

2020 REPORT



Access and rational use of the water resource thanks to the Treadle pump: (Right): the vegetable garden of a farmer being watered with water pumped from the cistern house with the treadle pump

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Introduction

The report of the year 2020 referred to the strategic plan 2020-2024 which has eight specific objectives (8 SO) and 20 subjacent results. They are divided into the four main areas: Administration and Finance, Social and Charitable Works, Health and Development.

The following paragraphs describe the 2020 accomplishments by specific objective and underlying outcomes.

I. Accomplishments by Specific Objectives

SO1. Strengthen capacity for resource mobilization and management

This specific objective has four underlying outcomes:

- Outcome 1.1. increased management and staff capacity;
- Outcome 1.2. Partnership with stakeholders strengthened;
- Outcome 1.3. Capacity for financial mobilization and management strengthened;
- Result 1.4. Strengthened monitoring-evaluation and reporting capacities.

The achievements by result are detailed as follows:

Increased management and staff capacities

Increased management and staff capacities

The activities of this result have been realized at 83% considering the planned budget. These activities mainly concerned the payment of salaries and other operating expenses; the planning and holding of various meetings including those of the Board of Directors and the General Assembly. Unfortunately, various staff training could not be held as planned due to COVID 19's prevention measures. Among the training held there is the Protection and Safeguarding of Minors and Vulnerable Persons; Anti-Human Trafficking; Adequate Work; Disaster Risk Reduction; Psychosocial Support; Respect for Gender Balance (Gender Equality Social Inclusion Practices and integration (GESI)); Non-Discrimination of the Disabled; Training of Trainers on Integrated Early Childhood Development Services; Training of staff on reporting and data collection tools; Training on savings and credit approaches.

Partnership with stakeholders strengthened

Taking into account the budget forecasts, this result was achieved at a rate of 17%. There was a budget under-execution due to the nature of the activities to be done, many of which were meetings/training that were not held as planned as a result of COVID 19 prevention measures. Some of the activities were held virtually and thus except for telephone and internet costs, there was no disbursement of funds.

These are the activities that were all carried out under this result: The implementation of the external communication strategy and the operational communication plan; the holding of regular meetings with local and international partners; the publication of annual reports; and the payment of statutory dues to Caritas Internationalis and Caritas Africa.

Strengthened financial mobilization and management capacities

The degree of achievement of this result is very low, i.e., 4% in terms of the budget, and is due to the working conditions imposed by the prevention measures of COVID 19. Under this result, some of the planned activities were: mobilization of resources; investing for self-financing; sensitizing physical and moral persons to join the solidarity fund of Caritas Rwanda; setting up and making operational the fund mobilization committees at all levels; elaborating a resource mobilization plan and identifying the needs for institutional strengthening of the Caritas network.

Strengthened monitoring-evaluation and reporting capacities

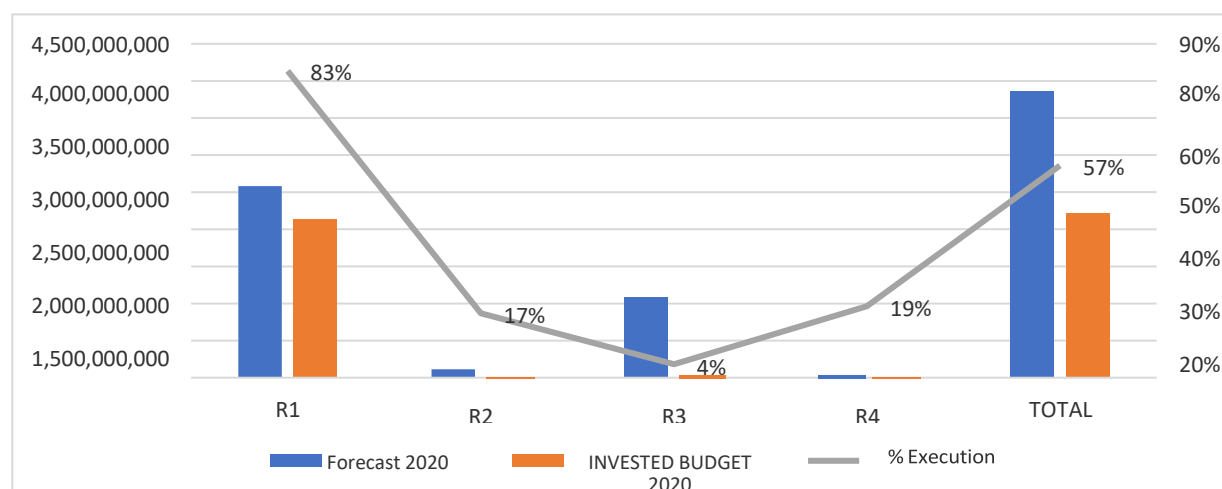
This result was achieved at 19% in terms of the budget but contrasts its level of execution of activities which affirms that all activities were carried out as planned. These are the activities that were executed:

- Collect, store and analyze data (Caritas, other databases)
- Update and use monitoring and evaluation tools
- Organize the annual financial and four-year organizational audits
- Organize mid-term and annual evaluation workshops of the operational plan
- Organize mid-term and final evaluation workshops of the SP

SUMMARY OF ACHIEVEMENTS AGAINST RESULTS

RESULT	PREVISION 2020	INVESTED BUDGET 2020	% EXECUTION
R: 1 Management and staff capabilities increased	2,580,078,403	2,134,445,805	83%
R:2 Strengthened partnership with stakeholders	111,914,500	19,442,839	17%
R: 3 Strengthened financial mobilization and financial management	1,084,835,000	39,462,593	4%
R:4 Strengthened monitoring-evaluation and reporting capacities	85,861,300	16,527,288	19%
TOTAL	3,862,689,203	2,209,878,525	57%

Figure 1: Achievement of results against budget



Results of the activities carried out

This year was marked by changes in the execution of activities compared to previous years. Since the outbreak of COVID 19, in March 2020, the plan which was in place had to be modified. The adaptation to preventive measures caused delays in some activities and an urgency to face the current situation. Caritas was able to mobilize assistance for vulnerable people who earn their living on a daily remuneration as they could no longer sustain themselves during the lockdown. Staff salaries were given as planned without interruption; some funds were mobilized from existing

partners for the fight against COVID 19; ongoing projects continued their activities by observing all preventive measures. Community sensitization on charity and the fight against the pandemic was done through the existing communication means at all levels. Caritas Rwanda was able to partner with UNHCR in the implementation of a project called "Graduation Pilot 2020" which was executed in Kiziba and Nyabiheke camp as well as in Kigali city.

The financial statements

The consolidated financial statements of the Caritas network are made of the balance sheet and the operating account. For this fiscal year, the assets of the Caritas family amount to 6,589,455,455 Rwf with a slight increase of 5,821,407,084 Rwf compared to last year.

