

2022



## SUMMARY ANNUAL REPORT



## Message from The Executive Director



It is my pleasure to present the Annual Report 2021-2022 to our stakeholders and our readers in general.

The COVID-19 pandemic posed unprecedented challenges to young people and youth, in particular, living in fragile states. We acted fast to safeguard their pathways to youth programs in schools, TVET education, and training through virtual means and responding to COVID-19 measures.

To support young entrepreneurs and provide jobs we increased access to finance and provided online training, mentorship, and coaching.

To ensure the continuation of activities we facilitated a shift towards online and blended forms of learning. To make sure nobody was left behind, we set up innovative interventions to reach communities with accessibility to digital solutions.

In an unprecedented year, one thing didn't change: the vital role played by our local partners. Thanks to their commitment and expertise we finished the year in a strong position to create an even better pathway to jobs for vulnerable youth.

I take this opportunity to thank Board Members, AKA Management, and the entire staff for their commitment to delivering towards the AKA mandate and for always finding innovative ways for overcoming challenges. I also appreciate the collaboration with various partners whose inputs were invaluable to our achievements more particularly we are indebted to EDC, Plan International, Prince Trust International (PTI) USAID, Mastercard Foundation, Hanga Akazi activity ( RTI) and Rwanda TVET Board.

Sincerely  
BUSINGE Anthony  
Executive Director

## Table of contents

<b>Message from The Executive Director</b> .....	- 1 -
<b>Table of contents</b> .....	- 2 -
<b>About Akazi Kanoze Access “AKA”</b> .....	- 3 -
<b>Goals and Strategic Actions</b> .....	- 4 -
<b>Geographic Coverage</b> .....	- 4 -
<b>The Genesis of AKA- 2009-2022)</b> .....	- 5 -
<b>Projects Implemented in 2022</b> .....	- 6 -
<b>Institutional strengthening and Capacity Building</b> .....	- 13 -
<b>AKA Key Partners</b> .....	- 15 -
<b>Future Dives</b> .....	- 16 -
<b>AKA Team</b> .....	- 17 -

## About Akazi Kanoze Access “AKA”

### Our vision

Our vision is to be a leading Organization contributing to youth well-being through employability skills and support services.

### Our mission

Our mission is to provide youth with employability skills, access to capital, and other support services to take advantage of economic opportunities.

### Focus

We put young boys and girls in the center because we know that we cannot overcome poverty until all youth people have access to employability skills and advocate for financial opportunities.

### Our values



**Integrity:** We adhere to high ethical standards and principles while striving to be transparent;

**Excellence:** We strive for a high standard of accountability in delivering, measuring, and reporting to achieve excellent results;

**Professionalism:** We are committed to meet our obligations to provide impactful services to stakeholders;

**Innovation:** We are driven by continuous improvement. We find new ways to make things better. We optimize results by working smarter.

## Goals and Strategic Actions

The new AKA Strategic Plan defines 4 objectives and 16 strategic actions that are oriented towards AKA's vision as follows:

**Goal #1:  
Reinforce  
employability of  
Rwandan youth**

Strategy #1: Train youth in life/employability, Entrepreneurship, technical, and digital skills

Strategy #2: Providing transition to work services such as facilitation to access internship and job opportunities

Strategy #3: Encourage mindset change among university graduates for self-employment and on some jobs.

Strategy #4: Introduce AKA E-Learning program

Strategy #5: Facilitate access to capital;

Strategy #6: Provide equipment and/or start-up kits for youth IGAs;

Strategy #7: Provide accompaniment, mentorship, and coaching services;

Strategy #8: Strengthen engagement with the AKA training graduates (alumni)

Strategy #9: Create a Youth Micro-finance Institution

**Goal # 2: Support access  
to finance, increased  
productivity, and  
effectiveness of youth  
entrepreneurs**

**Goal #3: Strengthen partnerships,  
and advocate for youth friendly  
policies/programs**

Strategy #10: Evidence-based advocacy;

Strategy #11: Build more partnerships and join relevant networks;

Strategy #12: Strengthen internal systems and structure of AKA;

Strategy #13: Diversify AKA funding sources/resources base;

Strategy #14: Establish AKA training center (s);

Strategy #15: Increase the organization's visibility and outreach;

Strategy #16: Continuous capacity building of staff.

