



# JANUARY 2009 - JUNE 2010 REPORT

## ***Nurturing the seed***

A seed well planted, watered, nurtured and given all the necessary support grows into a healthy plant – one that reaches high and stands tall.



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*january 2009 - june 2010*

## **ACRONYMS**

**AHF:** Aids HealthCare Foundation

**ANC:** Ante natal care/ Antenatal Consultation

**ARH:** Adolescent reproductive health

**ARV:** Anti Retroviral therapy

**CHAMP:** Community HIV/AIDS Mobilization Program

**CNLS:** National AIDS Commission

**CUSP:** Centre Universitaire de Santé Publique

**FP:** Family Planning

**HC:** health center

**HIV:** Human Immune Deficiency Virus - **AIDS:** Acquired Immune Deficiency Syndrome

**IGAs:** Income Generating Activities

**MM:** mentor mother

**M&E:** Monitoring & Evaluation

**MSF:** Médecins Sans Frontières

**MUSA:** Mutuelles de Santé

**OIs:** Opportunistic Infections

**OVC:** Orphans and other Vulnerable Children

**PE:** Peer Educators

**PLWHA:** People Living With HIV/AIDS

**PMTCT:** Prevention of Mother to Child Transmission

**RRP+:** Réseau Rwandais des Personnes Vivant avec le VIH/SIDA

**STIs:** Sexual Transmitted Infections

**TRAC PLUS:** Treatment Research and AIDS Centre

**UNAIDS:** Joint United Nations programme on HIV/AIDS.

**UNFPA:** United Nations for Population Fund

**UNICEF:** United Nations Children 's Fund

# INTRODUCTION

## What happened at Imbuto Foundation in the last 18 months? It has been a period of consolidation:

While 2007-2008 was a year of inception and transition from PACFA to Imbuto Foundation, 2009-2010 was a year of refocusing Imbuto Foundation's strategic vision; identifying new opportunities and expanding programmes through innovations in line with internal strengths and core competency.

The Board of Directors decided to develop a new strategic plan which clearly identifies the main orientations of the organization according to our vision and mission, which both derive from Vision 2020, Economic Development & Poverty Reduction Strategy and national priorities to contribute to achieve

Millennium Development Goals. In this process, On The Frontier, supported Imbuto Foundation by conducting comprehensive consultations with our beneficiaries, staff and partners in order to determine our priorities and update our strategies.

Furthermore, to achieve the vision and mission, it was imperative to put internal policies, procedures and financial systems in place to support the implementation of projects, strengthen existing partnerships and forge new ones. The policy documents and tools designed last year are being implemented including the financial procedures manual and human resources manual. External audit exercises have also been carried out. Moreover, we have recruited additional staff for existing and new projects and organized various capacity building activities to build staff's competency.

Apart from these important actions contributing to organizational strengthening, Imbuto Foundation decided to invest in both Health and Socio-Economic Development portfolios. In addition to existing projects, Family Package and Mothers to Mothers for virtual elimination of MTCT, Mutuelles De Santé and Malayika Murinzi, Imbuto Foundation became one of the implementing partners in the new round 8 Global Fund Malaria project.

Additionally, in our efforts to enhance youth empowerment, we collaborated with Intra Health to develop a project for the promotion of Adolescent Reproductive Health. Imbuto Foundation was

also involved in the planning of a new World Bank pilot project; Adolescent Girls Initiative for Economic empowerment of adolescent girls and young women. Both through initiation of new projects and consolidation of existing projects, Imbuto Foundation remained committed to Rwandan youth and disadvantaged groups. In light of engaging, educating and empowering, Imbuto Foundation gathered renowned national and international speakers to mentor Rwanda's youths such as Dambisa Moyo, Paul Farmer and Father Nzamujo.

Last year, Monitoring and Evaluation (M&E) was identified as our main weakness, and has been prioritized as an area for improvement with support from UNDP. An international M&E Officer, working closely with national staff, has designed an M&E Manual and adapted tools. He is conducting regular training sessions for our project officers.

