

Rejoicing in our Success

2017 Annual Report



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About AEE Rwanda


African Evangelistic Enterprise (AEE) Rwanda is a member of the larger organization African Enterprise (AE). AE is a Christian, international, interracial, interdenominational, and non-political organization operating in ten African countries.

AE's mission is to "evangelize the cities of Africa through word and deed in partnership with the church". This mission originated in 1962 when Dr. Michael Cassidy was inspired to start an organization to reach the different regions of Africa with the message of the Gospel.

AEE Rwanda was established in 1984, with Israel Havugimana as the first leader. Israel was a man committed to peace and reconciliation in Rwanda. AEE Rwanda remained a small organization with only seven staff at the time of the 1994 genocide against the Tutsi. The genocide saw the murders of Israel Havugimana and two other AEE Rwanda staff. The Havugimana Guest House based at the AEE Rwanda Headquarters, in Kigali, is named in honor of the first leader.

AEE Rwanda rebuilt after the genocide. They revamped existing, and established new, programs while staying committed to AE's "word and deed" mission. Since the establishment of AEE more than 30 years ago, the organization has changed the lives of thousands of Rwandese while spreading the love of Christ through the great nation of Rwanda.

In 2017 AEE Rwanda employed 180 staff working in ten field offices throughout the country.



AEE Rwanda is a Christian organization whose mission is to evangelize Rwanda through Word and Deed in partnership with the Church.

We serve all people regardless of religion, race, ethnicity or gender.

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Our People

180

Full-time staff in 2017

75%

Percentage of staff based in the field offices

41

Average age of staff

1,300

Total years of experience in AEE



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A Letter from our Country Director



Through 2017, AEE has continued our work to eliminate poverty in Rwanda. This work is only possible through the dedicated efforts of AEE staff and the generosity of our donors and supporters. From myself, and on behalf beneficiaries, I extend a heartfelt thank you to our staff, our donors, and our supporters.

AEE's approach has always been to empower the disadvantaged and vulnerable to change their own situation. In 2017 we formed more than 1,200 new self-help groups, while our existing groups continue to flourish, many of them at the cluster and federation level becoming independent from their original programs, and using their empowerment to continue the work of forming and nurturing self-help groups. Our work supporting youth to become active and productive members of their communities continues, as do our efforts to eliminate gender-based violence and promote the rights of women and children. In this report, you will meet just a few among many examples of our success in these endeavours.

2017 also marked the mid-way point in our five-year strategic plan, inaugurated in 2015. As an organisation, we are continually busy in the field making the strategic plan a reality; and behind the front-line striving to ever improve in our work practices. AEE recognises that we need to focus on how we document and communicate our extensive project work to our stakeholders.

To better understand how to guide the organisation forward, in 2017 the AEE board became more deeply involved with AEE operations teams and senior management. As a result, the board members have a richer understanding of where AEE needs to improve but also what we do well. In turn, through engagement with the board members, operations teams have acquired a richer understanding of the broader context of AEE, and how operations teams can contribute to improving our organisation.

Looking forward, 2018 will be the year that AEE evaluates the effectiveness of our strategic plan. This journey of self-assessment will review the performance of our programs and projects in meeting the strategic plan's goals and objectives. The AEE board is committed to ensuring that we have the resources and personnel to perform and communicate this evaluation.

We have much work to do in 2018 and onward, to relieve and empower the poorest and most vulnerable in our country. AEE thanks you for your support past, present, and future

God Bless

John Kalenzi
Rwanda Country Director

Murakoze Cyane , Thank You , Merci , Asante Sana

Without your continued help and support we could not do our work



Churches



Church support is core in ensuring we can meet the needs of pastors, churches and congregations in Rwanda



People all around the globe who pray, encourage and support us in every way they can

Financial



Our generous donors range from institutional and large funding organisations to individuals – they all help

Volunteers



Volunteers local and overseas help to meet the needs of the AEE organization

All we do is based in prayer



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Our beneficiaries join with us to give a huge thank you to all our supporters

Our Values

**We are team based always
seeking to form strategic
partnerships and alliances**

**We are committed to reaching
every stratum of society
holistically**

**We seek to bring peace where
there is conflict**

**We are committed to the
authority of Scripture**





The strategic plan identifies five Strategic Focus Areas (SFAs) around which AEE organizes its programs. Three SFAs are age-group specific underpinned by the remaining two SFAs.

Self-help groups are the dominant approach for delivering AEE programs.

