

AEE Rwanda 2021 Annual Report



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Our History

African Evangelistic Enterprise (AEE) Rwanda was established in 1984, with Israel Havugimana as our first leader. Israel was a man committed to peace building, healing, and reconciliation in Rwanda. AEE Rwanda remained a small organization with only seven staff up to the time of the 1994 genocide against the Tutsi.

Israel and two other AEE Rwanda staff were murdered during the genocide. The Havugimana Israel Guest House, based at the Kabeza campus of AEE Rwanda, stands in honor of our first leader.

AEE Rwanda rebuilt after the 1994. We revamped existing and established new programs while staying committed to evangelizing Rwanda in “word and deed in partnership with the church”.

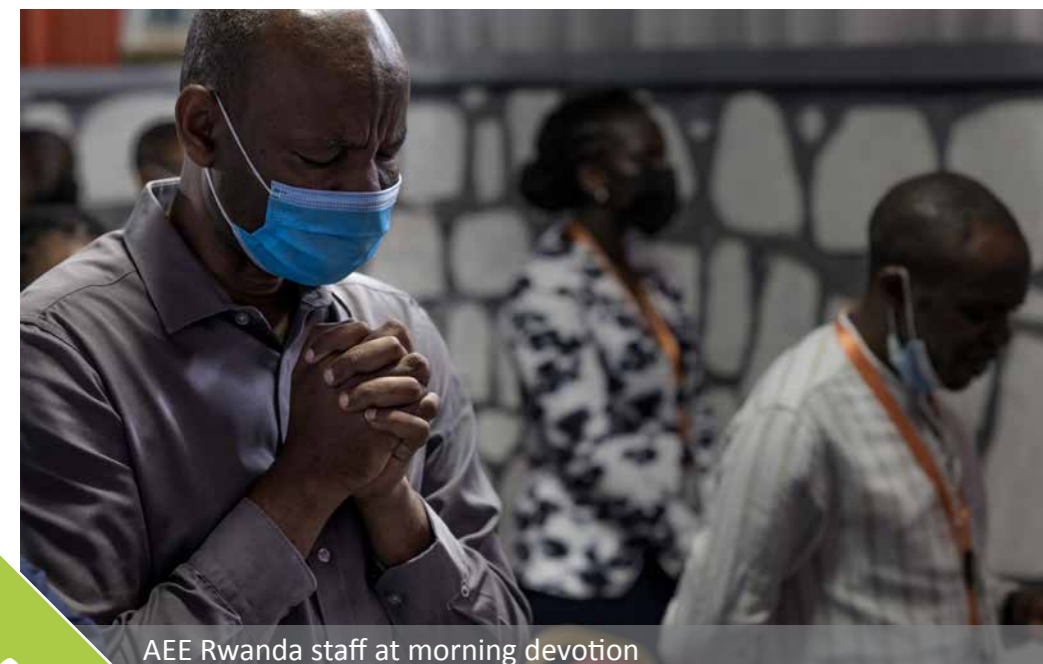
For more than thirty-five years, AEE Rwanda has helped to transform lives, lifting people – regardless of their faith or background – from spiritual and material poverty. Over the decades, often in partnership with local churches, we have changed the lives of hundreds of thousands of Rwandans while spreading the love of Christ through the great nation of Rwanda.

We have supported people in their darkest hours with what they most needed and integrated our faith in ways that were responsive and sensitive to the context and culture while remaining true to our Christian values.

In 2021 AEE Rwanda employed 251 staff, 351 associates who received monthly stipend and 1,682 community volunteers working in seventeen offices throughout the country.



Israel Havugimana - Founder of AEE Rwanda



AEE Rwanda staff at morning devotion

AEE Rwanda is registered by the Rwanda Governance Board as a charity, number 04/08.11
AEE Rwanda is registered for tax purposes with the Rwanda Revenue Authority as 'AEE, (AFRICAN EVANGELISTIC ENTERPRISE)'.


The Tax Identification Number (TIN) is 101331473.

This Annual Report has been produced to comply with Government and donor requirements, and to share successes and the stories of our beneficiaries.

Photographs within this document are the property of AEE Rwanda and the respective photographers. For copies of any photos, please contact AEE Rwanda for permission.

See more of our work at:

 www.aeerwanda.ngo

 [aeerwanda](https://www.instagram.com/aeerwanda)

For inquiries, including partnerships, how to make donations, or opportunities to work with us, please contact:

 aee@aeerwanda.ngo

Our Vision and Mission

A country in which all people honor God and have opportunities to fulfill their human potential



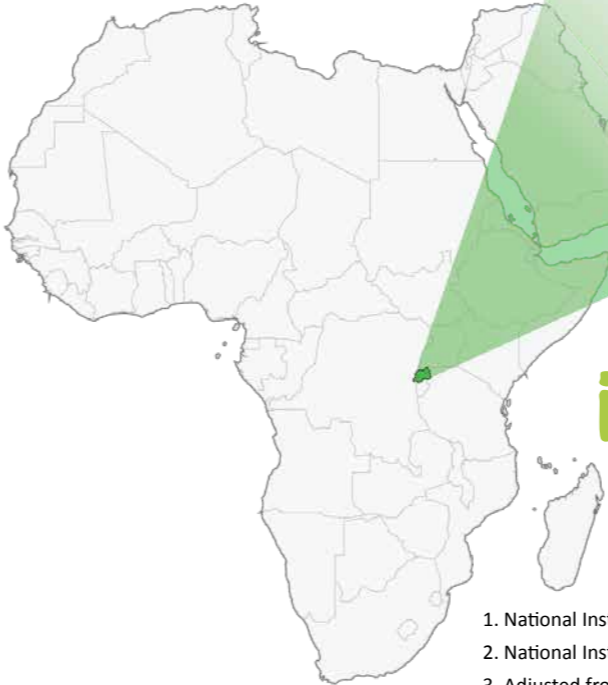
Evangelize Rwanda
in Word and Deed
in partnership with the
church





Land Area 26,338 sq. km	Population 12.7 million ¹	Umudugudu 55% ¹ (Population in organized villages)	Temperature 9°C - 29°C ¹	Monthly Rainfall 0mm - 464mm ¹
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“The land of a
thousand
hills”



“Iguhugu
cy’imisozi
ibihumbi”

Poverty
38.8%
People living under the national poverty line (USD 5.36/week)^{2,3}

Extreme Poverty
16.3%
People living under the national extreme poverty line (USD 3.55/week)^{2,3}

Agricultural Work
65.6%
Proportion of farm workers or small-landholders¹

Mobile Phones
70.6%
Households with at least one mobile phone¹

1. National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2021, December 2021
 2. National Institute of Statistics of Rwanda (NISR), Rwanda Poverty Profile Report, 2016/17, November 2018
 3. Adjusted from 2014 RWF to 2021 USD

From our Country Director

As we leave the year 2021 behind, let's take a moment to thank God for the goodness we experienced in many ways that enabled our organization to continue with its ministry of changing lives and transforming communities.