Last but not least, for her charismatic leadership and pioneering work through Imbuto Foundation, H.E. the First Lady of Rwanda and President of Imbuto Foundation received an Honorary Doctorate, honoris causa, the highest recognition Oklahoma Christian University can confer to a candidate for her outstanding contribution to HIV/AIDS and poverty alleviation! With such accolade, Imbuto Foundation will only double its effort and aim higher.

This report is composed of sections according to each unit in the organization, presenting its achievements, challenges and perspectives for next year.

Bonne Lecture!



**Radegonde NDEJURU**  
DIRECTOR GENERAL

# HEALTH UNIT



Clients of Family Package Project during a family planning session

## FAMILY PACKAGE

The Family Package initiative was developed to build on the benefits of the Prevention of Mother to Child Transmission (PMTCT) interventions by extending prevention, treatment, care, support, financial assistance and training on Income Generating Activities (IGAs) services to HIV+ pregnant women and their families.

Currently, the Family Package is operational in 7 Health Centers which are located in Kacyiru, Nyamata, Muhura, CUSP, Matyazo, Gisenyi and in Muhoza/Ruhengeri. This project is targeted to reach 52 health centers by 2012.

### Seven Components of Family Package Program:

- Counselling and Psychosocial support;
- Advocacy for clients to enroll into PMTCT services to access
- ARVs therapies.
- Sensitize clients to access treatment for STIs and OIs
- Advocate for clients community health insurance
- To increase financial capacity for clients to enroll in IGAs
- Child follow up through home visits conducted by Peer Educators.

### 2009 ACHIEVEMENTS

- Provided trainings and refresher courses to 140 PEs for capacity building in IGAs and PMTCT in 7 HCs
- Provided psycho social support to facility staff, PEs and clients through regular meetings.
- In Nyamata, Muhoza and Gisenyi HCs 120 HIV positives couples and 30 HIV negative couples were sensitized on FP services
- Training was provided to 140 association members in confection of artistic articles and material in IGAs.
- A study tour was conducted for 30 association members with focus in agriculture, animals husbandry and handcraft projects.
- 3,178 clients have joined the association this year.
- 6,743 association members have enrolled into MUSA.
- 140 sessions on Health, IGAs and other topics were conducted this year.
- A new Family Package site was officially launched this year at Muhoza HC in Musanze district.

## CHALLENGES

- Limited male involvement in IGAs;
- Limited ability of clients to sustain IGAs;
- Poor infrastructure in some health centres limiting proper patient flow and quality of services.

## JANUARY TO JUNE 2010 ACHIEVEMENTS

- 432 new members have enrolled in the 7 Family Package associations;
- 2200 clients and their family members enrolled into Mutuelle de santé;
- Communication materials were distributed in Family Package sites (661 brochures, 16 posters and 2 pull up banners);
- IGAs halls are under construction in Matyazo and Muhoza Health Centres.

## PERSPECTIVES

- Evaluate the Family Package program and recommend new strategies for scaling up;
- Conduct sensitization and introduction session on Family Package approach in the 5 new sites: in Bugesera District;
- Organize training of clients including Peer Education on Family Package approach and micro-project management in the 5 new sites;
- To strengthen M&E capacity of PMTCT staff, Peer Educators, association leaders in the 12 Family Package sites;
- To advocate, monitor and make condoms available at community level especially for vulnerable groups in 12 Family Package sites;
- Continue the advocacy for the virtual elimination of MTCT in 5 new sites of Bugesera District;
- Document best practices and success stories;
- Distribution of Family Package communication materials;
- Organize training in the above mentioned sites, for capacity building.

### This project is generously funded by:

UNICEF, Clinton Foundation, UNFPA & Global Fund.

### Our partners are:

Ministry of Health (CNLS, TRAC+, Kacyiru Police Hospital and Health Centers)



Family Package clients in Kacyiru Police hospital participating in IGA(sewing)

## Mother2Mother Program

**m2m** envisions a world where babies are not born with HIV, where HIV+ mothers are alive and healthy to care for their families and finally, where HIV+ women are empowered to live positively. The program aims to reach 50 sites in 23 districts and has to be implemented in 5 phases over three years. The program uses HIV+ mothers (Mentor Mothers) who have recently gone through PMTCT and are very open about their status and moreover willing to use their testimonies to encourage newly diagnosed HIV+ mothers to enroll into the PMTCT program. These MMs are full time paid and based at health centers. The selected health centers for this program were those with high HIV prevalence in the PMTCT sector.