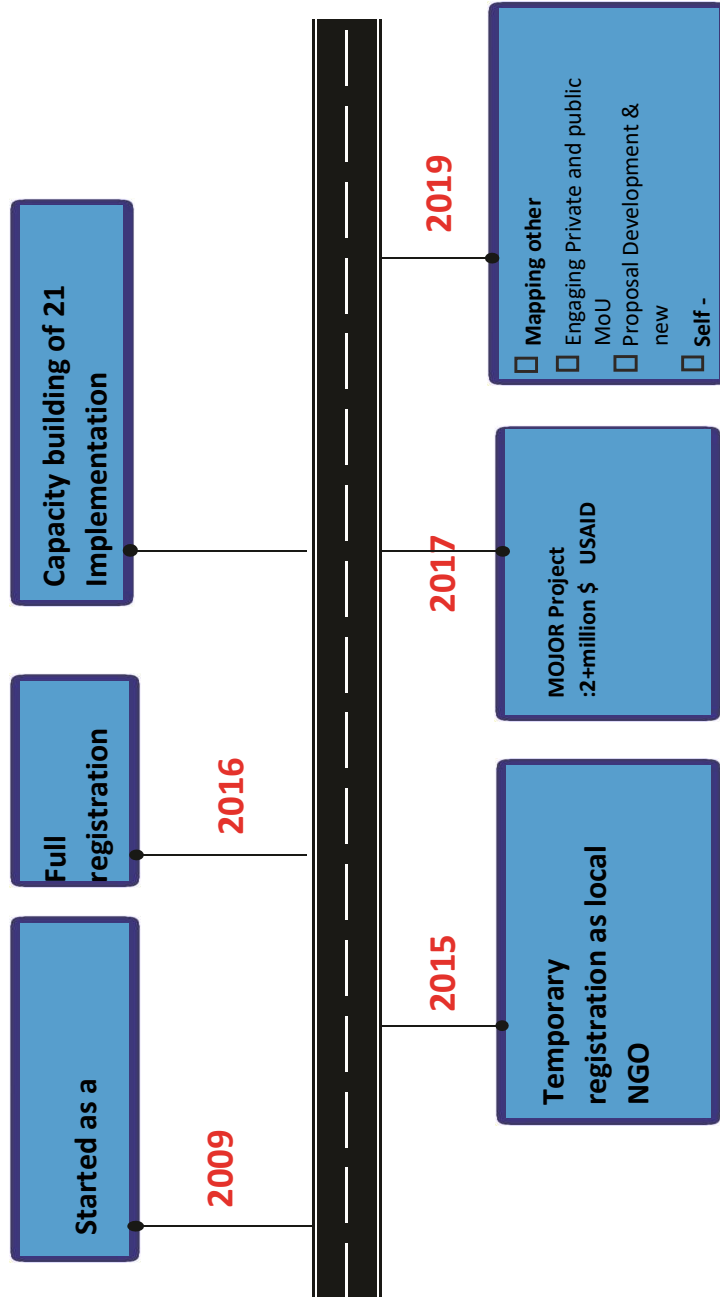
**Goal # 2: Improve AKA  
institutional capacity and  
ensure sustainability**

## Geographic Coverage

Interventions cover the 30 districts of Rwanda except the following districts: Nyagatare and Kirehe (in the Eastern Province), Kamonyi and Gisagara (in the Southern Province), Nyamasheke, Rusizi and Rutsiro (in the Western Province).