As the world was still grappling with Covid-19 and its effects, 2021 presented a new hope for African Evangelistic Enterprise (AEE) Rwanda. We were able to implement our interventions in communities while adhering to Rwanda's public health guidelines.

The achievements outlined in this annual report were aligned with our five-year strategy 2021 – 2025. To sharpen and deepen our implementation focus, in 2021 AEE Rwanda prioritized the following sectors: Education, Child Protection, and Water, Sanitation and Hygiene to realize children's rights and contribute to self-reliant youth; Livelihood and Resilience to build strong families and communities; and Discipleship and Training to empower the church to effect change.

The projects and programs under these sectors have had a great impact in the lives of the beneficiaries which include: improved hygiene and sanitation in communities; the community's children and members benefiting from the health and nutrition initiatives; new hope, in-demand trade-skills, and increased income for the youth and their families; and better growth and development for young children through the Early Childhood Care and Development Centers and for those registered in the twelve year basic education program. We trained local church leaders in more than ten districts across the country to tackle the complex challenges of poverty, with a new emphasis on caring for people's physical and spiritual needs.

A recent addition to our toolset is linking farmer groups with local, regional, and international markets - extending their reach in marketing their produce, increasing farm income, and building their communities through the additional jobs created.

We at AEE Rwanda are now experts in remote working and the virtual office; skills that we will put to good use in streamlining our organization

and operations into the future. We look forward to a busy 2022, rapidly catching up on the delays of the last year, keeping our existing projects going strongly, and starting new projects for the service of the poor, the vulnerable, and disadvantaged in Rwanda.

All the work we do in that service is possible only through the generosity of our donors, the tireless work of our implementation partners, the conducive environment and support provided by our government and the support of our friends. You all share in our successes and indeed without your enduring support, the achievements outlined in this report would not have been realized.

Thank you for believing in our ministry and its ability to transform the lives of the most vulnerable children and communities and for investing your resources in this cause.

John Kalenzi, Country Director AEE Rwanda



JOHN KALENZI
AEE RWANDA COUNTRY DIRECTOR

John graduated from the University of Rwanda in 1999 with a Bachelor's in Public Administration. Since then he has completed Masters degrees at Uganda Management Institute (2005), Maastricht School of Management (2006), and the University of Rwanda (2016).

John joined AEE in 2000 and was appointed the AEE Rwanda Country Director in 2008.

ANTOINE RUTAYISIRE

SENIOR PASTOR REMERA PARISH,
ANGLICAN CHURCH OF RWANDA



A Message From Our Chair

I'm happy to present the African Evangelistic Enterprise (AEE) Rwanda Report for the year 2021.

In 2021 AEE Rwanda's Board continued to devotedly execute her oversight mandate to ensure the overall well-being of the organization, primarily through developing standards and policies to ensure that AEE Rwanda remains true to its vision and mission.

A highlight in 2021 was that the Board participated in a peer review, a rewarding process that evaluates the governance oversight and processes of the AEE office and helps us strengthen alignment around our common values, mission, and governance according to African Enterprise global partnership standards.

As we reflect on the achievements in 2021, we assert God has been our source of help, and as we move into the Fiscal Year 2022, we pray for God's grace to foster excellence in all staff.

On behalf of the Board, I extend sincere and deep appreciation to the entire AEE Rwanda team for their vital role in helping the Board to execute her oversight responsibilities effectively. The Board recognizes that the achievements shared in this Annual Report would not have been possible without our staff, donors, support offices, partner churches, and our government's support.

I look forward to another great year in 2022.

OUR BOARD MEMBERS

TAYI KALIGIRWA SENIOR PASTOR OF OMEGA CHURCH	CLAUDINE NISHIMWE PUBLIC AFFAIRS SPECIALIST, US EMBASSY
MARIE CHANTAL UMUTONI PRIVATE BUSINESS PERSON	CLAUDINE DUSHIMIMANA LAWYER AT MINISTRY OF JUSTICE, RWANDA
ALFRED NKWAYA PRIVATE SECTOR ENTREPRENEUR	REV. CANON EMMANUEL KAYIJUKA FMR. DIRECTOR BIBLE SOCIETY RWANDA (RTD.)
FRODUALD MUNYANKIKO DIRECTOR LOCAL DEVELOPMENT ORGANIZATION	EZECHIEL RUKEMA HEAD ECONOMIC EMPOWERMENT AT WOMEN FOR WOMEN INTERNATIONAL
STEPHEN RWAMULANGWA SPIU INTERNATIONAL FUND FOR AGRICULTURE DEVELOPMENT	REV. DR. MANASSEH GAHIMA BISHOP GAHINI DIOCESE, ANGLICAN CHURCH OF RWANDA

BOARD COMPOSITION

Our Board is comprised of Rwandese religious, civil, and business leaders providing a broad representation of experience.

The Board is elected by AEE Members. Members join by paying an annual subscription. There are currently 35 members. People choose to be members to support AEE's vision and mission. Their subscription fee contributes to AEE's operational costs.

The Board Charter was revised in 2013. A particular change was the length of the terms Board member can serve. All members are considered to have commenced March 2013 when the revised Charter commenced.

Our Management Team



ALBERT MBASI

Mission and Training Manager

Albert joined AEE as Missions Director in March 2016. He holds a bachelor's degree in Public Administration, a Professional Masters degree in "Leadership development" from Global University for Lifelong learning and is a Master's degree candidate in Peace and Conflict Transformation.