Our Approach

We take a holistic approach to programs, enabling us to address several, if not all, focus areas within one program of work. A grassroots approach to implement appropriate interventions produces longer lasting results for our beneficiaries.

We build community relationships and provide support to empower the poorest and most vulnerable people so that they can realize their social, educational, and economic rights. Our community driven programs have proven to hold stakeholders accountable for activities and outcomes.

We have adopted the Self Help Group (SHG) approach that has been used across the developing world and adapted it for Rwandan vulnerable communities. The SHG approach is well recognized as a successful development tool with long lasting and multiplying benefits. While not the only approach used by AEE, the SHG is our signature and where our expertise lies in delivering poverty alleviating programs.

AEE links with local community leaders to identify the poorest and facilitates the formation of groups. These groups are then provided with training in areas such as agriculture, finance for household and small business budgeting, nutrition, sexual health and gender and child abuse issues. We also mobilize the wider community to educate leaders, such as teachers and pastors, and give them the means to assist vulnerable populations.

Our Strategic Plan

In 2015 we completed our first year of the 2015 to 2020 strategic plan. AEE developed this strategy to meet the goal of “supporting the vulnerable youth, children, and families to realize their full rights” and to align with the Rwandan government’s Vision 2020 plan and Economic Development and Poverty Reduction Strategy II.

Our Target Population

In developing the strategy, AEE was guided by a comprehensive Child Rights Situation Analysis and AEE’s long history of working with vulnerable groups. Our target population are orphans and vulnerable children and their communities. These are children that are most at risk of abuse, malnutrition, disease and infant mortality.

Early Childhood Care and Development

In the high hills of Gicumbi sits a newly constructed early childhood centre. Before the centre opened, the two to four year-old children in the community had nowhere to go during the day, often left at home while their parents worked. Now they spend their time in a safe and clean environment where they play and learn.

This early childhood centre is the fruit of self-help groups established by AEE Rwanda in 2015. These groups flourished and quickly formed into a Cluster Level Association. The cluster was then able to identify community-wide issues, and in the case of this early childhood centre, have the confidence to ask the local government for land and the financial strength to both build and pay for the ongoing operation of the centre.



Across Rwanda, AEE founded self-help groups and cluster level associations are creating early childhood centre in response to the needs of their communities.

These childhood development centres are now being developed all across Rwanda as the women in the communities see the need themselves and together with AEE have the power and potential to create real meaningful impact in their communities.

These centres are being managed and run by the families that need them.



US\$3,500

Constructions costs for each facility
The self-help groups normally contribute over half of this

15

The number of early childhood centres built in 2017

5,500

Number of children supported in receiving a boost in their education through these early childhood centres



Youth Economic Security

Creating youth clubs in schools is just one of the ways that AEE is working to empowering the youth of Rwanda. Boys and girls learn about and discuss rights and responsibilities, life skills, and the changes – both in their bodies and their lives - that they face as they grow towards adulthood. Through these clubs, the youths learn that they might differ in gender but equal in rights, helping to eliminate gender-based violence. The clubs also teach financial management and support those willing to start small businesses.



2,333

The number of youths whom AEE supported in finishing practical skills training in 2017, who are now able to create their own jobs

330

The number of youth clubs created by AEE across Rwanda in 2017

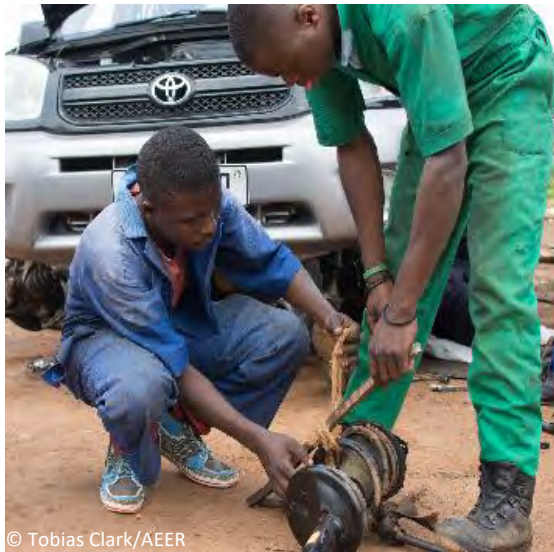
2,058

The number of youth in 2017 working with AEE to improve their economic security

Peter (right) and Jeanne are proud of the clothes they sew. Their creations are rapidly acquiring a following for their quality work and colourful design. Peter and Jeanne spent twelve months learning their craft and then more time in an established sewing workshop before launching their own partnership. AEE provided materials for them to set up their workshop. They are both excited about being independent now, and being a part of the “made in Rwanda” movement.