The Genesis of AKA- 2009-2022)

JOURNEY OF AKA FROM 2009- 2022



## Projects Implemented in 2022

### Skills Development and Employment Promotion Among Youth in Rwanda “SDEPAY” Project

Skills Development and Employment Promotion among Youth in Rwanda (SDEPAY) is a three-year project in collaboration with PIR and funded by BMZ, directly targeting 1,200 unemployed young people (60% of whom are women) to be supported through technical and soft skill trainings. SDEPAY project is expected to improve access to youth employment and thereby contribute to the well-being of their families. The project is implemented in 3 districts: Gatsibo, Nyaruguru, and Bugesera.

#### Key Achievements

##### Improved Employability skills

- 1,206 youth (311M, 895F) were trained in Work Read Now and Be Your Own Boss (WRN&BYOB) program, and 1,154 (300M, 854F) of them completed. Female represents 74%.



- The selected 150 youth (41M, 109F) financially supported by the project completed their courses in 3 TVET schools and followed up for internship;

- Through advocacy 26 youth (10M, 16F) benefited technical training under funds of RISA schools (government institutions).
- In total 1,006 (262M, 744F) youth including 300 (81M, 219F) and 744 (181M,525F) youth from respectively cohort 1 and 2 participated in apprenticeship opportunities in the project geographical area.

##### Access to finance

- 861 youth (212M, 649F) initiated 45 VSLGS. A total amount of 10,862,300 Rwf (equivalent to 10,425 USD) is to date mobilized by the 861 VSLG members;
- From 45 VSLGs existing VSLGs created in cohort 1, an amount of 5,319,600Rwf (equivalent to 5,100 USD) has been given to 459 (105 M, 354 F) members as a loan to run their Income Generating Activities (IGAs). The interest rate is ranged between 5-10%.
- 16 VSLGs opened bank accounts within SACCOs/ RIM/ Umutanguha

## Entrepreneurship and Economic Development

- A total of 87 youth (22M,65F) youth acquiring technical skills including 61 (12M, 49F) out of 63 financially supported by the project, and 26 (10M,16F) connected to KIBEHO;
- 400 youth entrepreneurs (98M,302F) have been identified, supervised and advised during execution of their businesses.
- 40 Youth (18M, 22F) found the employment within existing entrepreneurs and/or companies.
- Twenty-four (24) among them are temporarily employed while others are in improved jobs.



*Photo 2: A young girl with a carpentry skills and knowledge decides to set up a workshop to manufacture and sell chairs in her community*

## Lessons learned

- Local Employers appreciated having staff (i.e youths newly employed) who have both technical and soft skills in the community.
- More Youths have learnt that with a small amount it is possible to start a business. About 400 youth run small profitable businesses;
- The creation of VSLG helped youth to improve the culture of saving and removed barriers to loan fear.
- Soft skills training provided to project participants has shaped the youths 'mindset;
- SRHR skills help in the prevention of unplanned pregnancies and transmissible diseases,
- Child care support increased in teen mothers' participation in the training.
- The SDEPAY project collaborates with other GoR programs related to Youth employment promotion: over 20 youths were trained in TVET with the funding from other NGOs.



*Photo 3: project participant buys and sells clothes in Rugarika market- Nyaruguru district*



## Umurimo Kuri Bose (UKB) project

Umurimo Kuri Bose (UKB) Activity funded by USAID (UKB) its main objectives was to Increase youth employability skills, empowerment, engagement and equity and to Promote an inclusive and enabling environment for youth with disabilities to access and succeed in employment. The project will address an inclusive eco-system for lasting results, by building upon the USAID Huguka Dukore Akazi Kanoze (HDAK)'s market driven skills and employment approach.



Photo 4: Young people with disabilities attend training organized by the project

### Annual Key Achievements

- Umurimo Kuri Bose Project (UKB), trained 105 youth 96 completed.
- A group of 45(11M, 34F) people composed by a small number of adults, a significant number of youth both normal
- UKB project conducted a youth leader training of 4 (2F and 2M) youth representatives at Rubavu district;
- UKB project conducted meetings with 37 (24M, 13F) Youth Development

### Advocacy:

- UKB organized and facilitated the establishment of 6 steering committees in Rubavu, Rwamagana, Muhanga, Karongi, Kicukiro and Gasabo districts. Each steering committee is composed by: people with disability representatives, district officer in charge of disability mainstreaming, organization focusing on disabled people, private sector, officers in charge of sport and culture at district level, and vice-mayor in charge of social affairs at district level.