CHARLOTTE USANASE

Monitoring and Evaluation Manager

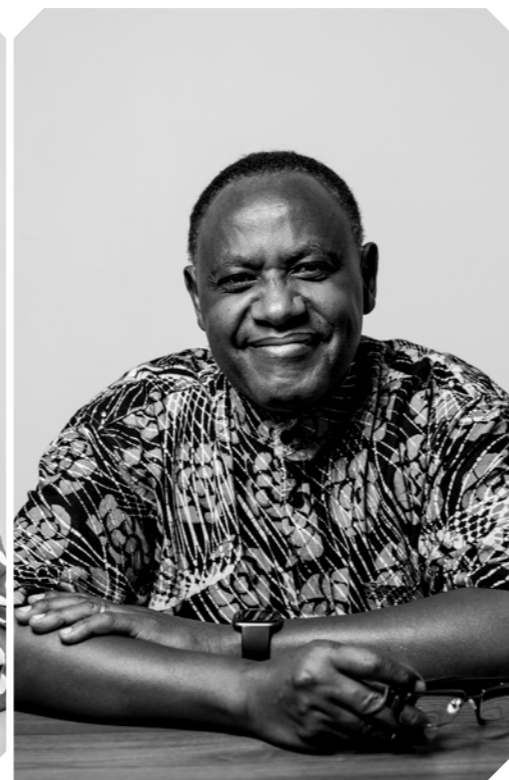
Charlotte has over 12 years experience in quality assurance and monitoring and evaluation, and is a member of the Rwanda Monitoring and Evaluation Organization. Charlotte has master's degree in development studies from the National University of Rwanda.



BEATRICE U MULISA

Human Resources Manager

Beatrice has been with AEE since 2004 and in her current role as Human Resource Manager since 2010. She holds a degree in Business Administration and Management.



CLAUDIUS BWANKA

Programs and Process Improvement Director

Claude joined AEE in 2020. He brings over 35 years experience in progressive leadership coaching, management, Operational Excellence and Continuous Improvement, working for Canadian and U.S. manufacturing companies. Claude is graduate of Makerere University with BSTAT and University Western Ontario, Canada with MSc (Stats)



PHANUEL SINDAYIHEBA

Program Manager

Born to a Christian family, Phaniel received a quality moral and formal education. He joined AEE in 2006 and occupied positions from field teams to the program coordination office. Phaniel holds a Masters Degree in project Management, specializing in Monitoring and Evaluation. Since 2017, he is AEE's Program Manager and serves as the focal person on Safeguarding in AEE Rwanda.



SYLVIA MULLI

Senior Technical and Growth Director

Sylvia joined AEE in 2019 as head of programs and moved to her current role in 2021. Sylvia brings over ten years' experience in program management and monitoring and evaluation with international NGOs. She qualified as a B.A. (Econs.) Nairobi University and further qualified as a C.P.A., an M.B.A., and holds a Post Grad. Certificate in Humanitarian Leadership.



RENE MUREMANGINGO

Director of Finance & Administration

René trained as a primary school teacher before joining AEE in 1995. Rene completed a Bachelor of Economics from the Independent University of Kigali and further intensive courses in Project Management, Financial Management and Investment. Rene is currently studying for Master of Theology in Christian Ethics and Leadership at Protestant University of Rwanda.

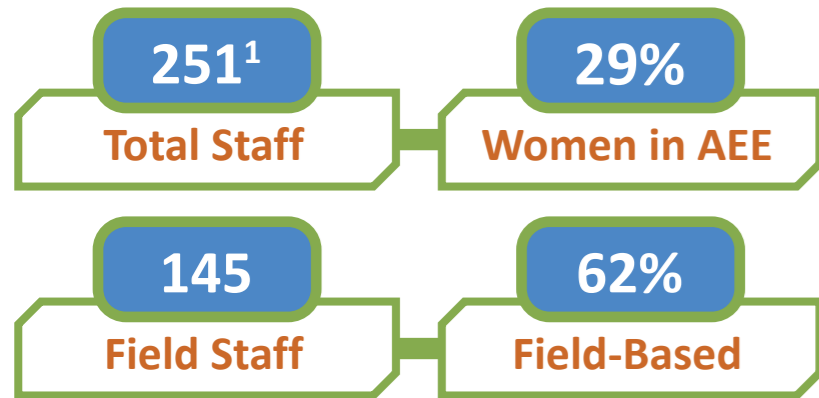


EMMANUEL CYUMA

Finance Manager

Emmanuel has been with AEE Rwanda since 2011. He has a extensive experience in the financial management of both Institutional and NGO funds and has been in his current position as Finance Manager since 2016. Emmanuel holds a bachelor's degree in Accounting Sciences obtained from the University of Rwanda

How we work



Jeanne d'Arc, Community Facilitator, addresses Karumbi self-help groups.



1. Excludes salaried community workers
2. With the exception of one specialist from an East Africa Bloc country

As we have expanded our geographical reach, and increased the number of people we assist each year, we have needed to increase our staff. In 2005 we had fifty staff. In 2015 we grew to 209 across ten field offices. In 2021, we have 234 full-time staff across head office and sixteen field offices.

Our continued growth through the COVID-19 pandemic is a testament to the strength of our projects and the confidence that our donors and partners have in our ability to implement.

Our staff are Rwandese² sharing the history, culture, and language of our beneficiaries. Our close relationship with our beneficiaries and the respect they accord to AEE Rwanda is the basis of our success. That respect has been earned over time and is valued by our staff. As one of our field coordinators put it, *"In the community, I am like a role model. I am respected because of AEE ... When I am in the community, when I am at the district level working with local leaders, I am not there for me but representing AEE."*

Our field offices place project field staff close to the communities they serve. Our field officers are specially trained for their specific roles depending on the project focus and AEE provides continuing professional development to support and develop our staff, ensuring projects are effective.

Our head office project and program staff are no strangers to the field either, frequently traveling to projects many times in a year and often well known to the beneficiaries of their projects.

