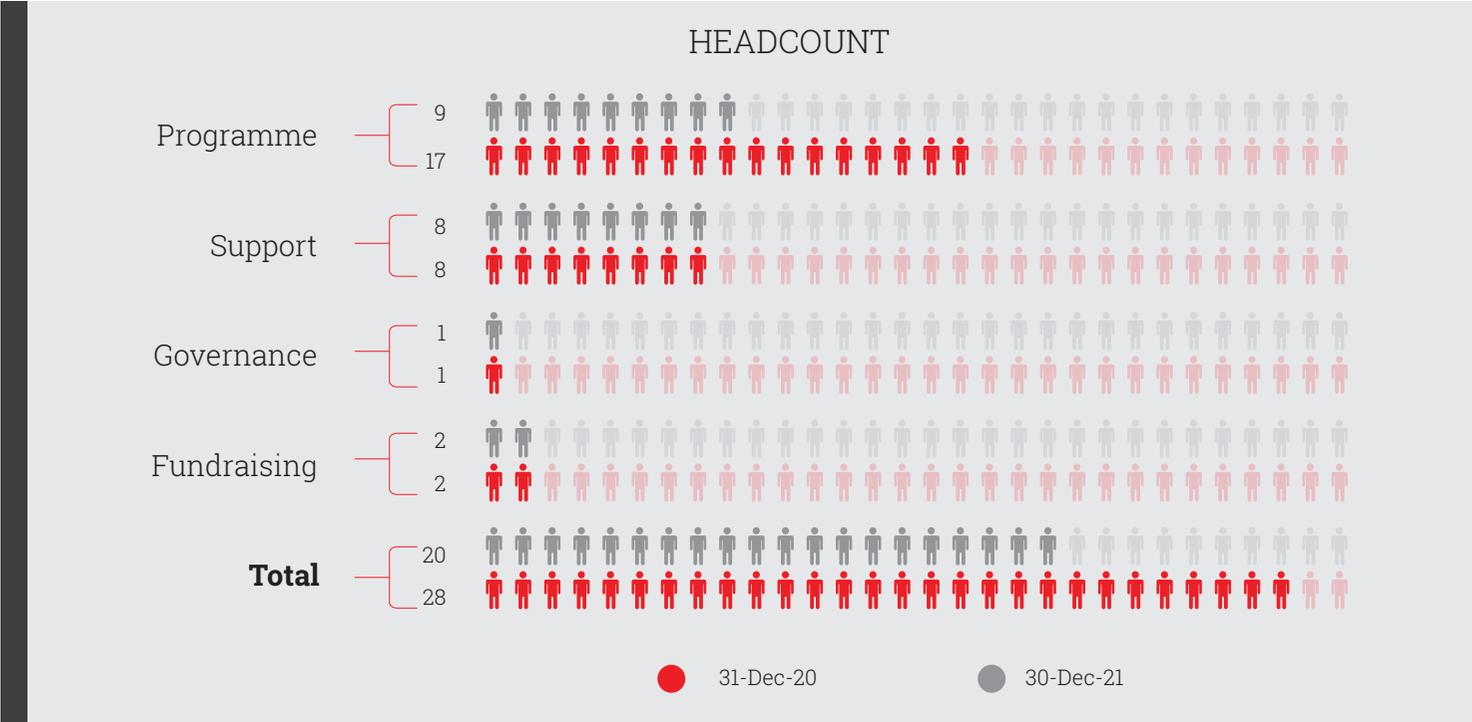
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LRP reserve increased from the plan and from last year because of increased CS income and a slightly delay of program implementation due to COVID 19.

2021 Donor balances increased as we received the 1st installment of the EU project in December of last year, while the implementation started in February 2022.

Figure: Head count movements trend analysis by functions and/or by core management structure



The 2021 Head account are 20, the reduction was caused by of the closure of some projects and the application of CMR

2021 Funding Updates

Funding Opportunities

Sponsorship Income

Child sponsorship contributed 77% of the total income for the AAR. AAR's funding affiliates under sponsorship income are ActionAid UK, ActionAid Greece and ActionAid Italy.

Partnership income

About 33 % of AAR resources derive from institutional and high value donors, and individuals. Main

Donors were: FCDO (In Speakout! project and Zero violence), GOAC (In Access to water Project in Southern Province), THEONI (Access to ECD education in Muko) and PASAF (Vi agroforestry).

AAR proposal to EU on SEXUAL REPRODUCTIVE AND HEALTH RIGHTS was successful. With the support from GS, AAR won a 2-year grant of 222,000 euros to be implemented in Karongi and Gasabo Districts.