### Improved Employability skills:

- AKA in partnership with EDC, with funding from USAID implementing and ones with disability sat for the credential test which aimed to assess the knowledge gained during the training of WRN&BYOB;

Alliance (YDA) from Nyanza, Kayonza, Musanze, and Ruhango districts, purposely to integrate disability activities into districts' YDA action plans.

- UKB established a business champions network in line with project sustainability. It has been created a champion of 46 selected employers from 11 districts: Nyanza, Ruhango, Muhanga, Karongi, Gasabo, Kicukiro, Rwamagana, Kayonza, Musanze, Rubavu and Gicumbi.
- UKB organized GESI (Gender Equity and Social Inclusion) dissemination across 12 Districts: UKB team informed project interventions and tried to address gender stereotypes in disabled people zones. 263 Participants discussed possible adaptations/solutions and implementation processes at district level to enhance inclusion



*Photo 5: Youth with disabilities actively engaged in entrepreneurship.*

### **Access to finance:**

- **Voluntary Saving and Loan Groups (VSLG):**
  - AKA developed a VSL training manual
  - A total of field officers 9 (7M,2F) from UKB partners attended the VSL training.
  - AKA supported DPos and IPs to follow up existing VSLGs and establish new VSLGs: 24 in total composed of 419 (134M, 285F) members.
  - They have been able to secure 1,091,650 Rwf in savings, where 498,600 Rwf was given as loans to youth to support their social and economic activities.
- **Financial Linkage**
  - AKA in collaboration with EDC and RIM-Muhanga presented the Zamuka Rubyiriko product (which is a youth-friendly financial product) applied by RIM.
  - Participants learned how the product is interesting to youth who want to grow their businesses;
  - Testimonies on that profitable product have been given to motivate youth running small businesses.

### **Key Lessons learned**

- Employers appreciated disability mainstreaming skills acquired as one of the pillars for their success to support youth with disabilities, committed to employing more youth as well as linking youth with disabilities to others.
- To offer full support to youth with disability it is better to work with an organization specialized.
- Youth with disability need special care in communication such as sign language, non-verbal communication to show enthusiasm.
- There has been the youth who did not complete the training due to different reasons such as pursuing studies at university; finding jobs, sickness, and other occupations.

## **Building Resilience in TVET Through E-Learning (BRITE) PROJECT.**

Building Resilience in TVET Through e-Learning funded by the MasterCard Foundation, through COVID-19 recovery and resilience program. It is implemented by Education Development Center, in close collaboration with Rwanda Polytechnic (RP) and Rwanda TVET Board (RTB) and in partnership with Akazi Kanoze Access (AKA) to reach 8 Integrated Polytechnic Regional Centers (IPRCs) and/or TVET Schools, 40,000 students across levels 3-7 and 133 trainers. BRITE aimed at providing access for students to transferable employability skills through e-learning, to increase capacity of trainers to integrate e-learning, and to improve linkages between TVET trainings and workplace learning through e-learning.

The project accomplishes the following milestones;

### **Annual KEY ACCOMPLISHMENTS**

#### **Work Ready Now audio program:**

- The BRITE Project provided a ToT to level 5 trainers on the integration of the new level 5 Audio Program into their session plans. The ToT was conducted to 111(83M, 18F) trainers from 20 TVET schools and 4 IPRCs, to receive the IAI intervention.
- The project started the production of 30 songs for each Level 5 WRN Audios.
- The project designed a new Level 7 Audio Program package and Initiated the Development of 28 audio scripts.

**Training of students:**In collaboration with school managers, the project trained 1,746 level 7 students (1,118 males and 358 females) from IPRCs. Over its lifetime, the project Trained 3440 trainees/students at levels 3 to 7 as follows: 1453 at level 3, 1011 at level 5 and 1476 at level 7.