## 2009 ACHIEVEMENTS

### Program services

- All 50 sites which were set as targets in the program implementation plan were reached;
- A total of 84 site staff were recruited, including Mentor Mothers (MM) and site coordinators.

### Capacity building and curricula developed

- A total of 65 site staff benefited from trainings and orientation;
- Refresher trainings conducted for all staff;
- Revised and updated training curricula with more topics added including motherhood, family planning, malaria and couple counseling.

## Key results

### For Mentor Mothers

- The program has empowered them economically and they have acquired counseling skills;
- They are trusted, self confident and role models;
- They participate in facilitation at training sessions organized for their new colleagues (infant feeding, disclosure, positive living, experience sharing, etc.).

### For the Clients

- They have been able to benefit from psychosocial support through support groups;
- They have been able to benefit from small saving schemes.

## MONITORING & EVALUATION

A database has been developed in Rwanda to help collect and analyze data to identify gaps and recommend areas of improvement in the sites.

Below are Tables showing **mothers2mothers** interactions during service delivery

### JAN – DEC 2009

Project Services	Pregnant women	Post Natal Women	Male partners
Health talk during ANC	26040	NA	
One-One Interaction visits	22845	31193	13891
<b>m2m</b> HIV+ clients – women	3.137	3631	NA
<b>m2m</b> support group attendance visits	2171	7414	2418

### JAN - MAY 2010

Project Services	Pregnant women	Post Natal Women	Male partners
Health talk during ANC	25316	NA	
One-One Interaction visits	23811	30914	15815
<b>m2m</b> HIV+ clients – women	1836	2260	NA
<b>m2m</b> support group attendance visits	2001	5637	2410

## CHALLENGES

- Inadequate working space for MM in health centers;
- Poor active clients follow up home visits;
- Inefficient functioning of antenatal support group attendants as well as the male partner attendance group;
- Pregnant women lack sufficient information on PMTCT services;
- Weak involvement of male partners in m2m support groups compared to female partners.

## JANUARY TO JUNE 2010 ACHIEVEMENTS

- Continuation of **m2m** services in 23 districts;
- Conducted quality assurance assessment and debriefing in 13 selected sites;
- Recruited and trained 29 new staff;
- Gave refresher M&E courses to site staff;

- Strengthened partnership at district level through a series of meetings.

## PERSPECTIVES

- Continue program service delivery;
- Provide refresher course to MM;
- Conduct program evaluation and audit;
- Draft exit strategy as programme is phasing out this year.

### This project is generously funded by:

President's Emergency Plan for AIDS Relief/New Partners Initiatives initiative through USAID and **m2m** South Africa.

### Our partners are:

Ministry of Health and the health centers in which we operate.

## COMMUNITY HEALTH INSURANCE PROJECT "MUTUELLES DE SANTÉ"

The objective of the community based health insurance scheme is to enable vulnerable groups, especially People Living with HIV/AIDS (PLWHA) and Orphans and other vulnerable children (OVC), access to quality health care. The community health insurance clients were identified with key partners at district level in all 30 districts.

### 2009 ACHIEVEMENTS

- Increased clients' knowledge on community health insurance scheme and encouraged its usage through quarterly meetings;
- Reinforced management capacity through Results Based Management/Human rights based approach training.

A summary of 2009 results can be shown in the following table:

Target groups	Partners	Number of people supported	Contribution fees per person (Rwf)	Total
PLWHAs	RRP+	106985	2000	213970000
	CHAMP	12999	2000	25998000
	*MSF/*AHF	5800	2000	11600000
OVCs	DISTRICTS	69244	2000	138488000
TOTAL		195028		390056000

**N.B:** The figure of 195,028 represents 100% of the targeted clients.

## JANUARY TO JUNE 2010 ACHIEVEMENTS

- Identified 191,356 OVCs and PLWHAs in all 30 districts;
- Complete a database of all our clients;
- For referral cases, we transferred an incredible Rwf 382,712,000 to targeted community health insurance account and district pooling risk funds;
- Conducted sensitization meetings throughout the country;
- Followed up on service delivery, data collection and transfer of funds.