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Gaining a formal mechanical qualification has changed John-Paul’s and Eric’s lives.

Neither could afford to finish secondary school, and after dropping out they believed their lives would go no further; however, they are both now hard at work repairing cars and trucks.

Being skilled workers, they are now productive members of their community and can dream larger for the future.

Sixteen youths from the hills of south west Rwanda are determined to change their future.

The self-help group they formed with AEE has allowed them to stay in the village and earn a meaningful income through agriculture. Working together, they grow fruits and vegetables for sale. Now they can thrive in their village, and their community can thrive with them, and through their example.



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Self-Help Groups

The women in this Self Help Group have combined their individual skills to increase their profits in hand crafts. Self Help Groups have become the key method we have used all across Rwanda to empower women to be the change makers in their families, and their communities. By empowering these women, we are allowing them to be the change they discover they can be. These amazing women say that the biggest thing they have received from these groups are, self-confidence, self-esteem, and how they can generate income from the small money they have available to them.



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To make this beautiful shoulder rug, she borrows 5,000Rwf (\$6) from the groups savings account. This account has been created over the years by each member adding a small each week. After five days of work crocheting the rug can be sold for 8,000 (\$9). This is then used to repay the loan, and the profit she uses in the family. These small activities make a huge difference in the family.

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Angeloque is proud of her shop. This is something she never dreamed she might achieve. *"I didn't think of anything I could do on my own. My brain was asleep. My husband did all the thinking."*

That was before she joined a self-help group in 2016. Then, like many women in Rwanda, her life was limited to the family home and complete dependence on her husband. She barely left the house, had no money of her own, and did not even manage the food shopping. She was in poverty and isolated from her community.

In her self-help group, Angeloque received training on managing money, taking, and repaying loans. Together in their weekly meetings, Angeloque and the other women in her group became of close community, listening to and supporting each other. Encouraging each other to do more. Angeloque was waking up and doing her own thinking.

Now she runs her own small food shop on the main street of her village and manages her families finances.

As Angeloque has stepped forward, her husband's view of her had to move too. He says "I thought it would be hard for her to succeed, but I have been happily proved wrong."

The leaders of her community have seen the change too, and now seek her advice as she too becomes a leader.



1,234

Self-help groups formed by AEE in 2017

51,336

How many kitchen gardens created through AEE self-help groups
Kitchen gardens provide a balanced diet and a small income for families

Mission - Working With Churches

150

Church workers trained in 2017 through AEE

62,000

People reached with the gospel

10,000

Giving their life to Christ



The training that Jean-Baptiste received has reshaped his church congregation and how he serves as pastor, and has led to a deeper understanding of theology than he gained from his original diploma in pastoral ministry. Using material from the training, Jean-Baptiste has introduced home Bible studies and is teaching his congregation to live a more sincere Christian life. *“I know now know that Jesus came to save us, by grace alone and not by works, our sin has been totally moved away. I live and change because I know that God loves me, and I do not have to be in fear anymore.”*