Partnership agreement signed between AAR and Vi-Agroforestry, to build the capacity of their partner in Advocacy work on Food Security, Women Empowerment and Agroecology. 30,000 USD will be used by AAR for project was used until Dec 2021

FCDO budget cuts affected AAR. They suspended the funding of Speakout!

Project in July before PPL came for rescue to continue the project till its end in June 2022. FCDO also informed that it has suspended the UKAID Direct Round5, where AAR had submitted a promising proposal of 1,5m GBP.

AAR in partnership with Imbaraga Farmers organization and Food and Agriculture Organization with support of AAUS developed and submitted a 2,5m USD to Global Alliance for Agriculture and Food Security (GAFSP). The opportunity is around building resilience livelihood of farmers to address impact of Covid-19. Waiting for feedback

Strengthening community-based structures to address Sexual and Gender Based Violence in Nyanza. This 25,000,000 frw proposal was submitted to RGB with the funding from UNDP. The outcome is positive, the project will start in April 2022.

Promoting Gender Equality and Eradicating Violence Against Women and Girls in Rwanda. The Concept Note to be submitted to Global Alliance Canada (GAC) is still being reviewed.

2021 Governance Updates

After the approval of AAR as an Affiliate in October 2020, the implementation of Affiliation went hand in hand with implementation of the ActionAid Rwanda Country Model (Light Presence model). ActionAid Rwanda developed the Change Management and communication plan which has been discussed periodically with the Head of Country Support for guidance in the process.

The Board, the management organised several engagement and consultation meetings with staff to review and own the Change Management, agreed on the Communication plan and the new structure which is aligned to it. ActionAid Rwanda Board worked closely with the Management to have the new structure which started to be implemented from January 2022.

Despite the challenges linked to transition process and COVID 19 context, ActionAid Rwanda is continuing its engagement at community, national, and regional level. It also continues to be an active member of the Federation where the Finance Manager went on Secondment of Head of Finance in ActionAid Zambia.

Governance has led the Change Management, Transition and board Succession Plan and its implementation. In reference to the clear succession plan of the Board members based on the Actionaid Rwanda constitution, a new board was elected. Four Board members retired and got back to the General Assembly. New members were elected to replace them, and new board committees constituted. We have implemented various creative means of program implementation.

Due to the Change Management but also ensuring financial sustainability and sustainable impact of our programs; all staff open ended contracts were closed and staff were issued letters that their current contract end 31st December 2021. Due to this change, all the staff dues were paid accordingly in reference to their current contracts. Staff were extensively involved in the process and psychological accompanied throughout the process of change management. Recruitment plan under Actionaid Rwanda has been implemented after a well discussed and approved organizational structure and very informative job analysis. Transparency and staff engagements led to smooth process. Psychological support services provided to staff as duty of care.

Stories of Change

1) Nyanza women commend AAR's interventions in reducing unpaid care work



MUKANKUSI Hilarie in maize farm

The members of Nyanza based women cooperative "INDONGOZI MU ITERAMBERE ZA MUSHIRARUNGU" commend ActionAid Rwanda (AAR) (interventions towards unpaid care work which has been a hindrance to their development and financial independency. ActionAid Rwanda has supported rural women grouped in this agricultural cooperative with energy-saving cooking stoves, water tanks and livestock. The right holders who also

received training on modern agriculture have their testimonies on how this support has eased their burden towards unpaid care work especially the time spent in looking for firewood and fetching water.

The income from cooperative helps me to pay school fees for my children and community-based health insurance (mutuel de santé). Before the support, we as women had been oppressed by unpaid

care work, we could always quarrel with our husbands due to finance related problems but now I am able to meet my needs without depending on my husband" Said Mukandutiye Asinata, one of the cooperative members.

Apart from the training, energy-saving cooking stoves and water tanks are playing a vital role in reducing the effects of unpaid care works, as explained by Mujawamariya Victoire, a member of "INDONGOZI MU ITERAMBERE ZA MUSHIRARUNGU" cooperative who is also supported in this project. "This support has completely changed my life, especially the energy-saving cooking stoves. As a rural woman, it was difficult to find firewood but with energy-saving stove, one piece of firewood is enough to cook a meal for the whole family. we used to spend more than 2 hours to get water and tap was often crowded which increased the time we spent in fetching water. This has been prohibiting us from participating in paid works"

Testified by Mukankusi Hilarie, the president of "INDONGOZI MU ITERAMBERE ZA MUSHIRARUNGU" cooperative, reflects on their development journey. ActionAid Rwanda has supported women farmers in different cooperatives in Nyanza district with 185 energy-saving cooking stoves.