#### **E-Lessons development:**

- Identification of 10 new nuggets: In collaboration with TVET Schools and RTB, the project identified 10 content nuggets to develop 10 new e-lessons that include the following contents: Animal Health, Crop Production, Domestic Electricity and (3) Food Processing. It has developed 30 e-lessons.
- 28 contents developed and 20 incorporated in Moodle platform
- 20 e-lessons adapted in Moodle platform
- Follow-up and coaching for trade-based e-learning were done at 2 schools.



*Photo 6: Project participants are in an exchange session on e-lessons*

## Capacity building for TVET:

- The project team led the ToT refresher on the integration of BRITE materials in all components in order to promote blended learning in the TVET system. The refresher course included 118 trainers (97M, 21F) from 20 TVET schools. The trainers trained have been given the mandate to conduct the internal training for colleagues. TVET trainers (1 female and 7 males) and 3 (male) IPRCs instructors.
- BRITE conducted training with 60 TVET senior trainers and 26 BRITE champions.
- The project conducted the TOT to 71(58M, 13F) level 7 instructors and lecturers from 8IPRCs.



Figure 7: A project staff member conducts TVET refresher training.

These trained staff had the mandate to train their fellows, and they conducted the in-house training for 80 (68M, 12F) staff. The project also conducted the refresher TOT to 118 (97M, 21F) TVET trainers.

## The rollout of e-learning materials

- WRN audio Program rolled out in Level 3 for 16 TVET schools and 4 IPRCs
- E-lessons rolled out in Level 3 for 16 TVET schools and 4 IPRCs.

## Achieve and Work Read Now Project

Achieve and Work Read Now project is a pilot project that works to capacitate youth to get decent and productive work. The project aims to provide male and female youth aged 16 – 30 years with employable skills to build their knowledge, skills, and abilities in personal development, leadership, interpersonal communication, finding and keeping work, and Be Your Own Boss. The project is funded by Prince Trust International “PTI”.

The project operates in eight youth centres in the urban areas of Kigali and three peri-urban districts. The centres are in Kicukiro, Nyarugenge, Gasabo, Rulindo, Ruhango Rwamagana, Bugesera, and Musanze Districts



Figure 8: Prince Charles visits the Achieve and Work Read Now project and interacts with AKA leaders and project participants

## Annual KEY ACCOMPLISHMENTS



- 55 out of 139 youth have launched their businesses
- 30 out of 139 are employed

### Legacy events:

- The project team, organized and led the legacy event as an opportunity to celebrate achievements, gather lessons, and ensure that capacities were built among local partners and existing government institutions such as RP and RTB. A national graduation event was held, and youth participants attend the event.

### WRN & BYOB program:

- The project delivered WRN/BYOB training to a total of 139 youth (85F, 54M), and 61% were female.
- At the end of the trainings, all trained youth received certificates during the graduation event.

### Project positive results:

- 20 out of 155 went back to school
- 31 out of 155 are still looking for opportunities.
- 94.9% of graduate youths in WRN &BYOB are confident to gain a lot of experience in identifying ways to access money while 1% know little about this.

## Institutional strengthening and Capacity Building

This section highlights the actions that AKA has deliberately planned and organized to build the capacity of the staff or the organization itself. These will include meetings; trainings and the execution of consultancy works.

### **@AKA Participation in Meetings of Government Institutions and Other Stakeholders**

To be able to contribute to anyone initiative that promotes skills and knowledge about youth employability, AKA had taken part in quite a few meetings organized by government institutions. These organizations include TVET, NESAC, RTB, and RP, which organizations empower youth in technical skills. In most cases, AKA, based on its experience in youth empowerment, was part of the thematic teams with the mandate to guide the curricula that these institutions wanted to develop. For example, setting up curricula of TVET schools for level 3, level 4, and level 5. AKA's contribution in these thematic areas has been highly appreciated by the various partners.