The income statement which compares revenues and expenses shows a decrease of 6,603,119,259 Rwf against 7,369,800,587 Rwf for the revenues and 6,704,935,845 Rwf against 7,447,514,848 Rwf for the expenses respectively for 2020 and 2019. The balance sheet and income statement are shown in the tables below:

OPERATING ACCOUNT AS OF DECEMBER 31, 2020

I. REVENUES	2020	2019
Participation in-office maintenance costs	60,597,029	206,250,559
Participation in water and electricity costs	1,945,000	3,310,000
Participation in maintenance vehicle maintenance costs	40,975,124	68,949,143
Participation in the salaries of the shared staff	312,363,675	47,229,258
Indirect income	4,854,515	181,856,143
Operating Subsidy	1,600,129,188	6,409,414,088
Foreign exchange income	4,045,220,280	26,052,849
Net proceeds on disposal of assets	10,508,682	-
Interest received	29,631,363	41,526,182
Miscellaneous profits	41,636,340	500,000
Parents' participation in paying school fees	36,096,444	156,402,266
Income from departments	193,969,476	66,125,215
Contribution for medical coordination	23,923,000	31,106,220
Charity month collection/ other collections	40,452,759	78,788,833
Dividends received	882,605	2,346,546
Miscellaneous income	159,933,779	49,943,285
TOTAL INCOME	6,603,119,259	7,369,800,587

II. CHARGES		
Materials and supplies consumed	139,918,806	149,13,114
Transport utilised	70,416,145	111,266,828
Other services consumed	200,204,507	202,664,862
Miscellaneous expenses	564,301,832	284,822,642
Personnel costs	1,914,251,580	1,778,936,447
Taxes and duties	25,671,935	27,199,142
Allocation to amortization	127,181,113	139,813,418
Operating expenses	3,573,072,922	4,716,669,596
Expenses of the month of charity	89,917,006	37,028,799
TOTAL EXPENSES	6,704,935,845	7,447,514,848
Result of the period	-101,816,586	-77,714,261

BALANCE SHEET DECEMBER 31, 2020

ASSETS			LIABILITIES		
	TOTAL 2020	TOTAL 2019		TOTAL 2020	TOTAL 2019
<u>FIXED ASSETS</u>			<u>LONG AND MEDIUM-TERM CAPITAL</u>		
Buildings	2,199,454,796	2,117,334,299	General reserves	5,324,688,483	5,069,627,987
Computer Equipment	18,879,335	9,201,810	Own capital	531,020,706	-
Other materials and equipment	231,331,589	193,205,582	Retained earnings	- 70,382,161	12,367,532
Investment in commercial companies	2,314,675,933	2,103,446,228	Long-term debts	-	
Investments	237,042,906	98,400,000		-	
Fields	461,003,776	23,965,200			
	<u>51,465,200</u>	<u>4,545,553,119</u>		<u>5,785,327,028</u>	<u>5,081,995,519</u>
<u>ACHIEVABLE VALUES</u>			<u>SHORT-TERM DEBTS</u>		
Stocks	9,184,547	8,525,497			
Personnel debtor	8,518,555	41,591,348	State (PAYE, VAT)	42,820,139	44,715,781
Accounts debtor	22,791,966	11,695,544	State RSSB	10,174,241	11,988,899
Miscellaneous debtor	182,141,509	85,632,545	Miscellaneous creditors	230,307,289	273,679,198
Partner debtor	25,316,181	113,665,121	Supplier		19,563,958

				193,376,873	
Prepaid expenses	24,125,788	17,778,260	Prepaid expenses	520,000	-
	-	-	Partner Creditor	729,428,374	465,160,154
	-	-	SFAR	-	2,010,289
		-	Waiting to be charged	7,547	7,547
	<u>272,078,546</u>	<u>278,888,315</u>		<u>905,945,013</u>	<u>817,125,826</u>
<u>CASH AT BANK AND IN HAND</u>			<u>RESULTS</u>		
			-		
Banks	803,077,337	995,841,239	Result for the period	(101,816,586)	(77,714,261)
Cash	446,037	1,124,410			
	<u>803,523,374</u>	<u>996,965,649</u>			
				-	-
TOTALS	<u>6,589,455,455</u>	<u>5,821,407,084</u>		<u>6,589,455,455</u>	<u>5,821,407,084</u>
			-		

Narrative comparison with the previous year (2019)

The deficit result of this year is 101,816,586 Rwf which is higher compared to 77,714,261 Rwf, the deficit of the previous year. The above tables illustrate it. The main reason for this deficit is the lack of income necessary for the execution of the activities planned during the year, which implies the use of the existing reserves.

The Family Caritas' income represents 9% against 91% of the funds coming from partners. The following table shows the details of the year 2020 revenues by Caritas:

OWN FUNDS		FUNDS FROM PARTNERS		TOTAL
Amount	%	Amount	%	
621,902,386	9%	6,337,827,222	91%	6,959,729,608

SO2. Raising awareness of the Caritas identity and mission

This specific objective has two outcomes:

R1: Ownership of the Caritas mission by pastoral workers,

R2: The community is engaged in caring for vulnerable people;

Appropriation of the Caritas mission by pastoral agents

To raise awareness of the community's contribution to the care of the vulnerable, meetings on how to animate the community in the Caritas spirit and advocate for the vulnerable were organized in all Catholic schools, religious communities, and the grassroots community in the parishes. The number of participants was reduced as a way to comply with the measures taken against the spread of COVID-19. The cost was 4,498,800 Rwf, which is 30% of the planned budget.

The strategies used include the organization of Caritas days and Caritas week in the parishes, capacity building of volunteers and staff, and sensitization visits to all parishes. These visits focused on sensitizing the community to the Caritas spirit and organizing collections in favor of the vulnerable in schools and communities.

It should be noted that not all of the planned activities could be carried out because of the containment measures caused by the spread of the COVID-19 pandemic in general or in some of the most affected regions of the country.

The collection during the special seasons of the Church, as a result of the increased sense of ownership of the pastoral agents, has contributed to the assistance of the vulnerable at the level of the parishes and has as well strengthened the mutual support.

The community is committed to caring for vulnerable people

The Diocesan Caritas has continued to follow up on the good management of the mutual aid funds at the level of the Basic Ecclesial Communities (BECs) by advising the members of the central Caritas, BECs, and school committees. The budget achievement is 94% of the annual forecast.

SO3. Improve the living conditions of vulnerable people

The vulnerable people supported have changed their behavior in terms of self-care and resilience

The budget of **562,305,249 Rwf, i.e., 47% of the planned budget** was used in assisting vulnerable children (20,773). The money was used in providing school fees, school materials, tickets, and school follow-ups. There has been an increase in the number of beneficiaries and a reduction in the budget as the schools were closed from March to November. The partners vary according to the diocesan Caritas.

Street children were taken care of in the Archdiocese of Kigali, the diocese of Butare, Kibungo, and Gikongoro. A budget of 53,468,575 Rwf catered for 485 beneficiaries. The health measures have had an impact on the care of street children, in addition to the lack of funds from the project financed by Caritas Switzerland in the Archdiocese of Kigali which has ended.

With a budget of 244,263,697 Rwf, in 2020, 903 people from all the dioceses benefited from the support of building and rehabilitating houses.

In all the dioceses, 46,406 people received various aids of 188,387,539 Rwf. With the support of NUDOR in all the dioceses except Cyangugu, 3,154 disabled people were assisted with a budget of 290,765,962 Rwf.

Single mothers (4858) were assisted in all the dioceses with a budget of 37,037,550 Rwf. Assistance to the elderly reached 5,360 people with a budget of 74,769,578 Rwf through complete care by the religious communities or punctual help by the BECs of all the dioceses except Cyangugu and Nyundo/Kibuye. Except for Caritas Kigali and Nyundo/Kibuye, 89,987 prisoners were assisted with a budget of 31,392,800 Rwf.

The total for all the activities of R1 Objective 3 is 194,385 people assisted with a budget of **2,037,150,435 Rwf**. This result alone covers 89% of the department's total budget.

Vulnerable people were cared for

The sensitization of specific groups (Caritas animators, parents of OVC, and beneficiaries in general) to self-care was done at the level of parishes and refugee camps of Mahama, Kiziba, and Nyabiheke and in the city of Kigali. After the sensitizations, some vulnerable people were able to form associations and carry out activities that generate income which contributes to the eradication of poverty and building resilience for the most deprived.

SO4. Reducing the impact of humanitarian crises on affected populations

Caritas workers master the tools used in disaster prevention, response, and mitigation

Two out of the three planned activities were carried out within the framework of Caritas institutional strengthening with a budget of **71,277,349 Rwf**. We have developed a contingency plan for emergency prevention, mitigation, and response that we have shared with all the dioceses.

The resilience of communities affected by humanitarian crises strengthened

Only Caritas Kibuye, with a budget of 2,100,000 Rwf, was able to carry out activities to achieve this result.