Our community workers are the grass roots of AEE Rwanda. They go by many titles - community facilitators, mentors, community volunteers, linkage facilitators, and more – but they are all drawn from the communities of the beneficiaries they serve. Often they are both community worker and beneficiary.

Community workers are trained to become the trainers, and as grass roots leaders they often represent their communities to the cell, sector, and district administrations.

Depending upon the project, community workers might be paid a salary or stipend, or work as volunteers. It is not uncommon that through their natural talents and the confidence gained in their roles that our community workers go onto become successful businesspeople and community leaders. And our community workers are mostly women.

AEE Rwanda could not work without them.

Where we worked - 2021



Osee Dusengimana Field Coordinator Huye Branch

I was a field officer for nine years with AEE, and I have been a field coordinator for three years.

My job is coordinate the activities and plans between the different projects we run from the branch, and I have to make sure that each project has been implemented according to the plan or proposal. As a field coordinator, I don't work alone; I have a team, I have community volunteers and facilitators, and I work with the local leaders.

One of the things I am happy about is the behavior change in the community. In the past if a child didn't go to school, that is fine - they can go and collect firewood, or if a person is sick they just sleep until they die. Now people are all focused. They know the importance of children going to school, of going to hospital. It's more than that, it's the development and growth of the community. You never used to have a woman who could buy a cow, and this cow is not just good for her but for the entire community. If she has milk, she can supply to the entire community. The aim is to see that progress.

When AEE says that we evangelize through word and deeds, to me it means a lot. I evangelize to others as I evangelize to myself. Whatever training we give to the groups, I also take it in and it changes me too.



Leonille Mukakarera Community Worker Ryabiyaga Village

I started with AEE in 2017. When AEE came to my community they were looking for a community volunteer and I was voted as one of three. We were training in self-help group savings and then I started training other women. I've trained thirty groups.

Myself, my friends, and other women, we have been able to change our lives through the training that AEE provided. The training on value adding, that whatever we have we should always be adding value, whether it is livestock, anything. Out of that we were able to work from our homes and add value to soya by making fried tofu for sale.

What makes me happy is that AEE is focused on the individual's challenges. AEE looks at the person and the family, but above all AEE teaches us to obey God and come back to God.

For myself, I'm happy that I've managed to renovate my house. The walls were falling apart and the water would pour through. Through the training from AEE, I was able to save small amounts until I could afford to renovate. Now we have a concrete floor where it used to be dirt and mud.

Emmanuel Nzimurinda Field Coordinator Nyamagabe Branch

Emmanuel is 37 and joined AEE in 2014 after hearing a job announcement on a radio broadcast. He brought with him a Bachelor of Public Health and experience working in nutrition.

Emmanuel quickly settled in a field officer, enjoying being with a Christian organization that works with vulnerable people, especially women and children. He says, *"it's a very good activity and facilitates a change of mindset while meeting the basic needs of beneficiaries, such as food, health insurance, and school fees."*

Working as nutrition officer, Emmanuel remembers one project working with the families of severely malnourished children where all twenty-six children returned to Green-Healthy status by the close of the project.

Emmanuel took over as Nyamagabe field office Field Coordinator in 2019 and now works on projects across the district.

"Thank you for AEE Rwanda – it is an organization that supports vulnerable people and peace in Rwanda. God Bless You."



Jeanne d'Arc Community Worker Karumbi Village

In 2017 when AEE Rwanda formed self-help groups in Karumbi village, Jean d'Arc was selected as a community facilitator. She led her self-help groups from strength to strength, setting up enterprises from making soap to a collective vegetable garden..

Over the last two years the COVID-19 pandemic slowed their growth, but they now have expanded gardens and added fruit and tea to their produce, in addition to weaving baskets for sale.

Jean d'Arc's parents died when she was 18, and with them, her ambition to attend university. She married and together with her husband worked as casual labor. Since then a lot has changed for her and the women she works with, "we are able to pay school fees for our children. We learned to be clean in our homes and we live better with our husbands. Before, we always had to ask for money from our husbands but now we contribute."

Jeanne d'Arc is a respected community leader, both by the women in the Karumbi self-help groups and the local administrations, but she realizes that returning to study is by now unlikely.

Fully Realized Child Rights

We are focused on the rights of children



Self-Reliant Youth

We recognize early adulthood is a formative time



Strong Families & Communities

We know families and communities are key to sustainable transformation



Empowered Church

We understand the Church can lead holistic transformation



Our Tool-Kit

Savings/Self-Help Groups
"Unleash human potential"

Campaigns and Training
"Inform Decision Makers"

Psychosocial Support
"Give everyone a voice"

Lobby & Advocacy
"Everyone is worthy"

Evangelism
"In word and deed"

Education
"Grow minds and worlds"

Infrastructure
"Healthy environments"

KNOWLEDGE SHARING
"Broaden horizons"

We are a child-centered organization and we recognize that children depend upon their families and communities. Parents are unlikely to be able to provide for the child if their own rights are not realized.

Addressing the needs of families and communities empowers parents to provide the support their children need to have the best chance for growth and development.

We recognize the strengths of vulnerable populations to lift themselves out of poverty and respect the sense of dignity built through self-help.

Applying our intervention tool-set through our strategic themes, our programs empower vulnerable people to realize their own and their children's social, educational, and economic rights.

Fully Realized Child Rights

Families and communities provide healthy nurturing and engaging environments for vulnerable children

Two in five children in Rwanda live in multidimensional poverty and there is still along way to go in fully realizing and protecting children's rights. Children under 18 experience deprivations in health, sanitation, nutrition, water and housing, and 33% of children under five are stunted¹.

TO FULLY REALIZE CHILD RIGHTS, WE WILL:

- Make children the center and priority of our work.
- Develop parenting skills to ensure that children get the best start in life. Parents and caregivers will receive training and capacity building to help them understand and provide basic needs, care and protection from violence for their children at a level conducive to optimal growth and development.
- Safeguard children's right to participate in their own development.

1. National Institute of Statistics of Rwanda (NISR), Rwanda Household Survey 2019/2020 report, March 2021

Good health and nutrition for mothers and children is a foundation for the rest of life. AEE programs train mothers during pregnancy and early nursing, train community health workers, organize health assessments and growth monitoring for infants and train families in good nutrition.