The "INDONGOZI MU ITERAMBERE ZA MUSHIRARUNGU" is one of the benefitted cooperatives whose members, apart from energy saving cooking stoves and water tanks, were provided with 20 cows that helps them to get manure fertilizer and increase agriculture production. We are happy for all the support from ActionAid.

2) Access to clean water improved Beata's wellbeing



Beata's village before ActionAid's interventions

NIYIGENA Beata is a mother of three, living in MUGANZA Sector in GISAGARA District, Southern Province. Her village is in an area of insufficient water and was lacking a source of clean water. Beata and the other women in her village would spend upwards of an hour fetching unclean water that they would then use for different tasks in their households such as cooking and cleaning. Additionally, Beata and the other women in the community were struggling with agricultural production and carrying out the household duties that were expected of them as women.

In the aim of supporting Beata and the village women, ActionAid Rwanda provided them with water tanks and instructed them on different water storage and water quality-testing methods, as well as increasing their knowledge and skills regarding agricultural best practices, such as modern agricultural practices and irrigation techniques, and



Beata practices skills acquired of modern agricultural

provided them with a variety of agricultural inputs such as seeds and fertilizer.

"Me, as a woman, all the burden of house activities was my duties. We had no knowledge regarding water testing and purifying and we used dirty water without purification. We had limited knowledge related to improved agriculture practices and due to that our agriculture production was not sufficient.", stated Beata.

Now, Beata and the women in her village can store water for longer periods of time, and the time it took them to fetch water has been drastically reduced. The water they use is safe and clean, reducing the presence of water-borne diseases in their community. They can use this water to grow crops and their agricultural production has increased as a result of the knowledge they acquired.

“

"As you see this is my amaranth, I cultivated them using the techniques that I learnt from the training organized by ActionAid. This is not the production we used to have before, it has been increased and I can sell some to the market and get some money. We thank ActionAid so much for this support, personally it changed my life and the lives of other women who used to suffer like me, and it gave me value as a woman",

Beata.

3) Case study: Livestock: life - changers



Beata practices skills acquired of modern agricultural

According to National Strategy for Transformation, agriculture and livestock will continue to be the backbone of Rwandan economy. The government of Rwanda has embarked on promoting livestock. This program is very important in increasing the livelihood of small

farmers and get organic manure to promote agroecology.

It is with this regard that Actionaid supports vulnerable women with livestock especially sheep to practice agroecology and for these women to break the cycle of poverty. Shingiro sector is known of scarcity of land. This means that farmers must do their best in using the small land they have to be as much productive as possible. While majority rely on chemical

fertilizers, Actionaid in its agroecology sensitization, advocates for using more organic manure in sustainable farming.

Nyirakamana Beatrice one of 700 beneficiaries of this year, narrates the happiness of getting a sheep in her family. "This is my first time to keep a sheep, I hope this sheep will help me to raise my children in the absence of their father."

When this single mother of three who is in her early forties narrates her expectations of the impact that this sheep will have in her life and on the living conditions of her family, one cannot but wonder the magic this four-legged herbivore has to achieve so much for a household.

But such is the importance of livestock to women smallholder farmers and on a large scale to smallholder farmers in most of Rwanda.

"First, this sheep will supply me with manure to use in my crop field and as such improve my yields. With increased yields, it means I am able to have enough food for my family and perhaps enough to have surplus for the market which would then mean having an income to meet other needs besides food. Rearing a sheep is a less costly endeavor." Said Beatrice.

once the sheep accumulate, she will also have the option to sell some and be able to invest in something else either in building up her sheep herd or venturing in something altogether different.

From zero to entrepreneur: How Stephanie benefitted ActionAid's empowerment program!

According to National Strategy for Transformation, agriculture and livestock will continue to be the backbone of Rwandan economy. The sector employs the majority of Rwanda's population mostly women in rural communities.

In line with its empowerment approach, Actionaid supports vulnerable women with Livestock to facilitate the practice of agroecology to break the cycle of poverty. Shingiro sector is known of land shortage. This means that farmers must do their best in using the small land they have to be as much productive as possible. While majority rely on chemical fertilizers, Actionaid in its agroecology interventions, advocates for using more organic manure for sustainable farming. Nyirakamana Beatrice one of 700 beneficiaries of this year, narrates the happiness of getting a sheep in her family. "This is my first time to keep a sheep, I hope this sheep will help me to feed my children in the absence of their father."