The community is mobilized on the collections in case of humanitarian crisis

Diocesan Caritas have collected funds to assist the vulnerable affected by the lockdown and other consequences of COVID-19. The funds collected were used to purchase food items and toiletries distributed during the March-April 2020 lockdown. In total, a budget of 172,002,231 Rwf was mobilized. Those items were distributed to people who have a daily wage and would not work during the lockdown imposed by the COVID 19 restrictive measures.

The total budget used for the objective is 295,706,326 Rwandan francs and was largely used for aid distributed during the COVID 19 lockdown and for training volunteers and diocesan Caritas staff.



Food distribution during COVID-19 to families of disabled children

Some testimonies of achievement

NYIRAJYAMBERE Marcelline was born into a vulnerable family of 9 members namely, 2 parents, 4 girls, and 3 boys. She was born with two club feet whose parents were unable to provide medical care because of their poverty.



Marcelline is now well and can wear shoes

In 2013, she underwent surgery on her right foot at the Rilima Orthopedic Surgery Center under the funding of the Liliane Foundation through the St. Vincent de Paul Center of Lendeledede of Muhoza/Ruhengeri. However, as the left foot was yet to be operated on, this operation did not allow her to put on shoes or to walk properly. In 2020, Marcelline underwent surgery on her left foot, which was financed by the NUDOR/Liliane Foundation through the Diocesan Caritas of Ruhengeri.

The expenses for the surgery amount to 1,326,919 Rwf. The second operation allowed Marcelline to put on shoes and walk properly as her two feet are almost corrected. She is about to turn 25 years old; she thanks everyone who

assisted her, without whom this operation would not have been successful. For the moment, she has hope for her future, whereas, before the operation, she was desperate.

Mr. HAKUZIMANA Pascal who was born in 2002, comes from the district of Kamonyi, Southern province, and thanks Caritas Kigali who through the Abadacogora-Intwari project pulled him out of the street and assisted him in his studies. He attended successively GS Cyahafi (9YBE) then the ETO of Save Butare in the construction field where he obtained an A2 diploma. He continues his university studies at KIST in 2nd year and praises the assistance received from the Abadacogora-Intwari Center.

Hakuzimana's testimony demonstrates how under the guidance and organization of service providers, every child is useful to society. This is the case of a group of young street children who form a small association called Hinduka New Vision. These youths with the help of Caritas Kibungo have organized themselves into baggage porters in the city of Kibungo and are very grateful for this benefit. They gained a lot after getting the work uniform: first the trust of others who considered them bandits, and then work that allows them to feed themselves and theirs and to save some extra money. They are no longer labeled bandits but are rather useful and responsible citizens.

In collaboration with the parish Caritas, houses for 82 poor families in the parishes of Nyumba, Simbi, Mugombwa, Gikore, Kiruhura, Kansi, and Ruyenzi were repaired for an amount of two million four hundred and thirty thousand seven hundred and eighty Rwandan francs **(2,430,780 Rwf)**.

The community's generosity in assisting the vulnerable, especially during the lockdown, has gained momentum compared to previous years. This was mainly due to the animation of the Caritas spirit especially during the special seasons of the Church, the month of charity, and the active participation of the parish priests.

The collections of the month of charity 2020 which were not held in August as usual because of the COVID-19, were held during the last two weeks of November. The proceeds of the collections are very low compared to past years. Some parishes did not contribute and the time for mobilization was reduced and not held as usual because of the measures against the spread of the virus.

Support for refugees from neighboring countries



Florida in her shop when we visited her

Caritas Rwanda's interventions are not limited to nationals, but also refugees from Burundi and the Democratic Republic of Congo living in the country. As an illustration, NTEZUKWIGIRA Florida, 35 years old states, "I arrived in RWANDA in July 2015 with my 3 children, I live in Gikondo in the City of Kigali. I am a Burundian refugee. When I arrived in Rwanda, I had many problems feeding my children because I am separated from my husband. I lived in fear with

my children. I did not have money and lived under the protection of the Rwandan government in a house rented by the UNHCR. The food was given to us by friends and neighbors. In 2020, Caritas RWANDA recruited me as a beneficiary of the Graduation Pilot Project. We had training on SILC methodology and IGAs. After the training, I opened a store. Caritas RWANDA gave me financial support of 462, 500 Rwf to start the project. I sell soft drinks and food."

At the moment, Ntezukwigira's store has progressed and has become a food store. She is now better off despite the difficulties related to COVID 19 and its preventive measures that have decreased the number of working hours and the number of customers. Her capital has increased from \$500 to \$3000. That is, from 462, 500 to three million Rwandan francs.

Mrs. Ntezukwigira thanks Caritas RWANDA for the support which led her out of poverty. She is determined to continue her business and wishes that Caritas continues following her up.

SO5. Contribute to the access and availability of affordable and quality preventive, promotional, curative, palliative, and rehabilitative health services.

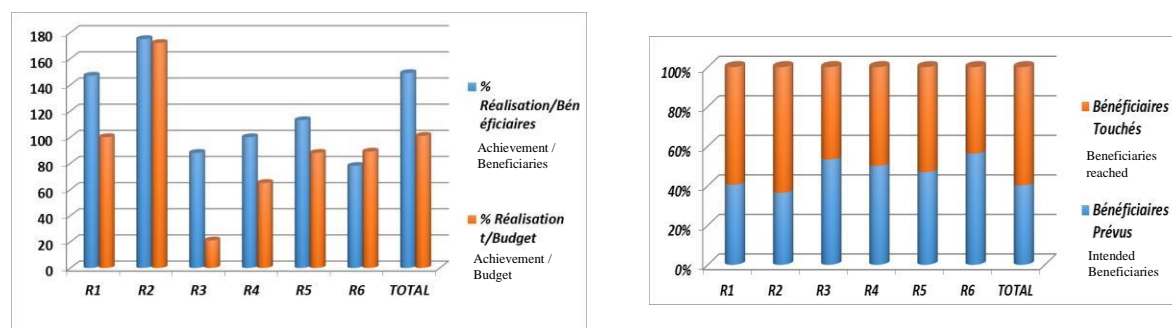
- **R1:** Accessibility, availability, and quality of health services are improved;

- **R2:** Prevention and community-based management of communicable and non-communicable diseases are ensured

Thanks to the support of various partners, the activities carried out during the year 2020 have contributed significantly to the above-mentioned three objectives.

Thus, we achieved a positive percentage of 143% of beneficiaries who accessed health interventions under 101% of the budget.

Chart 1: Level of performance in achieving results compared to expectations (%)



Improved access to health care

All the interventions/activities related to Result 1 aim to contribute mainly to the improvement of access to quality health care at the level of our health structures but also at the level of the community: a great community mobilization aiming at the adhesion to the mutual health insurance, the reinforcement of the capacities of the governance structures of the health facilities, the dedication of the medical personnel, the construction and rehabilitation of the health infrastructures and the community interventions of prevention, health promotion, and comprehensive care.

During the year 2020, the utilization rate of health services in the Catholic approved structures reached 95.2%.

Those who benefited from the activities of Result 1 are 32,066 beneficiaries with a budget of 8,957,010,381 Rwf.

Finally, construction projects, rehabilitation of buildings, and the functioning of health facilities alone have taken a budget of more than eight billion one hundred and eighty-three million (8,183,521,469 Rwf).

Prevention and community-based management of communicable and non-communicable diseases are provided



One hundred and sixty-four thousand five hundred and twenty-two people **(164,522)** benefited from comprehensive care related to sensitization on the importance of voluntary HIV and tuberculosis testing for suspects at the health facility level, in palliative care services, and at the community level, and finally, through the care of the COVID-19 pandemic.

Objective 1 was achieved through its two results (1&2) by a rate of 170% in terms of beneficiaries and a rate of 101% in terms of budget.