424

Community Health workers trained

9,086

Mothers Trained
during pregnancy and lactation

486

Kitchen Gardens
built as model gardens

Early childhood development centers (ECDCs) provide safe and stimulating environments from children as young two years up to primary age. Children who might otherwise be left unattended at home socialize with other children and learn basic language, maths, and health skills. ECDCs are further valuable for delivering services and training to the children and their parents.

36

ECDCs Built
(new or refurbished)

9,642

New Enrollments
in ECDCs through AEE projects

76.7k

Health Assessments
conducted through ECDCs

Through AEE's community networks, we encourage parents to enroll their children at school. We train teachers to provide a quality education and ensure that disadvantaged students have the books and materials they need for study.

58.5k

New Enrollments
in primary (40.9k) and secondary (16.6k) schools

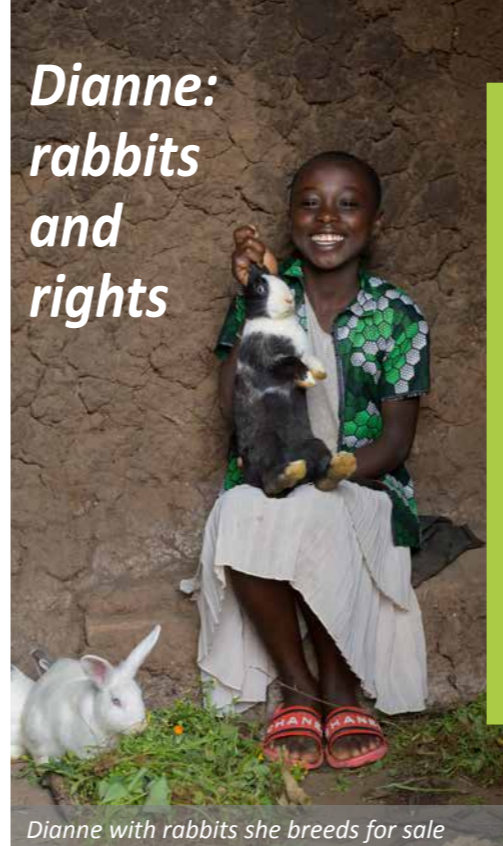
\$2.6M

School Materials
distributed to students

36

Teachers Trained
in participatory teaching and psychosocial support

Dianne: rabbits and rights



Dianne with rabbits she breeds for sale

Dianne is 12 and she loves school. Needing extra money for clothes and school materials, she asked her AEE children's group for help buying a rabbit. She has successfully bred her rabbits for three years now and can not only buy the materials she needs for school, but during the last year was also able to pay for visits to the clinic when sick, avoid a lengthy detour to a health center for a referral.

Her AEE children's group also teaches children that they have legal rights, a right to food, to education, to health care, and to a safe environment at home. This knowledge empowered Dianne to address problems at home with her parents and secure an environment where her rights are better respected.



Diane with AEE community worker (left) and care-giver (right)



Karongi ECDC middle class (4 - 5 years) at group play activities.

The Karongi ECDC opened in September 2021 to provide a safe and stimulating environment for preschool children. Here the children learn, play, and socialize while supervised by trained ECD teachers. Lessons teach basic language and maths, and important hygiene skills, and there is a meal at the end of the morning.

Vestine, a mother of two girls at the Karongi ECD, says "the ECD can teach things that I can't, and I can go to the market [to sell produce] and have more time to cultivate in the morning."

Vestine and her husband are farmers and, like many parents, to provide for their family they have no choice but to work away from home during the day, often leaving their children unsupervised at home. This nearby ECD greatly relieves the pressure on parents trying to balance earning a basic living and childcare.



Karongi ECD baby class (2 - 3 years)

Self-Reliant Youth

Young adults are ready for work and understand and respect civic, reproductive, and gender rights

Rwanda's youth population is around 3.2 million people, or 27 per cent of the total population. Rates of completing primary school are still low despite attendance rates being high. Rates of secondary school attendance are low and vocational and tertiary education attendance rates are even lower. Teenage pregnancy rates in sub-Saharan Africa are known to be the highest in the world, and a major factor hampering the realization of youth potential.

- TO DEVELOP SELF-RELIANT YOUTH WE WILL:
- Support youths to understand their passions and talents and build their skills so that they can find sustainable livelihoods.
 - Bring youth together and provide training to prevent HIV, unwanted pregnancy, drug abuse and gender-based violence.
 - Support youth in understanding their civic rights and responsibilities, so that they become responsible adults positively contributing to community life.

Training in reproductive and sexual health gives youths the information and support they need to make choices about their lives. Teen mothers are supported in retaining their place in education and work.

Anti-GBV training is provided to both young men and women, ensuring that the rights of women are known and respected.

Adolescents are trained in fundamental life skills, especially financial management, to ensure self-reliance and independence. AEE projects create Speak-Out and savings groups that provide a forum for mutual support and an incubator for business ideas.

Access to training in practical and in-demand trades makes youths job-ready, and in many cases small-business ready. Across Rwanda, AEE projects identify disadvantaged youth eager to enroll in TVET and AVET courses. The graduates are assisted with start-up kits and job placements.

76.4k HIV Tests administered to youths

28.2k Anti-GBV Trainings delivered to youths

3,128 Teen Mothers supported to reintegrate into education, family, and work

964 Speak-Out Groups created for youths

22.7k Youths Trained in personal finance (16.3k) and small-business (6.4k)

3,240 Savings Groups members of new savings groups

1,910 Sustainable Jobs 602 placed in jobs and 1,308 assisted to start businesses

6,967 TVET Placements

4,126 TVET Graduates



Marie-Louise

Marie-Louise, 23, wanted to be a welder even back in school. She realized university was out of reach, but she liked the idea of welding. Her parents couldn't afford to send her to school past secondary 3, so she stayed at home looking after her parents for two years wondering what future she had. When the AEE project came to her area, she enrolled quickly, and "when they asked what training I wanted, I wrote welding. I said I don't want to do hairdressing, I don't want to do mechanics, I don't want to do tailoring, I want to do welding." Her fellow students, almost all boys said she wouldn't make it, but "when I heard that I was more committed."