## CHALLENGES

While the remaining period of the project is only 1 year (2010), some of our clients are still unable to purchase basic health insurance and gain health services at health centers.

## PERSPECTIVES

- Support 65,080 OVCs and 117,530 PLWHAs in accordance with the action plan by the end of 2010;
- Plan the phase out of the project: the Ministry of Health is reviewing the national health insurance policy and will advise on a sustainable way forward.

## This project is generously funded by:

Global Fund

## Our partners are:

Ministry of Health  
RRP+  
AIDS HealthCare Foundation  
CHAMP  
Districts

## MALARIA PROJECT

The Malaria project is a just new, having started in October 2009. This project consists of a mobilization and sensitization campaign which Imbuto Foundation will implement in 6 districts of Rwanda with the aim of contributing to reducing Malaria and its related mortalities, while discovering new methods of prevention.

## 2009 ACHIEVEMENTS

- Recruited and trained Malaria project officers;
- Revised annual Malaria plan;
- Introduced project to local leaders from 6 districts;
- Participated in orientation meetings and workshops with other stakeholders.

## JANUARY TO JUNE 2010 ACHIEVEMENTS

- Sensitized more than 8,000 CHWs, 1,000 opinion leaders and 2,000 local leaders on Malaria prevention;
- Organized Malaria prevention meetings in 66 health centers;
- Supervised 4,403 community health workers at village level;
- Production and distribution of 2,480 tee-shirts;
- Production and distribution of 100,000 brochures;
- Production and distribution of 600 caps.

## CHALLENGES

Due to the dependence on other partners, there is a restriction on activity implementation.

## PERSPECTIVES

- Conduct quarterly visits to community health workers;
- Reproduction of behavior communication change material;
- Organize sensitization meetings for opinion leaders, community health workers and local leaders;
- Increase broadcast of sensitization messages.

## ADOLESCENT REPRODUCTIVE HEALTH

Started in 2010, the Adolescent Reproductive Health (ARH) has for goal to increase the knowledge of youth and adolescents on reproductive and sexual health, encourage them to adopt a positive behavior in order to reduce STIs incidence, HIV/AIDS prevalence rates and unwanted pregnancies. To do so, Imbuto Foundation is committed to augment the utilization of ARH clinical services in public and private health facilities.

### ACHIEVEMENTS

- Identified and oriented 21 teachers, 19 health providers and 11 local leaders on ARH project, Peer Education approach and encouraged them to promote the use of Youth Friendly Services;
- A total of 230 peer educators from 6 schools in Gicumbi and Nyarugenge were identified to promote ARH;
- In 2 sessions, 120 peer educators were trained on peer education approach, behavior communication change and reproductive health.

### CHALLENGES

- Lack of information on reproductive health in general;
- Lack of access to the existing reproductive health services;
- Lack of Youth Friendly Services;
- No national adolescent reproductive health policy and training tools.

### 2010 – 2011 PERSPECTIVES

- Mass media coverage to sensitize the promotion of ARH and the use of Youth Friendly services;
- Scale up the number of schools and health centers and increase the number of peer educators;
- Build advocacy and technical support to those new networks.

## MALAYIKA MURINZI CAMPAIGN

The Malayika Murinzi Campaign is a continuation of the First Ladies Campaign known as ‘Treat Every Child as Your Own’, targeting adults to protect children against HIV/AIDS, to break taboos by sexual education and to speak out against adults infecting children. Using Rwandan culture as a strategy

this campaign rewards adults who demonstrated innovative ways to protect and care for vulnerable children by offering cows, a sacred gesture in Rwanda. Malayika Murinzi are selected in consultations with districts and community with guidance of written criteria.