Some achievements

Investment in construction, rehabilitation of buildings, donations of vehicles, and medical equipment have allowed the accessibility and availability of quality health care services. Improved healthcare services have as well contributed to the reduction of morbidity and mortality rates that result from diseases.

As an illustrative example: 7 ambulances were donated to all the Catholic District Hospitals by the Ministry of Health. Each vehicle has a value of 40,000,000 Rwf and these ambulances will facilitate the transfer of patients and increase income at the level of the hospitals.

There have been other good initiatives such as the rehabilitation of some laboratory premises of the health centers of Muyunzwe, Gihara, and the construction of the health post of Kizibere in Kabgayi Diocese.

In addition, the construction of maternity rooms of the health centers of Kirambi (Diocese of Gikongoro), Kivumu, Biruyi (Diocese of Nyundo/Gisenyi), and those of Mushubati and Birambo (Diocese of Nyundo/Zone Kibuye). Gakoma district hospital (Diocese of Butare), and Muyanza health center (Diocese of Byumba) were repainted

Apart from rehabilitating, constructing, and repainting, there was also the removal of asbestos roofing at Ruli district hospital and Ruli health center in the Archdiocese of Kigali. Besides, asbestos roofing of Mubuga health center (Diocese Nyundo/Zone Kibuye), of Kiziguro district hospital, as well as the roof of Kiziguro health center, were replaced.

Handwashing stations were built at Nemba Hospital, and health centers of Butaro, Nemba, and Janja of the diocese of Ruhengeri.

Prevention and community-based management of communicable and non-communicable diseases are provided

The Catholic Church in Rwanda through Caritas Rwanda has donated **two hundred and ninety-four million four hundred and eighty-three thousand two hundred Rwandan francs (294, 483, 200 Rwf)** to the 10 Catholic Hospitals that are part of the national health system governed by the Ministry of Health. The donation will be used to prevent and help people infected by the COVID-19 pandemic which continues to plague the world and Rwanda in particular.

Caritas Rwanda's contribution was intended for 10 Catholic Church Hospitals, which are, Ruli Hospital, Nemba Hospital, Gakoma Hospital, Murunda Hospital, Kabgayi Hospital, Mibilizi Hospital, Kiziguro Hospital, Ndera Neuropsychiatric Hospital, Gatagara Orthopaedic and Rehabilitation Hospital, and finally Rilima Paediatric Orthopaedic Surgery and Rehabilitation Hospital.



Bishop Anaclet Mwumvaneza, of Nyundo Diocese and the President of Caritas Rwanda, explained to the guests that the support was a result of the project proposed by Caritas Rwanda to the Italian Episcopal Conference after Pope Francis had called on rich countries to support poor ones to cope with the effects of COVID-19 pandemic.

The Minister of Health, Dr. Ngamiye Daniel, thanked Caritas Rwanda and its partner, the Italian Episcopal Conference, for providing these protective items against COVID-19 as a sign of solidarity with the country in the fight against the COVID-19 pandemic.

"We have received your noble contribution in the prevention and control measures of COVID-19, we acknowledge it at this time when we are trying to curb the pandemic and urge all Rwandans to continue to prevent its spread," he said.

OS6. Contribute to the country's efforts to slow down the galloping demography, through birth control using NFP methods according to the principles of the Social Doctrine of the Catholic Church

R1: Accessibility and adherence to quality services offered through the Natural NFP Program at the facility level is increased;

R2: Integration of NFP methods into the FP program is ensured

Accessibility and adherence to quality services offered through the NFP program at the health facility level is increased

This result reached 88% of the beneficiaries with a budget of 21% compared to the forecast.

26,244 new and former couples had access to Natural Family Planning (NFP) methods and were followed up at the health facility and community levels thanks to the support of NFP providers and Community Volunteers.

We would like to note that the year 2020 was also marked by different exchanges with the Ministry of Health on certain challenges in the family planning sector, especially about the management of sub-stations (human resources, reporting, and supply chain management). In 2021, to address the challenges of the lack of resources, reporting, and supply chain management, there is an execution of the new funding partnership for the NFP program.

Integration of NFP methods into the FP program is assured

This result aims to strengthen the capacities of the NFP service at the health facility level (FOSAs).

It was achieved at 100% in terms of capacity-building meetings with a budget of 65%.

Objective 6 was achieved through its two results (3&4) by a rate of 88% in terms of beneficiaries and a rate of 24% of the budget.

Some achievements

Mr. Semutunzi Joseph's family and his wife Mukamisha Charlotte shared their experience on natural family planning:



"We, the family of Semutunzi Joseph and my wife Mukamisha Charlotte, aged 38 and 34 respectively, are originally from Burera District, Kivuye Sector, Murwa Cell, Muhombo Village. We have been married for 14 years. We have 5 children, the first three are 1 and a half (1½) years apart and 2 years between the 4th and 5th. At our 2nd child, we sought to use family planning. Since 2013, I (Mrs. Charlotte) have been subjected to injections

(known as the "modern" method) and from which I suffered from side effects (migraines, heavy legs, low back pain, dizziness, extreme cold sensation,) every time I took them. Because of the intolerance of these side effects, we had to abandon the "modern" Family Planning and I became pregnant again. After the birth of the 4th child, I started taking the injections again but unfortunately, it didn't last because of the side effects again. We decided as a couple to give up and as a result, three months after stopping the injections, I (Charlotte) did not have my period as I was already pregnant. So, we decided to stop using birth control.

It was after our fifth child that we changed our mindset about giving up birth control. The idea of using NFP methods was motivated by the nurse who was working at the Rususa Health Center in the family planning department. During the curative consultation, the nurse inquired about our family history and when she heard that we have five children and that the last born is two years and a half, she asked us why we do not use NFP and we told her we have tried using it for the last 8 years through modern family planning methods but to no avail. Our conversation led her to talk about NFP and its benefits. One day later, the nurse visited our home and explained to us all the benefits of NFP to a couple. From that time, as a family, we are using the "Collar" as a natural method. The child is now 7 years old. We regret that we were not informed about the existence of

natural methods before. For the past 7 years, we have learned a lot about the hormonal functioning of my wife's body and when she feels sick or tired, I prepare the meal for the children and the whole family or do the laundry.

We are contented with the level of socio-economic development of our family. Through the constructive dialogue that currently prevails in our household, we now have enough time to take care of our children in terms of nutrition, hygiene, healthcare, and education.

OS7. Improve the nutritional status of pregnant and lactating women and children under 6 years of age, focusing on the 1,000-day window of opportunity between pregnancy and the second birthday

R1. The nutritional status of pregnant women and children under 6 is improved

R2. Quality and equal access to ECD services for all beneficiaries is ensured

The nutritional status of pregnant women and children under 6 years of age is improved

The activities of this result have reached more than **2,976** beneficiaries at the community level (**113%** in terms of achievement of beneficiaries) with a budget of **137,216,968 Rwf** (**88% in terms of achievement of budget**) compared to the annual forecasts.

Quality and equal access to early childhood development services for all beneficiaries are ensured

This result is related to the quality and equal access services in early childhood development services.

This result has benefited 78% of beneficiaries; has provided 3,324 functional services under the budget of 89% compared to the annual forecasts.

Objective 7 was achieved through its two Results by a rate of 113% in terms of beneficiaries and a rate of 88% in terms of budget.

Some achievements

The nutritional status of pregnant women and children under 6 years old is improved



We appreciate the members of the Health Club "Twitezimbere, Turwanya Imirire Mibi" in the Karama sector, of Huye District, created through the support of Caritas Rwanda through its HIV/AIDS Project funded by the

Government of Rwanda/Global Fund. This is a club of single mothers under the age of 19 years, who attest to having improved nutrition and that of their children. "Thanks to the HIV/AIDS Project, we were trained on vegetable garden farming activities. After the training, we started to collect money for the purchase of seeds of the vegetables. After some time, we realized that it would be better to have a vegetable garden in each of our respective families. To achieve this goal, having bought the seeds, the members of the club went to all our families to establish a vegetable garden. With children on our backs and some of us who were still young (15-16 years old), we had not thought that we could accomplish it. But our dreams have come true thanks to the support of Caritas Rwanda, the local authorities, the community health workers, and Inshuti z'Umuryango.