Apart from this participation in these government institutions, AKA attended the meetings organized by other stakeholders who know AKA as one of the youth development agencies. Always look for an opportunity to share its program areas and then make it visible.

### **@Alliance, Coalition building**



*Photo 9: AKA Leadership signs Memorandum of Understanding with NRS Managers*

### **AKA signing Memorandum of Understanding with Key Partners**

During this period, AKA established a new partnership and alliance with key strategic partners working in the public and private sectors. This new partnership was concluded through the signing of a memorandum of understanding with the Ministry of Youth and Culture (MYCULTURE), the National Rehabilitation Services (NRS), the Ubumwe Community Center (UCC), RODI, and Fight Illiteracy Youth Organization (FIYO) and 73 local companies located in the districts of Bugesera, Gatsibo and Nyaruguru.

### **@Training on Child Safeguarding Policy**

AKA, in collaboration with Plan International Rwanda "PIR", as developed a policy on the rights and protection of the child that each member of staff and each stakeholder must sign before taking on any assignment with AKA and/or PIR. Note that AKA and PIR are committed to protecting and avoiding any action that could violate the rights of the child.

In this case, to become more practical than theoretical, AKA organized a two-day workshop of all AKA staff (32 in total) to master the developed child protection policy and established a committee to monitor its implementation.

### **@Participation in District Joint Action Forum (JDAF) meetings**

AKA is currently active member of JDAF especially in Gatsibo & Bugesera & Nyaruguru where AKA support and participate in different JADF activities and events.

### **@External audits (of the organization and projects)**

For accountability purpose and compliance AKA is a customer of hiring external certified independent audit firms to audit both technical and financial statements. External audits are meant to advice, learn and lead to improvements through our holistic interventions during implementation.

### **@AKA management meetings (SMT, Board, and General assembly)**

One of the approaches that moves the organization is to have abled active organs. Organs in their respective capacity meant regularly to foster good leadership, coordination, planning and reflect on strength, weaknesses, challenges and lessons learnt. All organs to mention senior management, team, board, general staff meetings are held to ensure smooth implementation and team building as well.

### **@Promotion of AKA's visibility.**

Continuously promote the use of information, communication and technology; media outlets both social platforms, website, newsletters, brochures etc are one the key intervention widely used to inform partners and beneficiaries AKA interventions and achievements. This not only falls within the scope of AKA's visibility but also plays an important role in raising funds. According to the internal slogan, "*everyone is a fundraiser*".

### **@ Kwibuka 28th, Genocide Against the Tutsi.**



AKA joined Nyaruguru district and Genocide victims in commemoration (Remember) the 28th anniversary of Genocide against Tutsi where AKA supported 10 vulnerable survivors by providing goats to support them improve their living.

### **@ Development of AKA Management and administrative instruments**

AKA has conducted four (4) important consultation activities, including the 5 Year Strategic Plan 2023-2027, Salary Survey, H/R, Financial Manual & Procedures and procurement policy as well Safeguarding policies.

## AKA Key Partners



## Stakeholders and Partners

MYCULTURE  
 MINALOC  
 MINEDUC  
 MINICOM  
 RODA  
 BDF  
 NRS  
 AEE  
 AJCEL  
 ANLM  
 APAFORME

RYOF

- UCC
- VSO
- AVSI
- Benimpuhwe
- Caritas-Byumba
- Caritas-Kibungo
- Caritas Nyundo

- COCOF
- CPJSP
- Frontier's Aid
- MAARIFA AFRICA
- IBC group
- IMBARAGA
- Never Again
- RODI
- SOS

- UPHLS
- CEFOTRAR
- VJN
- George Town University (GTU)
- APEFE
- RP
- RTB



## Future Dives

- ✚ AKA's focus will remain building an entrepreneurial mindset among Rwandan youth.
- ✚ A total of 75,000 youth is targeted in the next 5 years of the current strategic plan.
- ✚ Our aim is to Engage, empower and Connect .

If your organization would like to partner with AKA, please email [info@akazikanoze.org](mailto:info@akazikanoze.org)

## AKA Team



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