Marie-Louise talks passionately, emphatically, about welding. "When I am cutting the steel I feel excited. When I start welding with the kids around me, I feel proud of myself."

There is no shortage of work for Marie-Louise. She can earn a sound living and live her passion.



Marie-Louise at work

Young Welder



Alphonsine - Tailor

Alphonsine lives around ten kilometers north of Huye, the center of Rwanda's Southern Province. She was one of a group of young women whose circumstances prevented them from completing school and going on to further training.

Alphonsine chose to train as a tailor and now works for her living. She hopes to be able to buy her own machine through a loan, but even with renting a machine for RWF 3,000/month, she still turns a profit of RWF 5,000/month after expenses. She attracts passing trade sitting near the street, where people can come to her and talk about what they need. Alphonsine will walk from house to house around the area to advertise her services, but a good proportion of her business comes from people she knows in her village. She makes bespoke outfits for men and women, but much of her trade is in school uniforms. She acknowledges that she is still learning her trade – her competition in her village is more experienced – but she is learning quickly and working hard for her independence.



Alphonsine with a skirt and fabric

Empowered Church

Church leaders are well equipped to reach more people through stratified evangelism.

Churches form the cornerstone of life for many Rwandese. Around 95 per cent of the population identify as Christian. In recent years there has been a sudden increase in the number of Churches. However, the buildings are often not safe and church leaders not properly trained. National policy will help to resolve some of these challenges. AEE also sees the opportunity of church leaders and congregations to participate in lifting families and communities out of poverty permanently.

- TO FULFILL THE GREAT COMMISSION WE WILL:**
- Equip the church to reach people with the Gospel message, bringing more people into a relationship with Jesus.
 - Train and coach church leaders and volunteers, preparing them to effectively evangelize and to disciple new believers.
 - Educate and support church leaders to become aware of and respond to community issues, so that churches become agents of holistic community transformation.

It is a sad fact that trauma and emotional wounds are daily realities for many millions of both young and adults through the outcomes of family conflicts, domestic violence, disease, poverty, and corruption. Bringing hope for a better future through trauma healing and reconciliation programs or projects is an essential part of AEE Rwanda ministry.

The gospel is at the core of what we do. Our mission is holistic and we aim is to engage the entire community with the good news of Jesus Christ. We mobilize the church to understand her role and relationship with the immediate community. Local churches are encouraged in their evangelism, pastors are trained in basic theology, and the gospel is spread to every sector of society.

Local leaders and lay ministers were identified, equipped on sustainable mission strategies in order to engage in Home based evangelism and nurture new believers hence bringing community transformation

680 **Community Agents**
trained in peace building and reconciliation

120 **School Clubs**
created to build peace and reconciliation

18k **Students**
attended peace building and reconciliation workshops

283k **People Reached**
through mission and outreach

19 **Missions**
AEE conducted 18 small missions and the annual large-scale mission

3,822 **New Followers**
of Jesus through our missions

305 **Pastors Trained**
in transformative leadership and Stratified Evangelism

987 **Lay Ministers**
trained in Home Based Evangelism



Reconciliation is a reality...

Theoneste completed AEE's training in reconciliation in 2021. As the head teacher of the Duha complex school in Rwamagana – areas of which still struggle with the legacy of the 1994 Genocide against the Tutsi – it was not long before Theoneste was applying his skills to mend relations between two students and their families after a dispute with references to the genocide.

Theoneste has also found that the training has had a profound effect on himself and the school community. *“When I prepare to give [the training] to other persons I have time to read it, think about it. I’m telling you, I have been changed myself, but what interests me is the change in teachers.”*

After Theoneste trained his teachers in the reconciliation process, they started to see the school as a family - a place of belonging. The teachers talking about reconciliation has filtered down to the student leaders in advance of formal training groups for the school students.

“Based on the facts and these experiences in which reconciliation was achieved, I can confidently say that reconciliation is a reality not a myth”



“UBWUYUNGE” - Reconciliation

“I used to pretend, I couldn’t show the people how broken I was” – Pastor Come hid his hurts from his congregation, even his family. Not only had he lost thirty family members in the 1994 Genocide against the Tutsi, but “since I am a pastor, I have been ministering to a mix of people, some who are genocide survivors and genocide perpetrators.”

When AEE started reconciliation training with pastors in his area, *“my heart was touched. I remember many things that I went through, and it reminds me how Jesus died for my sins. Because the training I received on healing and reconciliation, it helps me to know that there is someone who died for me on the cross to take my burden”*

Pastor Come was to extend the same training to his church members. Although the COVID-19 pandemic stalled that process, it is running again for 2022, and he is eager to share the benefits.

“After forgiving those who killed my family, I felt relief. I am leaving at the same area with the people who hurt me [...]and I felt good that I forgave. After the genocide I tried to behave as a Christian; I didn’t show the wound that I have inside me. Because of the training AEE gave us, I was able to heal and to speak out”



Parenting, and community efforts, are centered on providing an optimal environment for children and youth

Poor households, and especially those in rural areas, are less able to meet their basic needs. Reductions in poverty rates have stagnated while the population has continued growing. It is important poverty rates continue to fall, otherwise, each year, there will be an increased total number of people living in poverty, including extreme poverty. Government policies are pro-poor, however marginalized and vulnerable people often do not understand their rights or entitlements and how to access them.

TO CULTIVATE STRONG FAMILIES AND COMMUNITIES WE WILL:

- Build capabilities of vulnerable women and men, enabling them to change their own and their children’s future.
- Empower marginalized people by bringing them together, building trust and a common purpose.
- Advocate for the rights of vulnerable families and communities, including people with disabilities and the elderly.
- Collaborate with government and other relevant stakeholders, recognizing that an integrated approach achieves the best outcomes for vulnerable people.

Savings and self-help groups are at the heart of AEE’s community projects. These groups not only promote saving, loans, and small businesses, but create enduring mutual support and community networks.

946 Savings Groups
created through AEE projects

\$860k Loans
(in USD) accessed by SHG and savings groups

Accessible clean water and energy are essential to healthy and prosperous communities. Water sources are built nearer to villages reducing the time and effort in bringing water to the home.