For the moment, we have regained the confidence of our respective families. Through contributing to the socio-economic development of our families, they have realized our abilities. At all our meals, we now eat a balanced diet with vegetables. Given the active participation of all the club members, we envisage an expansion of our vegetable farming on a big plot which will increase both the harvest and the quality of our yielding; this would help us to get vegetables for our consumption and sale. We are grateful to Caritas Rwanda's HIV/AIDS Project for its support and advice.

CARITAS RWANDA / HEALTH 2020 ACTION PLAN ACHIEVEMENTS									
ACTIVITIES			Unit	Planned Beneficiaries	Beneficiaries Affected	Planned Budget	Budget invested	% Beneficiaries Affected	% Budget Used
SO I: Contribute to the access and availability of affordable and quality preventive, promotional, curative, palliative, and rehabilitative health services									
SO1 / R1. Accessibility, availability, and quality of health services are improved									
1.1.1	Contribute to the various strategies aimed at increasing the rate of adherence to the mutual health insurance	Organize mutual health insurance campaigns at the health facility/community level & payment of mutual health insurance to vulnerable groups	People	19.731	28.880	60.253.700	75.185.200	146	125
1.1.2	Contribute to the payment of medical care for vulnerable people	Payment of medical care to indigents	People	1.862	3.186	99.338.000	111.949.043	171	113
1.1.3	Ensure the strengthening of management capacities and good governance of health facilities	3.1. Organize quarterly meetings of the COSA & CEA and monthly meetings of the Hospital COGEPs	Meetings	935	936	15.023.600	13.539.314	100	90
		3.2. Organize quarterly medical coordination meetings at the diocesan & national level + Organize capacity building training for the Titulaires and the Presidents of the Health Committees	Meetings/ Training	280	55	14.546.300	5.159.650	20	35
		3.5. Organize an annual retreat for health facility managers (2 people/FHOs)	People	188	0	5.394.300	0	0	0
		3.6. Organize quarterly supervision at the health facility level	Supervision Sessions	396	286	6.781.200	5.856.940	72	86
		3.7. Organize financial audits of health facilities	Audits	51	5	16.400.000	3.469.840	10	21
		3.8. Operation of the health facilities	FOSAs	118	116	7.681.952.514	7.569.259.704	98	99
1.1.4	Organize a World Patients' Day		FOSAs	114	82	5.940.000	3.880.930	72	65
1.1.5	Strengthen the capacities of health facilities in terms of infrastructure and equipment	Construction/ Extension/ Rehabilitation of Houses, handwashing station	Construction/ Rehabilitation	35	34	944.901.282	614.261.765	97	65
		Purchase of equipment for health facilities (COVID-19) and others	Equipements	36	36	116.358.271	554.447.995	100	477

TOTAL SO 1/R1				21,781	32,066	8.966.889.167	8.957.010.381	147	99.8
S.O.1/R2: Prevention and community-based management of communicable and non-communicable diseases are provided									
1.2.1 & 1.2.4	Ensure the prevention and management of PLHIV; the prevention and management of malaria; the identification and transfer and management of suspected tuberculosis cases at the health facility and community levels	Prevention and management of HIV/AIDS, malaria, and TB	People	88.810	131.138	129.118.533	234.542.802	148	182
1.2.5	Ensure the prevention and management of chronic diseases at the health facility/community level as well as the adequate management of people with chronic diseases through palliative care services (health facilities, parishes)	Prevention and management of chronic diseases in health facilities and palliative care services	People	5.225	33.384	22.700.700	26.685.258	639	118
S/TOTAL OS 1/R2				94.035	164.522	151.819.233	261.228.060	175	172
	TOTAL OS1/R1+R2			115,816	196,588	9.118.708.400	9.218.238.441	170	101
O.S II: To contribute to the country's efforts to slow down the galloping demography, through birth control using NFP methods according to the principles of the Social Doctrine of the Catholic Church									
S.O.2/ R1: Accessibility and adherence to quality services offered through the NFP Program at the health facility level are increased									
2.1.1	Strengthen the NFP program at the health facility and community levels	1.1. Organize training/retraining for 109 NFP providers and health facility managers, facilitators, and family educators on NFP methods (1 provider per health facility). / Family Educators on NFP methods (1 Provider / Facility)	People	118	56	4.247.600	681.300	47	16
		1.2. Organize an NFP day at the parish level once a year (1 NFP day/parish/year)	NFP Days	134	10	3.521.913	315.000	7	9
		1.3 & 1.4. Number of Couples using NFP methods (NC&AC) at the health facility, parish, and community levels	Couples	37.446	32.887	5.139.000	1.659.200	88	32
S/TOTAL OS 2/R1				37.564	32,943	12.908.513	2.655.500	88	21
SO2/R2: Integration of NFP methods into the FP program is ensured									
2.2.1	Strengthen collaboration between Caritas and Partners working in the field of FP		Meetings	4	4	1.040.000	672.000	100	65

S/TOTAL SO 2/R2				4	4	1.040.000	672.000	100	65
TOTAL SO2/R1+R2				37.564	32.943	13.948.513	3.327.500	88	24
S.O III: Improve the nutritional status of pregnant and lactating women and children under 6 years of age, focusing on the 1,000-day window of opportunity between pregnancy and the second birthday									
S.O3/R1. The nutritional status of pregnant women and children under 5 is improved									
3.1.1.	Promote the adoption of recommended feeding, hygiene, and sanitation practices for mothers of childbearing age at the health facility and community levels	Organized educational sessions	3.666	3.234	92.328.832	71.090.398	88	77	
3.1.2	Strengthen the identification and transfer of acute malnutrition cases to the health facility level	People	2.976	3.370	64.159.358	66.126.570	113	103	
S/TOTAL SO 3/R1			2,976	3,370	156.488.190	137.216.968	113	88	
S.O3/R2: Quality and equal access to early childhood development services for all recipients is ensured									
3.2.1	Contribute to the effective establishment of operational early childhood development services at the village level	Establishment of operational services for early childhood development at the village level	Functional early childhood development services	4.274	3.324	78.019.020	69.654.040	78	89
S/TOTAL SO 3/R2				4.274	3.324	78.019.020	69.654.040	78	89
TOTAL SO3/R1+R2				2,976	3,370	234.507.210	206.871.008	113	88
TOTAL SO1+OS2+OS3				156,356	232,901	9.367.164.123	9.428.436.949	149	101

OS8. Increase the economic capacity of vulnerable people in the logic of sustainable development

This objective has three results, namely:

R1. The beneficiaries have improved agro-pastoral production capacities

R2. Beneficiaries have strengthened financial and rural entrepreneurship capacities R3. Resilience to climate change strengthened,

SO/R	Titled	Number or Quantity realized	Actual budget (Rwf)	% Beneficiaries reached vs. quantity reviewed	% Budget used vs. budget reviewed
SO8	The economic capacities of vulnerable people increased in the logic of sustainable development	437,376	2,543,192,735	60	113
R1	Improved agro-pastoral production capacities	100,845	388,354,718	203	48
R2	Financial capacity and rural entrepreneurship strengthened	39,816	1,784,457,644	233	182
R3	Resilience to climate change strengthened	296,715	370,380,373	45	80

The activities carried out during the year 2020, which is the first year of the Caritas Rwanda 2020-2024 strategic plan, are listed below.

The beneficiaries have improved agro-pastoral production capacities

During this year, as part of the improvement of agro-pastoral production capacities, we have focused on the extension of modern agricultural techniques adaptable to different environments, and different crops. We have integrated other techniques according to the different climatic zones in Rwanda. We have accompanied farmers' organizations and have provided them with agricultural

input services. Some of the farmers' organizations were motivated and mobilized to do agribusiness, for instance, the KOGUASA cooperative in the Sake sector, Ngoma district.