### 2009 ACHIEVEMENTS

- Rewarded up to 155 Malayika Murinzi;
- Partnerships created at district level and other institutions such as Rwanda Red-Cross, Army, Police who all participated in rewarding at the districts;
- A Malayika Murinzi club in Musanze district was pioneered by 3 rewarded Malayika Murinzi aimed at serving as a model to other people who have adopted orphans and vulnerable children;
- Distributed communication material to broadcast the “Treat every child as yours” theme.

### JANUARY TO JUNE 2010 ACHIEVEMENTS

- Created and strengthened partnership with local administration and other partners including, National police, civil society members like National Women Council, National Youth Council to promote “Treat Every Child as Your Own” campaign;
- Organized 9 public rewarding ceremonies at local level;
- 16,000 Community members sensitized on “Treat every Child as Your Own” campaign;
- 65 Malayika Murinzi taking care of 172 Orphans and Vulnerable Children have been rewarded with cows country wide.

### CHALLENGES

- Lack of enough staff members to follow up Malayika Murinzi at organizational level as well as at district level;
- Lack of Capacity building regarding children’s rights;
- Several Malayika Murinzi initiatives needing support, which the project cannot cover.

### PERSPECTIVES

- Districts ownership in the implementation of the campaign: identification of new Malayika Murinzi, mobilization of prizes and follow up of the rewarded Malayika Murinzi;
- To increase the number of Malayika Murinzi, it has been suggested by the districts authorities that the rewarded Malayika Murinzi should also give a cow born from the one they initially received in recognition to future Ma-

- layika Murinzi as it is a Rwandan culture norm "kwitura";
- Creation of Malayika Murinzi forums at sector level and network at district and national level;
- Build advocacy and technical support to those new networks;
- Organize public rewarding ceremonies to reward the Malayika Murinzi of 2010.

**This project is generously funded by:**

Unicef, UNAIDS.

**Our partners are:**

Local government structure.



Rewarding 2010 Malayika Murinzi, 2010 Karongi District.

# SOCIO-ECONOMIC DEVELOPMENT UNIT

The Socio-Economic Development Unit (SEDU) focuses interventions in three key areas which are education, economic empowerment of vulnerable families and youth empowerment and mentorship.

## EDUCATION

### I – Scholarship project

*"Rwanda has already reached the Millennium Development Goal of equal access for both girls and boys at the primary school level." (...) However the major challenge, Rwanda is facing is in Secondary education, as Rwanda has one of the lowest secondary enrolment rates in Sub Saharan Africa."*

**Source: EDPRS, pp. 55-57**

As a contribution to governmental policies on education, Imbuto Foundation has been providing scholarships to support bright but underprivileged secondary students throughout their secondary education since 2002. To accomplish this, Imbuto Foundation works with 131 schools located in all the districts of the country.

#### 2009 ACHIEVEMENTS

- 1,001 (492 girls & 509 boys) students, who successfully passed with a 70% average, were supported with school, boarding, transportation, uniform and scholastic material;
- With Imbuto Foundation's support, 137 (63 girls & 74 boys) students successfully completed secondary school;
- To support these brilliant students, a total of Rwf 97, 993, 420 (USD 174, 988) was used.



*Scholarships Clients at a Youth Camp in Huye district, November 2009*

#### JANUARY TO JUNE 2010 ACHIEVEMENTS

- Supported a total of 872 (429 girls & 443 boys) students with scholarships;
- Partnered with 132 school from all districts to target these intelligent students;
- Disbursed Rwf 114, 705, 998 (USD 205,189) towards scholarship project.

#### CHALLENGES

Lack of adequate funds to meet demands.

#### PERSPECTIVES

Continue supporting at least 1,000 best performing and underprivileged secondary students on a yearly basis.

### II – Promotion of girls' education Campaign

*"Regarding gender, the country has already reached also the Millennium Development Goal. However, girls' academic performance is poor. More role models are needed, both inside and outside the Education Sector, for female pupils."*

**Source: EDPRS, p. 57**

Through its Promotion of Girls education Campaign, Imbuto Foundation organizes public ceremonies to reward the best performing girls of the country who successfully pass national exams with a minimum of 60% in primary, ordinary and advanced levels.