22 Water Sources
built or refurbished

Only 38.9% of households are connected to the grid. Rwanda’s grid roll-out progresses but for many households, off-grid power is the quickest solution.

150 Energy Access
events held to promote access to off-grid electricity

With 67% of Rwandese working in agriculture, increasing crop yields and income earned will increase prosperity. AEE projects are advising farmers on crops and cultivation, and linking them to local, regional, and international markets, and building selling points that are vital infrastructure to broader trade.

19 Crop Types
grown for market

18 Selling Points
built to market produce

Healthy, inclusive, and cohesive communities can work together to eliminate poverty. Training under AEE projects promotes the inclusion of women and girls, and the destigmatization of disability and HIV; in addition to training to prevent HIV and other STDs.

46k Gender Training
people trained in gender promotion and social inclusion

81 Campaigns
for anti-GBV (32) and HIV (49) prevention



Claudine with machine for milling grains

“I am considered an extraordinary woman. I am doing work usually done by men and women admire me for my courage and ideas.”

Claudine has led the way in her village of Cyarera, up high in the hills of Huye district. Her first business was cutting hair but when others in her area started to buy hair clipping machines she switched to milling grain in 2018. She still mills around 500kg of grain a month operating two machines - usually men’s work - but again as others in the area started to invest in machines, Claudine decided to open a food store in her village. During the 2021 COVID-19 lock-downs, Claudine invested in masks and hand sanitizer to keep trading, supplying her neighbors with household essentials.

Claudine is waiting for the electricity grid to extend to her village before considering her next business.



Chillies are popular as a condiment in Rwanda and are increasingly an important export crop as fresh, dried, and processed into paste and oils. One recent deal with China is expected to eclipse Rwanda’s total coffee and tea exports¹.

These chillies from Imboni and Twitezimbere Kivugiza farmer groups are being harvested for sale direct to a local intermediary. Since starting their plantation late 2020, the Imboni group alone has harvested over two metric tonnes over 2021. Francine from the Imboni group tells that the income means *“live better, we are no longer hungry, we can pay health insurance and school fees, we can buy clothes easily.”* Planting and harvesting the fields also create jobs for local workers.

Through the AEE project, farmer groups like these are provided with advice on crops to plant and are linked with local, regional, and international markets ensuring their produce gets the best price.



Claudine in her shop



Freshly harvested chillies loaded for the buyer

1. Is chilli set to become Rwanda’s top export? <https://www.newtimes.co.rw/news/chilli-set-become-rwandas-top-export>



AEE staff member assists with lock-down relied food distribution

Rwanda's lock-downs and restrictions in response to the COVID-19 pandemic caused hardship to poor and disadvantaged families, many of whom need to work daily to meet

their basic needs. Rwanda's government coordinated a relief campaign to get food and essential materials to these families. We used our extensive network of self-help and savings groups get appropriate and timely COVID-19 safety and prevention messages to their 200,000 members, their families and communities.

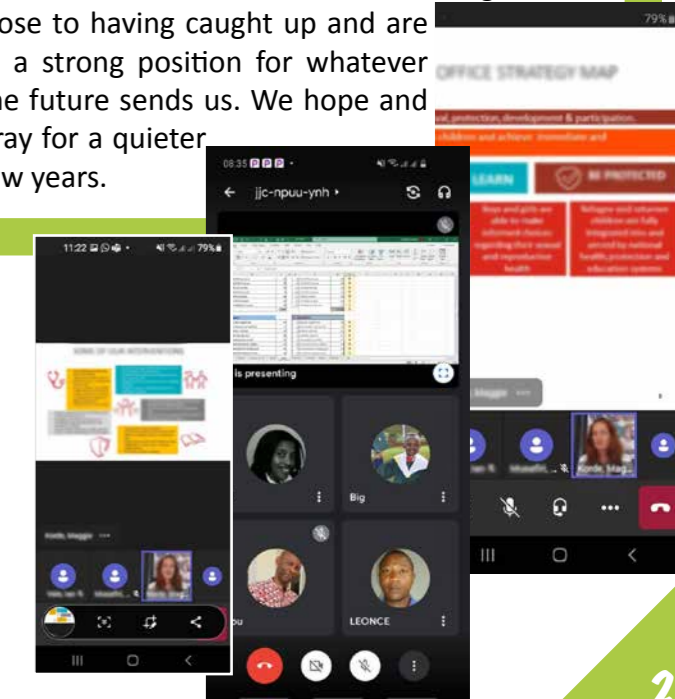
In collaboration with the Rwandan Government, AEE Rwanda provided face masks – surgical and reusable – and hand sanitizer to 38,580 persons. Additionally, some of the many tailors belonging to AEE Rwanda self-help and savings groups pivoted their work towards making cloth masks for their communities.

Throughout 2021, as the immediate on ongoing effects of lock-downs affected the poorest and most vulnerable, AEE continued to fund-raise for, and distribute food and hygiene packs to 67,000 people living in our project areas.

To add to an already difficult year, on 22 May 2021 the Nyiragongo volcano in the Democratic Republic of Congo (DRC) erupted with lava flowing into Goma, directly adjoining Rwanda's city of Gisenyi. AEE Rwanda provided disaster relief to nearly 4,600 DRC and Rwandan families badly affected by the eruption, supplying mobile toilets, bedding, and iron sheets for re-establishing their homes.

Within AEE, 2021 saw a continuation of work from home practices during lock-downs and restrictions, and as staff at times contracted COVID-19. AEE Rwanda has returned to in-office working, with full vaccination a prerequisite for attending the office. Like most of the world, Rwanda's Internet was stretched by the sudden increase in on-line meetings and virtual life. Our staff performed with resilience and adaptability. If there is a silver-lining, modern business technology is now firmly entrenched at all levels of our organization.

Full and partial lock-downs and travel restrictions inevitably affected our ability to implement projects. We have had to catch up on backlogs and in some cases re-negotiate agreed targets and deadlines. At the time of writing, we are close to having caught up and are in a strong position for whatever the future sends us. We hope and pray for a quieter few years.



To our partners who make everything possible...



Donors

Who fund our programs and operations

Murakoze Cyane!