The producers were mobilized to join and take part in the agricultural input service known as smart Nkunganire. All the accompanied farmers have used agricultural inputs such as seeds and fertilizers. The Farmer Field Schools (FFLS) approach was used in our interventions and focused on the extension of bio-intensive agricultural methods and agro-ecological techniques. Placing the demonstration fields in the vicinity of the Kabgayi diocese encouraged the communities to duplicate them and to invest in growing vegetables for their consumption and sale, and this was achieved through the aforementioned technique.



Irrigation system and water catchment in Sake/Ngoma Eastern Province, (on the left) and watering crops around the river (on the right)

The promotion of horticulture through kitchen gardens and consolidated areas of certain vegetables like eggplants, tomatoes, and cabbages, is strengthened in all the dioceses through the various programs of Caritas. This contributes in two ways. It plays an important role in reducing malnutrition cases in households but also in protecting households against the negative effects of Covid-19 which has paralyzed almost all development activities.

The upgrade of horticulture is coupled with the advancement of irrigation and other techniques that contribute to conserving moisture in the soil to make the most out of the third agricultural season (dry season) and hence to increase production. Through this endeavor, different equipment namely, watering cans, motor pumps, and treadle pumps were acquired and have allowed citizens to benefit from all the agricultural seasons and at the same time have an increased harvest and can afford a balanced diet and have food security.

Apart from training and accompanying farmers towards an increase of harvest and minimizing post-harvest loss, Caritas, in partnership with the different partners, has built drying sheds and storage barrels for cereals and other seeds.



Producers in Sake, Ngoma district have been equipped with maize drying sheds and plastic storage drums to improve production quality

Livestock breeding techniques have been popularized and have benefited both small and large livestock breeders. Today, households have cows, sheep, goats, rabbits, and/or chickens thanks to the tontines initiated by the POs but also thanks to the different support provided to farmers for the acquisition of livestock. 6,120 large and small livestock were distributed compared to the 7,671 planned, i.e., 80% with 72% of the budget used compared to the planned budget (144,690,000 Rwf). The joint breeding initiatives will allow farmers to improve their learning and donate a cow to one another in the community. This is the case of Caritas Kabgayi through the Girinka project which has an improved cow farm.

Beneficiaries have strengthened financial and rural entrepreneurship capacities

Accompanying beneficiaries in the management and initiation of savings and credit groups (ISLG/SILC/, PGR) has been done differently from one region to another due to the measures taken to fight the pandemic. It was discovered that savings and credit groups help the community to be resilient and overcome all the challenges incurred because of the COVID 19 outbreak. The unpredictable situation of the pandemic has made different programs focus on the beneficiaries in the creation and reinforcement of their RMPs through the RMP Help Fund. The latter has increased almost two times 170% compared to what was planned. 52.895.4108Rwf were used against the 94.200.000 rwf envisioned and this amount has facilitated the increase of groups that work with banks, SACCO, and MFIs. It has as well contributed to the accompaniment of those group members in the establishment and management of small income-generating projects.

Concerning entrepreneurship of medium and small-scale farmers, an emphasis was put on training in non-agricultural trades, such as supporting young people in vocational training (TVET). 1,043 beneficiaries against 1,054 expected were supported in school fees payment and getting school materials. In addition, 772 and 720 young people were supported respectively in start-up equipment for hairdressing, sewing machine, masonry, and hairdressing and such help has facilitated access to employment in different areas.

We note that the initiation of savings and credit activities among both school-going youth and adults, coupled with small-scale livestock and agricultural entrepreneurship, is effective in building the resilience of the most vulnerable as Nyirihirwe Pélacie and Claire Nyirahavugimana testify.

Testimony of Nyirihirwe Pélégie



My name is Nyirihirwe Pélégie, fatherless girl, I live in the village of Butimba, Nyarurema cell, Gatunda sector, in the district of Nyagatare. I am 14 years old; I am a student in the second year of secondary school at the GS Rwebare.

I would like to share with you a testimony that complements the past time testimony of 2019. The testimony

of 2019 described my development where I started with the sum of 1,200Rwf that I had received from my school's savings and credit group for school children initiated in 2017, called ICYEREKEZO of Nyarurema which gave me a credit to conduct a project of raising local breed hens, where I ended the year 2019 with a livestock utilized of 15 hens (worth 3,000Rwf each) and a rooster (5,000Rwf) and 2 goats of 40,000Rwf (20,000Rwf each). In December 2019, during the Christmas party, I sold 5 hens to provide for the family's needs (food, oil, and clothes) and I had 10 hens and 2 goats left which made me advance to a level that I appreciate despite the ahead journey which is still long.

I have achieved a lot in 2020. First, I have increased the number of livestock from 10 hens to 28 hens and 8 goats which have provided a lot of manure for the fields and the vegetable garden. Second, I sold 16 hens and 2 goats for 70,000Rwf to top up to my mother's contribution of 80,000Rwf which we needed to build the fence of our house, barn as well as a henhouse. The fence protects our livestock from predators (hawks and cats). At the moment, I have 12 hens left of which 2 are small roosters which have a value of 6000Rwf, and 10 hens which have a value of 25,000Rwf (two adults and 8 chicks) which all have the value of 31,000Rwf. I have 6 goats of which two are adults, two young ones, and two kids. These all have a value of 135,000Rwf. Finally, I have covered all the purchases related to the school material and the uniform which are valued at

23,000Rwf. For the year 2021, I ambition to buy a cow, a small field, and to increase the savings to be able to pay the school fees until the 6th secondary year without any interruption.

Testimony of Claire Nyirahavugimana



I am Claire Nyirahavugimana, live in Rugabano village of Nkoma cell in Tabagwe sector of Nyagatare district. I am a woman entrepreneur since 2019 while before I used to cultivate for others on a work-cash basis and I was earning Rwf 800 per day. Since then, I participate in all activities programmed and in particular the savings and credit groups. I have

learned many things including the initiation and conduct of income-generating activities (IGA) as a source of additional income to develop my family. I remember well that in only two days, I earned a profit of 2.300 Rwf thanks to the investment of 1.500Rwf received from my credit and saving group.

To achieve this, I was working in the field in the morning and afternoon I would do business. I continued the business by investing the capital of 3.800 Rwf by extending the business to the sale of fish and peanuts, and hair products. store. In a month, I had made a profit of 19.900Rwf after having repaid the credit of 1.500Rwf.

I continued my business and I had 26.000Frw in profit and added of the money earned by my husband, we built our own house of 22 sheets and left the mother-in-law who lodged us.

I asked for a second credit of 25.000Frw to sell the same articles (salt, fish, and hair products) I earned respectively 32,000Frw and then 40,000Frw during two weeks. The profit was 15,000Frw.

I supply my products to my clients in two ways. Some come to my house to get supplies and the customers to whom I deliver the goods to their homes in different villages of our area using my bicycle which is rarely used by women in the Rwandan culture.

I also acknowledge that the goat that Caritas gave me played a role in my business. The goat gave birth to 3 kids at a time and I gave 1 to the Caritas beneficiary as planned 2 others were sold at 32,000Rwf and this allowed me to repay the 25,000Rwf credit from the savings and credit group. At the end of the fiscal year 2019, the savings and credit group members shared the savings and as I am a member of 2 groups at the same time, I received 48,000Rwf. With such an amount, I increased my savings. I chose to join the saving tontine which allows me to save up to 8,000Rwf per week and another one in which I save 2,000Rwf per week.

At the end of the year 2020, the members of the tontine shared the savings and I earned 204,000Rwf with which I bought land of 170,000Rwf and the remaining amount was directed in the purchase of the subscription to solar energy where I still have to pay 30,000Rwf

For the moment, I am trading soaps, body lotion, salt, cookies, and cooking oil among others. In exchange, the customers pay me either money or agricultural products that I sell immediately to get money back.