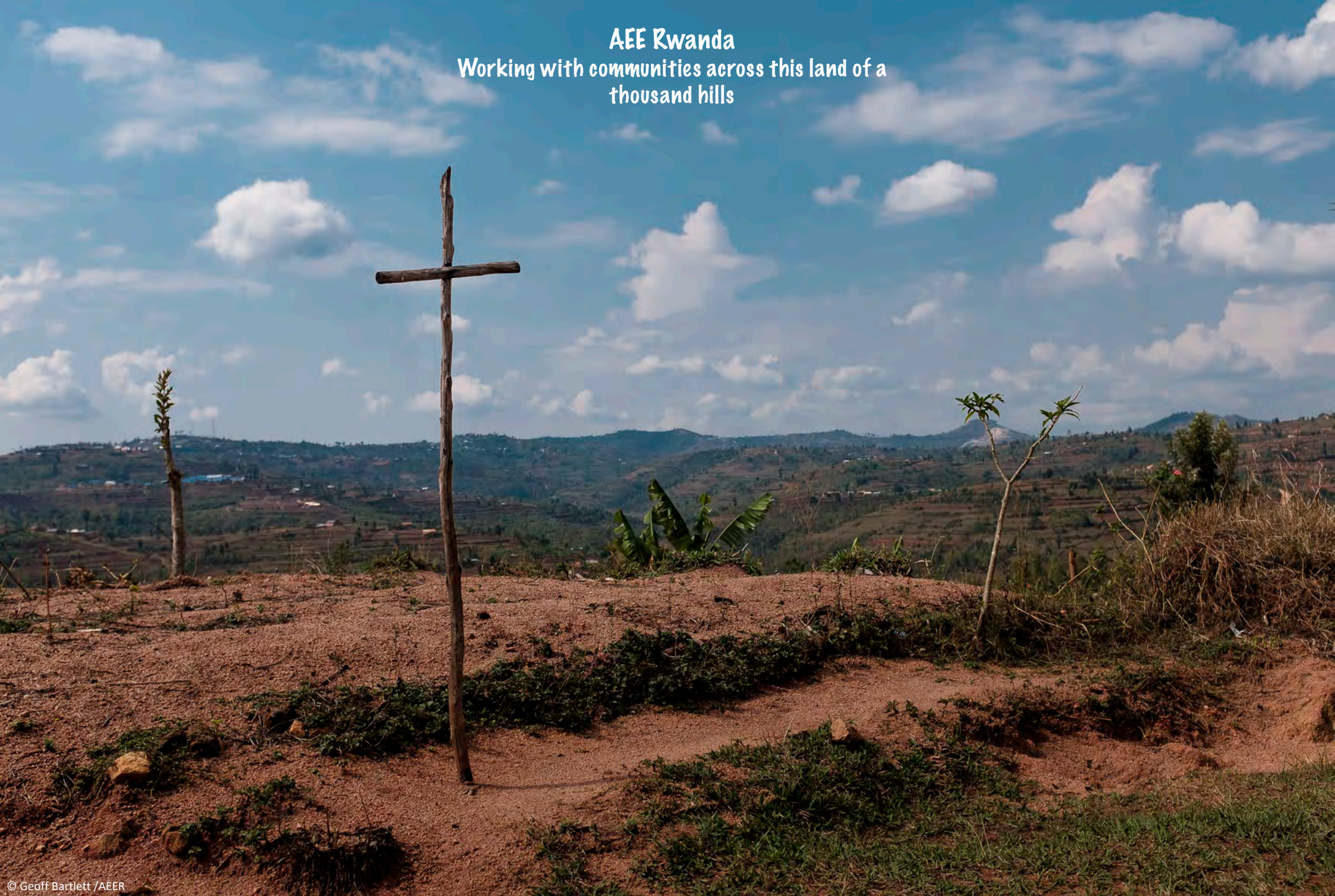


John-Claude works with university students as an evangelist and this year was able to attend theological training. He says *“This training has helped me to grow my personnel faith and spiritual walk with God. It has also allowed me to answer with Scripture theological questions that are troubling the students.”*



For Pastor Gladys the theological training she received through AEE has changed how she lives as a Christian. *“After knowing that god wants you as his child, that God loves me as I am, and that God is with me and won’t disown me, I have so much more increased joy and happiness, I feel set free to live my life following Him. I have an increased urgency to preach to and reach as many people as possible. The people of Rwanda need to hear the message and freedom that a true relationship in Jesus brings”.*

AEE Rwanda
**Working with communities across this land of a
thousand hills**



Governance

AEE Rwanda Status

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 of 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 against fraud and corruption. 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.

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 followed 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.



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Financial Performance

Budget Summary	2017*
Income	4,147,712,459
Expenses	180,665,496
<i>Program Costs</i>	<i>3,438,998,126</i>
<i>Overhead Costs</i>	<i>662,330,571</i>

US\$4,735,845

Total 2017 AEE budget

81% / 19%

2017 split between program and overhead costs

Financial Position	Start 2017*	End 2017*
Total Assets	1,785,034,988	1,761,881,767
<i>Property & Equipment</i>		<i>1,074,495,315</i>
<i>Investment in ACB shareholding</i>		<i>133,483,748</i>
<i>Accounts Receivable</i>		<i>56,883,737</i>
<i>Cash & Bank</i>		<i>497,018,967</i>
Total Liabilities	180,665,496	113,420,412
<i>Bank Loans</i>		<i>30,461,586</i>
<i>Accounts Payable</i>		<i>82,958,826</i>

* All values are in Rwandan Francs, except where shown and are accurate at the time of publication



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