Churches

Who support our congregations and annual mission

Thank you!



Government of Rwanda

Who provide the environment in which we operate, and financial and administrative support

Merci!



Friends and volunteers

Who provide technical and moral support to AEE

Danke!



AEE Rwanda is a charity registered in Rwanda. AEE Rwanda is registered for tax purposes with the Rwanda Revenue Authority as 'AEE, (AFRICAN EVANGELISTIC ENTERPRISE)'. The Tax Identification Number is 101331473.

Board Governance

Our board follows the AEE Rwanda Board Charter 2013 setting out the formation and purpose of our non-executive Board.

Child Protection

AEE's target population includes vulnerable children. We wish to create a favorable environment for children to flourish. To ensure that children are safeguarded whilst part of AEE programs and work, our Child Protection policy complies with international law on child rights and protection. The policy lays out a framework for interacting with children and for managing reports of child abuse.

Fraud and Corruption

Our Fraud Management Policy sets our policy for zero tolerance to any fraudulent or corruption activity. The policy outlines AEE's processes and controls to protect from fraud and corruption risks. It also includes the procedure to report and manage allegations of fraud and corruption. AEE is committed to protecting funds and assets provided for vulnerable and poor communities and ensuring that they reach the intended beneficiaries.

Staff Code of Conduct

We expect our staff to conduct themselves with honesty and integrity. We request our partners and vendors to honor and support our staff and beneficiaries in maintaining our code of conduct. Our code includes no acceptance of personal gifts, avoidance of conflicts of interest, and protection of beneficiaries.

Internal Audits

Each year AEE's Internal Auditor undertakes a series of internal audits against an annual plan. The audit includes checking that processes, procedures, and policies are being following correctly and that data is accurately reported.

External Auditing

The Board appoints an external auditor for a period of three years. The audit includes financial accounts and project processes and ensures that we are responsibly managing donor's money.



3 Independent auditor's report

To the management of African Evangelistic Enterprise (AEE) Rwanda

We have audited the financial statements of African Evangelistic Enterprise (AEE) Rwanda, which comprise the Statement of Financial Position as at 31 December 2021, Statement of Income and Expenditure, Statement of Changes in Net Assets, Statement of Cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, proper books of accounts have been kept and the financial statements which are in agreement therewith, give a true and fair view of the state of financial affairs of African Evangelistic Enterprise (AEE) Rwanda as at 31 December 2021 and its financial performance for the year then ended in accordance with Generally Accepted Accounting Policies applicable in Rwanda and the provisions of AEE Rwanda's financial management policy and procedures manual.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of African Evangelistic Enterprise (AEE) Rwanda in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The management is responsible for the other information. The other information comprises the information included in the management report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In accordance with our audit of the financial statements, our responsibility is to read the other information and in doing so consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work we have performed, we conclude that there is material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the AEE Rwanda's accounting policies and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the AEE Rwanda's ability to continue as a going concern, disclosing, applicable matters related to going concern and using the going concern basis of accounting. Management is responsible for overseeing the entity reporting process.

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4 Financial Statements

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International standard on Auditing (ISAs), we exercise professional judgment and maintain professional skepticism throughout the planning and performance of the audit. We also:

- Identified and assess the risks of material misstatement of the project financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtained an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of AEE Rwanda's internal control.
- Evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluded on the appropriateness of management's use of going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entities' AEE Rwanda's to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause AEE Rwanda to cease to continue as a going concern.
- Evaluated the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtained sufficient appropriate audit evidence regarding the financial information within the entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of AEE Rwanda audit. We remain solely responsible for our audit opinion.

We communicated with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is:



Date: 31 MAR 2022

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African Evangelistic Enterprise (AEE) Rwanda
Financial Statements for the year ended 31 December 2021

4.1 Statement of Financial Position as at 31 December 2021

	Note	2021 Frw	2020 Frw
Assets			
Non-current assets			
Property and equipment	4.5.1	4,381,251,374	1,469,288,300
Investment in ACS Shareholding	4.5.2	41,550,751	28,060,752
		<u>4,422,812,125</u>	<u>1,497,349,052</u>
Current assets			
Accounts receivable	4.5.3	277,497,112	316,628,885
Cash and bank	4.5.4	1,367,936,795	1,760,441,213
		<u>1,645,432,907</u>	<u>2,077,070,078</u>
		<u>6,068,305,032</u>	<u>3,574,419,130</u>
Total Assets			
Accumulated Funds and Liabilities			
Accumulated funds			
General Fund	4.5.5	1,076,105,490	1,511,524,644
Restricted funds	4.5.6	17,600,422	277,591,194
Revaluation reserve	4.5.7	4,140,896,680	169,097,659
		<u>5,234,602,592</u>	<u>1,958,213,497</u>
Non-current Liabilities			
Borrowings	4.5.8	112,590,667	446,050,530
Current Liabilities			
Accounts payable	4.5.9	721,111,773	1,170,155,103
		<u>833,702,440</u>	<u>1,616,205,633</u>
Total Accumulated funds and liabilities		<u>6,068,305,032</u>	<u>3,574,419,130</u>

The financial statements were authorized for issue on and signed jointly by:

Finance Manager
AEE Rwanda

Executive Secretary
AEE Rwanda

Date: 31/03/2022

Date: 31/03/2022

4.2 Statement of Income and Expenditure for the year ended 31 December 2021

	Note	2021 Frw	2020 Frw
Grant received	4.5.10	9,387,400,717	6,329,918,263
Other Income	4.5.11	601,838,965	446,138,425
		<u>9,989,239,682</u>	<u>6,776,056,688</u>
Expenditure			
Direct project costs	4.5.12	7,058,377,424	4,586,560,576
Operating and administrative expenses	4.5.13	816,692,072	830,339,263
Personnel Costs	4.5.14	1,478,971,590	946,304,273
Finance cost	4.5.15	46,705,039	56,986,024
Depreciation charge	4.5.16	84,095,745	141,082,078
		<u>9,482,841,870</u>	<u>6,561,272,214</u>
Surplus for the Year		<u>506,397,812</u>	<u>214,784,474</u>



**AFRICAN
ENTERPRISE**
RWANDA OFFICE