Currently, I have invested 57,400Rwf in the business and 48,200Rwf that I pay regularly every month (35,400Rwf for personal savings, 4,000Rwf for my child's savings, and 5,000Rwf paid for the subscription to solar energy). I plan that soon I will build an annex house which will be divided demarcated in two: a stable to lodge my cattle and a kitchen.

Strengthening resilience to climate change

One of the problems often encountered due to climate change is the lack of water in the daily activities of the community, Caritas intervenes in the management of water resources by supporting the beneficiaries in obtaining water tanks, irrigation equipment, water conveyance, and protection of water sources. During this year, 140 water tanks and 84 cisterns were distributed and installed for the retention of rainwater for use in agriculture and livestock with different types of irrigation equipment namely, watering cans, motor pumps, and treadle pumps which have allowed the exploitation of three crop seasons without difficulty. Within the framework of water supply and protection of natural resources, a sum of 13 water kiosks was built and 88 drinking water channels were rehabilitated in the diocese of Kabgayi and Nyundo. Caritas Rwanda through the

GIKURIRO project intervened as well during this period of the pandemic and has built 8 public stations of washing of the hands to fight against the transmission of the COVID-19.

The beneficiaries were supported in energy management through training and sensitization on energy management (renewable and non-renewable energy). 530 beneficiaries of the Ngira Nkugire project, Karongi district, Nyundo-Kibuye diocese received solar lights. They testified that they no longer use charcoal and kerosene lamps which are prone to causing lung diseases. In addition, the sensitization and the accompaniment of the population in obtaining improved fireplaces contributed largely to the rational management of wood as one of the sources of energy.

We reached 91% of the beneficiaries compared to the planned beneficiaries and 90% of the planned budget was used.



Grafted avocado tree nursery in the Gahara/ Ngoma district

Due to the COVID 19 pandemic, the results of our interventions in 2020 were inferior to past years. However, at a household level, some beneficiaries of different programs have experienced changes during this year 2020:

Mrs. MUKAMUGANGA Julienne lives in the Kimanama Village of the Bwenda cell and she shares with us her success story:

I am a widow of 4 children of my own and 3 grandchildren that I take care of. I received a goat from the EMMo project, at its first birth I gave a kid to my teammate; and the second time I got a he-goat that I sold for 30,000Rwf. As I had an old tiled house, I asked for a credit of 70,000Rwf in my tontine group to increase the income of the goat and I bought 18 sheets to renew the roof of my house. In addition, my goat is now pregnant and continues to provide me with manure that I use in the vegetable garden that I water with the drip system also from the EMMo project.

Thanks to the activities of the SEMI Di SPERANZA project in its phase 3, through training, 60 women received knowledge to improve modern agricultural production techniques. They also received agricultural inputs such as seeds livestock and agricultural equipment. Eight pilot fields have been installed and sixty vegetable gardens (1 garden per family) have been established. The vegetable gardens have significantly reduced malnutrition in the families and the dependence on buying vegetables from the markets. Some families who were not used to consuming vegetables have started to consume the fresh vegetables from their gardens.



This is Angelique MUKESHIMANA of sector Kagogo in BURERA district in her vegetable garden. Consuming vegetables has become a good practice in her family.

NZAMWITAKUZE Marie Chantal of the DUKOMEZANYE/ NKANGA cooperative in the Sake sector of Ngoma district, says that her living conditions have improved through the support of Caritas Kibungo in collaboration with Caritas Rwanda via the NLI project. She was trained in sustainable development, conflict resolution, agricultural and livestock techniques. She asserts that before the NLI project of Caritas Rwanda, her family lived in extreme poverty (first category), they did not have land to cultivate. With the pig breeding received in the project and the increase in agricultural production, she was able to buy a cow that gives her 14 liters of milk per day. The pig she received has 7 piglets. Currently, she has bought three fields which, combined, give her one hectare. She plans to rehabilitate her house and hopes to give another testimony after reaching her goal. Thanks to Caritas Rwanda's material support, advice, and techniques Her family no longer lives in dependency.



The farm of NZAMWITAKUZE Marie Chantal

The IMBANZAMIHIGO cooperative in Sake Sector, Ngoma District in Eastern Province was able to spend 300,000Rwf to help its members who were affected by lockdown imposed by the COVID-19 from March to April 2020.

MUKARWEGO Chantal, a single mother who learned to knit, testifies:

After I got pregnant, my parents did not receive my situation which made my life very difficult. Fortunately, I gave birth without complications. Afterward, I had to take all responsibilities regarding my child by myself. It was the most problematic moment when I was living on a work-cash basis. One day the Kinoni parish called me and there I met nine other single mothers who had almost the same problems. We were offered the opportunity to choose a profession. I chose knitting

and have learned a lot. I am about to start working with the schools on uniforms. I am grateful to the Diocesan Caritas of Ruhengeri who paid for my 6-month training and who have just given me a knitting machine. My future project is to have my workshop.

II. Learned Lessons

Lesson 1: Economic improvement and household support for justice, peace, and reconciliation contribute significantly to the resolution of family conflicts

During the implementation of the EMMo program, we noticed a significant decrease in household conflicts, following the availability of foodstuffs (thanks to the agroecological techniques adopted) and the increase in household income gathered in savings and credit groups (GEC), which grant members the funds to invest in income-generating activities.

This fact was noted very often during the evaluation meetings with the members of the Caritas structures in which the representatives of the Justice and Peace Commission at the parish level took part.

Since 2017, the EMMo program has focused on facilitating vulnerable people (men and women, girls and boys) to access knowledge, food security, and improve the family economy. The EMMo program, in close collaboration with the "Justice and Peace" service of the Episcopal Conference of Rwanda (CEPR), has also worked on changing behavior regarding the concerted use of family assets and the participation of all in their acquisition. The psychosocial accompaniment of high-risk households (where there is a conflict between men and women or between family members in general) has resolved and minimized these conflicts which, in most cases, are linked to the poor management of the family property. For instance, the safety of the wife and children was often threatened in households with mostly alcoholic, and irresponsible husbands. This psychosocial support work was carried out by parish volunteers from the Justice and Peace Commission, accompanied by the EMMo program's relay farmers and 'Mothers of Light'.

Little by little, with the strengthening of women's capacities in agricultural production (animal and vegetable), in IGA and access to investment funds (Savings and Credit Groups), the socio-economic conditions of the household are improved and the contribution of the woman in the development of the family is becoming important and remarkable to her husband who softens and regains taste in the household. The family meetings under the guidance of the relay people

and volunteers of the Justice and Peace Commission have allowed exchanges between men and women and has led to a radical change in the behavior of family members towards participatory development, the fruit of which is shared equitably among family members and the rights and duties of each are assured.

The most striking testimony is that of the household of TWIZEYIMANA Jean Claude and Marie BYUKUSENGE from Ngambi Village, Rwankuba Cell, Rushashi Sector, Gakenke District. The household of 7 people was completely under the care of Marie, as Jean Claude was dependent on alcoholism and was living in misery without hope. Marie's participation in the program's activities and the psychosocial support of the household allowed the family to increase its financial means and understanding. The family built a kitchen, a stable for small livestock (goats and rabbits), and a decent house. The husband has resumed his role in the family and the household is now living in a more peaceful situation than before; the children go to school; the health insurance is paid on time and the household eats well.

Lesson 2: Income and business from agriculture remain a reliable means of resilience for the most vulnerable in the event of a pandemic

In 2020, the whole world, including Rwanda, was still battling with the COVID 19 outbreak which has led different countries to impose confinement to curb its spread. Agriculture (farming, livestock, and food trade) was among the essential services to the population and continued to allow people access to food. Thus, the beneficiaries of the EMMo program were able to survive by continuing their agricultural activities, while the income of their colleagues in other fields (masonry, carpentry, welding, mechanics, etc.) was reduced to zero as they could not go to work. We have noticed an increase in the agricultural production of the households that the program supports as a result of the concentration of the family in the agricultural field. All other family members from other production sectors have joined the others in agricultural activities.