#### 2009 ACHIEVEMENTS

- Organized 12 public rewarding ceremonies in which more than 12,000 community members participated to promote girls' education in Rwanda;
- A total of 445 best performing girls from primary, ordinary and advanced level were rewarded in public ceremonies;
- 12 women role models shared their testimonies as a way to inspire and encourage girls to perform well despite the challenges;
- 15 bright and young girls who completed secondary school received laptops and a computer training.

### JANUARY TO JUNE 2010 ACHIEVEMENTS

- Organized 9 public rewarding ceremonies in which more than 9,000 community members participated to promote girls' education in Rwanda;
- A total of 471 best performing girls from, primary, ordinary and advanced level were rewarded in public ceremonies;
- 9 women and men role models shared their testimonies as a way to inspire and encourage girls to perform well despite the challenges;
- 25 bright and young girls who completed secondary school received laptops and 20 did computer training.



The First Lady rewarding a best performing girl, May 2010 in Karongi district

#### CHALLENGES

Increasing levels of performance for school girls significantly.

#### PERSPECTIVES

- Continue community mobilization on the promotion of girls' education campaign through public rewarding ceremonies;
- Mobilize partners to provide IT and life skills training for S6 rewarded girls;
- Introduce a network of rewarded girls to promote girls' education throughout the country.

### III – School campaign

Imbuto Foundation participated in the 2009 National Girls' Education taskforce retreat organized by the Ministry of Education to plan activities to promote schools which are committed to creating a favorable gender environment. The taskforce selected the best schools at district and provincial levels, produced media materials such as posters, banners, TV and radio spots, brochures, and also created promotional DVDs to give more visibility to campaign.

Part of the activities included following up on schools rewarded in the previous campaign, consequently, Imbuto Foundation, UNICEF and FAWE conducted school visits to follow up on results of pilot.

Following the visits, it was noted that 12 of the rewarded schools had made significant improvements in:

- Having separate bathrooms for boys and girls;
- Constructing more dormitories for girls;
- Renovating the school grounds;
- Installing more water tanks;
- Owning computer lab materials.

#### CHALLENGES

- The National Girls Education Taskforce lacks strong leadership and strategic focus;
- Lack of strong monitoring and evaluation mechanism.

#### This project is generously funded by:

UNICEF.

#### Our partners:

The Ministry of Education, Local Government and their partners, Public and Private Schools.

### SUPPORT TO FAMILY INITIATIVES – SUFI

With the aim to improve the living standard of vulnerable groups, Imbuto Foundation through its SUFI project, provides support to vulnerable people in particular Youth Headed Households and widows survivors of the Genocide in three pilot villages. Through advocacy and resource mobilization, the SUFI project also aims to encourage populations which live in extreme poverty to exploit the development potential offered by resources within their communities.

#### 2009 ACHIEVEMENTS

- Abasa Cooperative (association of widows survivor of the Genocide) received funds amounting to Rwf 3,071,750 to support their different IGAs;
- Members of Abasa Cooperative were trained on Cooperative Management.



Abasa clients during a training session to learn how to better manage their IGAs

#### JANUARY TO JUNE 2010 ACHIEVEMENTS

Organized a community dialogue session with members of different associations to evaluate strengths and weaknesses of IGAs and assess the general livelihoods of Youth Headed Households;

- Supported 17 boys and 14 girls in IT training at KIST;
- Support to Abasa widows association's IGA projects.

#### CHALLENGES

- Limited funds.

#### PERSPECTIVES

Support the implementation of a community dialogue: a new participative approach to analyze and identify what could be done to improve the lives of Youth Headed Households. Showcase best practices within 3 villages in order to evaluate which village registered the most success in IGAs management

#### This project is generously funded by:

CALM and some individuals.

#### Our partners:

Local government.

## YOUTH EMPOWERMENT AND MENTORSHIP PROGRAM - YEMP

In Rwanda's EDPRS policy, special attention is given to the challenges and opportunities young people face in order to strengthen their participation in the country's social-economic development. In its quest to support Rwanda's vision and contribute to the EDPRS priorities, Youth Empowerment is one of the core priorities of Imbuto Foundation. To this effort, the Foundation has been engaging, educating and empowering youths by organising Youth Forums Series (YFS), funding innovations and recognising young Rwandan achievers.