All these
ActionAid's
interventions are
the backbone of
my achievements

Stephanie.

When this single mother of three who is in her early forties narrates her expectations of the impact that this sheep will make in her life and the entire living conditions for her family.

The livestock is so important to women smallholder farmers and on a large scale to farmers in Rwanda.

"First, with this sheep, I will get manure to use in my crop field to improve yield. With increased produce, it means I am able to have enough food for my family and also surplus for the market which would then mean having money income to meet other needs besides food.

Rearing a sheep is a less costly endeavor." Said Beatrice. Once the sheep multiply, she will also have the option to sell some and be able to invest in something else either in building up her sheep herd or venturing in other livelihood alternatives to diversify income.

MUKANTWARI Stephanie is a woman entrepreneur living in Karongi District, Western Province. She has been in ActionAid Rwanda rightsholder since 2008, when she joined a women's group that was being supported by AAR's women's empowerment program. The program supported the women's group members through training in various areas such as entrepreneurship, Agroecology and women and child rights.

Stephanie successfully applied the skills she learnt from AAR's training and drew inspiration from her husband, a potter, and started her own pottery business producing kitchen and dining utensils.

"They (ActionAid Rwanda) trained us in different fields such as entrepreneurship, designing small projects for income generation as well as cooperative management. Furthermore, we were facilitated to do learning visits where we went to Bangladesh, Ethiopia, Democratic Republic of Congo, and Tanzania. From seeing what other women were doing in different countries, I was encouraged, and decided to also start my own project" said Stephanie.

Stephanie also used the leadership skills and confidence she gained from AAR's training to become a leader of Urumuri, a women's cooperative in Murundi Sector which focuses on supporting its 420 members in agriculture, voluntary saving and loans.

ActionAid Rwanda has been providing members of Urumuri with livestock such as cows, goats, and pigs which produce organic manure, thus promoting agroecology and increasing members' farming production to be used for domestic consumption and for sale.

After working with AAR for two years, Stephanie was elected to the Murundi Sector Council and to the Women's National Council at sector level. In addition to her pottery business, Stephanie also set up a small shop in her community, bought a plot of land for tree planting, owns three houses which she rents out. She has been able to buy a car she uses for her businesses with a value of more than 15 million francs.

Women empowerment, addressing structural causes of poverty

JeannetteKanzayire, is the president of “Twisungane Iwacu Cooperative” with 30 women that grow mushrooms.

She lives in Southern Province, Nyanza District, Mukingo Sector, Mpanga Cell, Nyakabuye Village. Due to ActionAid Rwanda’s empowerment program, she has gained leadership skills and confidence. She is a member of the women council in the cell and a member of Mukingo sector council.

She is a widow and managed to pay school fees for all her five children who have now completed university.

“After the 1994 Genocide Against the Tutsi, I was among poor women who couldn’t even afford to buy enough food and appropriate clothes to myself and my children. We decided to come together as poor women and form a cooperative which started in 1995 by contributing 100 FRW.”

“We started to cultivate vegetables but without enough financial capacity. ActionAid Rwanda has started supporting our cooperative and gave us 10 cows in 2007, we started to get milk and organic manure. For me, the same farm that could not produce 50 kgs of beans increased to 400Kgs due to the use of organic manure. I also started to sell milk and cows.”

“Our Women Cooperative invests Rwf 400 in growing one mushroom spore and currently we have 4,000 mushroom spores. One mushroom spore produces two kgs



Mushrooms garden, AAR 2021



Members of Twisungane Cooperative



Equipment to dry and produce mushroom flour, AAR 2021

every week and each sold at Rwf 1, 500. The cooperative now has over Rwf30 million in total assets and this changed our living conditions.”

“ActionAid Rwanda has recently supported us with Rwf1.5 million for equipments to dry and produce mushroom flour. At least

80 per cent of the assets value has been generated by ActionAid.” Kanzayire said.

“We have been trained about all forms of violence; we now have knowledge of how to respond to violence since we are now aware of women’s rights”. Before being trained, we couldn’t recognize some forms of violence like property Based Violence. We also thank ActionAid for the reduction of the burden of Unpaid Care Work with

time-saving interventions. now our husbands can support us in household chores. We have gained more time to engage in economic activities due to the Reduction and Redistribution of Unpaid Care work which at the same time has reduced violence linked to financial dependency.”

“Our cooperative aims at exporting mushrooms flour in the coming years, we thank ActionAid for this empowerment.”



Appreciation

Appreciation from Nyanza District
for the valuable contribution by
ActionAid Rwanda

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