The program's beneficiaries who had food marketing business continued despite the decrease in clients and had the encouragement of the government. The program, through the credit and saving groups, supported the beneficiaries' RMPs in the food trade, by granting them funds to revitalize their income-generating activities, using funds from the farmers' organizations' line of support.

The number of people allowed to go to the market was significantly reduced (30% of the usual capacity), since those who lived from buying food at the market no longer had resources, etc. In addition, there were limitations on inter-zone movements, making it impossible for the various beneficiaries to take their produce to different locations themselves, as was customary.

However, those who were able to connect to food transport service providers were able to master the market despite the conditions imposed by the COVID-19, but they were not many. We are therefore called upon to strengthen the mobilization of program beneficiaries to continue adopting agro-pastoral production techniques and to invest the funds given in credit by their credit and saving groups (GECs) or by MFIs in food marketing activities whenever possible.

Other lessons learned are summarized as follows:

- The more community animation is intensified, the more the community is engaged in caring for the vulnerable of its community.
- Each time there is the active participation of parish priests in planning and implementation of the parish Caritas, there is as well an increase in awareness of volunteer apostolate, assistance to the vulnerable, and good progress in collecting the collection during the month of charity.

III Challenges and ways to tackle them

Challenge	Way out
Lack of funding concerning needs	Diversify funding sources/mobilize funds at the local level, Increase sources of self-financing,
Lack of collaboration framework between Diocesan Caritas and Caritas Rwanda	Formalize the organic links between the Diocesan Caritas and Caritas Rwanda
Delayed reports from parishes	Establish means of self-financing
Decrease in certain values such as the spirit of solidarity and volunteers	Involve religious communities in planning activities and the general assemblies of diocesan Caritas
Recurrent natural disasters and the COVID 19 pandemic	Strengthen mobilization for self-care for the vulnerable

Health systems, especially in developing countries, are characterized by a low capacity to adapt to pandemics as they are mostly underfunded	Advocate on developing and strengthening strategies to make the health system more resilient to health threats and disasters
The mechanisms for responding to large-scale health threats and the measures for protecting the population and healthcare personnel still need to be strengthened	The need to mobilize more resources and access to health insurance to guarantee the population's access to health services to protect them against risks, and ensure equity
Insufficient funds for the effective implementation of the Family Action Strategic Plan 2019-2024	Improve the performance of health systems through the formulation of effective national policies and strategies, including supporting and promoting financing and governance mechanisms
The management of sub-stations/health posts located in the catchment area of Catholic health facilities (e.g., reporting of natural family planning data to HIMS, management of NFP service providers, and supply chain management) is still not well defined	Advocate for the effective implementation of the Prime Minister's Instructions (N0 001/03 of 21/11/2016) on the organizational structure, salaries, and benefits granted to the staff of the Reference Hospitals, Provincial Hospitals, District Hospitals, Ndera Neuro-Psychiatric Hospital, and Health Establishment
The unpaid debts related to the Community Based Health Insurance and other health insurances constitute a threat to the sustainability of our health facilities	Strengthen the implementation of the new instructions of the Ministry of Health (N0 7015 of 30/11/2020) on the management and governance of the health facilities to ensure the diffusion of the Catholic identity in decisions, objectives, and actions
Insufficient funding for the NFP program	Finally, involve religious leaders more in ensuring that the vocation of Catholic health care is maintained at the level of care and throughout the continuum of care; it is also about valuing the role and place of the sick and elderly; to recognize their contribution to the community

The following table portrays what is planned by specific objective and underlying results and specifies the implementation schedule. The details are available at the level of each implementation department of the SO concerned.

Planning for the year 2021

Table: 2021 Forecast by Specific Objectives and Outcomes

SPECIFIC OBJECTIVES	RESULT	BUDGET FORECAST	PERIOD OF IMPLEMENTATION			
			T1	T2	T3	T4
SO1: Strengthen resource mobilization and management capacities	R1: Increased capacity of managers and staff	2,469,748,170	X	X	X	X
	R2: Strengthened partnership with stakeholders	76,155,704	X	X	X	X
	R3: Strengthened financial mobilization and management capacities	76,243,150	X	X	X	X
	R4: Strengthened monitoring-evaluation and reporting capacities	85,861,300	X	X	X	X
SO 2: Increase awareness of the identity and mission of Caritas	R1: Ownership of the Caritas mission by pastoral workers	21,678,200	X	X	X	X
	R2: THE COMMUNITY COMMITTED TO CARING FOR VULNERABLE PEOPLE	58,893,720	X	X	X	X
SPECIFIC OBJECTIVE 3: IMPROVE THE LIVING CONDITIONS OF PEOPLE	R1: SUPPORTED VULNERABLE PEOPLE HAVE CHANGED THEIR SELF-CARE AND RESILIENCE BEHAVIORS	659,508,700	X	X	X	X

SPECIFIC OBJECTIVES	RESULT	BUDGET FORECAST	PERIOD OF IMPLEMENTATION			
			T1	T2	T3	T4
VULNERABLE						
	R2: VULNERABLE PEOPLE ARE TAKEN CARE OF	1,834,472,847	X	X	X	X
OS4: REDUCE THE IMPACT OF HUMANITARIAN CRISES ON THE AFFECTED POPULATION	R1: Caritas staff are familiar with the tools used in disaster prevention, response, and mitigation	6,896,000	X	X	X	X
	R2: RESILIENCE OF COMMUNITIES AFFECTED BY HUMANITARIAN CRISES STRENGTHENED	5,750,000	X	X	X	X
	R3: THE COMMUNITY IS MOBILIZED FOR HUMANITARIAN CRISIS COLLECTIONS	2,322,000	X	X	X	X
MONITORING AND EVALUATION		2,680,000	X	X	X	X
OS5. Contribute to access and availability of affordable and quality preventive,	R1. Accessibility, availability, and quality of health services are improved	387.817.077 ¹	X	X	X	X

¹ An equivalent amount of 10,195,656,387 for the operation of health facilities was not included

SPECIFIC OBJECTIVES	RESULT	BUDGET FORECAST	PERIOD OF IMPLEMENTATION			
			T1	T2	T3	T4
promotional, curative, palliative, and affordable rehabilitation services and of high quality	R2. Prevention and community-based management of communicable and non-communicable diseases are provided	677.284.340	X	X	X	X
OS6. To contribute to the country's efforts to slow down the galloping demography, through birth control using NFP methods according to the principles of the Social Doctrine of the Catholic Church	R1. Accessibility and adherence to quality services offered through the Natural NPF Program at the health facility level are increased	10.908.513	X	X	X	X
	R2. Integration of NFP methods into the FP program is ensured	1.040.000	X	X	X	X
OS7. Improve the nutritional status of pregnant and lactating women and children under 6 years of age, focusing on the 1,000-day window of opportunity between pregnancy and the second birthday	R1. The nutritional status of pregnant women and children under 5 is improved	151.500.630	X	X	X	X
	R2. Quality and equal access to early childhood development services for all recipients is ensured	81.220.782	X	X	X	X

SPECIFIC OBJECTIVES	RESULT	BUDGET FORECAST	PERIOD OF IMPLEMENTATION			
			T1	T2	T3	T4
OS8: The economic capacities of vulnerable people increased in the logic of sustainable development	R1: Improved agro-pastoral production capacities	719.117.000	X	X	X	X
	Result 2: Financial capacity and rural entrepreneurship strengthened	4,542,429,973	X	X	X	X
	Result 3: Resilience to climate change strengthened	481,104,613	X	X	X	X
Grand Total		6.971.202.146				