*"Sit down at the end of everyday and mark what you did that leads to your goals"* Dambisa Moyo during YFS 6, Toward a Dignified Generation

Imbuto Foundation brings in internationally and nationally renowned speakers to deliver and interact with young professionals to provide mentorship support to help them become responsible and economic viable citizens.

#### ACHIEVEMENTS

In 2009, 3 young professionals won the 'Innovation in the Workplace' competition initiated in March 2008, targeting all young Rwandan professionals aged between 21 and 35 years. The competition was about the design and adoption of innovative practices, structures, and ideas that can make a difference in the workplace.



**Ambrose Rutarama**, an intern doctor at Kanombe Military hospital, won the competition. His winning proposal was on cherishing prosperity through enhancing good service delivery at Kanombe hospital. He took home a prize of US\$ 6,000.

The first runner-up was Pascal Mugisha who received US\$ 5,000 for his proposal of developing a website called E-gisubizo Project which would avail young Rwandans with professional opportunities across the country. Eddie Balaba and Arthur Byamugisha, second runners-up, developed a proposal together for which they received the third prize of US\$ 4,000. Their proposal was on increasing productivity through developing handbooks.

FORUM	NUMBER OF PARTICIPANTS	KIND OF PARTICIPANTS	TOPIC DISCUSSED	SPEAKERS	GENERAL COMMITMENT OF PARTICIPANTS
"What does it mean to be Rwandan today?"	800	Young Professionals from private, public sectors, and civil society from all Districts	Against a Culture of Mediocrity Forging a Culture of Transparency and Dialogue Carrying Forward a Legacy	Dr. José Kagabo Mrs. Zaina Nyirmatama Hon. Aloysea Imyumba & Dr. Shyaka Athanase	<i>"Deliver good services , work together for successful results and being innovative"</i>
"15 Years and the Re-birth of a Future Generation"	300	Young Genocide survivors	Recapturing a lost dignity Building your capacity as a genocide survivor and as a Rwandan Healing and moving from the past towards the future.	Pastor Antoine Rutayisire Mrs. Esther Mujawayo Dr. Naason Munyandamutsa	<i>"Do not dwell in the past, move forward with hope"</i>
"Using Communication as a Tool of Professionalism and Self-Esteem"	800	Young Professionals from private , public sectors and civil society	Communication as a tool of professionalism Communication as a tool of self-esteem	Hon. Wellars Gasamagera Dr. Aisa Kirabo	<i>"Build the self-esteem, using a win-win approach; consider views and opinions of others"</i>
"Aspire to Inspire"	350	Rwandan students living in Rwanda and in the diaspora	A Story of determination Threats to Rwanda's continued success: Sex, Drugs and Alcohol Demystifying Finance Unleashing the Power within Us	Gen. James Kabarebe Dr. Paulin Basinga Mrs. Kampeta Sayinzoga Stephanie Nyombayire	<i>"Being the foundation of future changes"</i>
" Toward a dignified Generation"	800	Young Professionals from private , public sectors and civil society	Economic self-reliance and dignity Committing to a purpose beyond yourself Agriculture as a weapon of mass construction	Dr. Dambisa Moyo Dr. Paul Farmer Father Njamuyjo	<i>"Driving our economic engine"</i>
"Educate, Engage, Empower" – Part 2	1000	Scholarship clients	Reproductive health, drug, sex and alcohol Constructive citizenship Children's Rights and responsibility How to contribute to your success in school and to the improvement of your school environment	Dr. Paulin Basinga Mr. Emmanuel Rushingabigwi Mrs. Cathy Rutagambwa Sister Helene Nayituriki	<i>"Having a vision, working hard and discipline"</i>

FORUM	NUMBER OF PARTICIPANTS	KIND OF PARTICIPANTS	TOPIC DISCUSSED	SPEAKERS	GENERAL COMMITMENT OF PARTICIPANTS / MESSAGE
Parents and Teenagers Forum	300	Parents and Teenagers from 30 Districts	Building a foundation through a culture of dialogue	Fr. Martin Mudenderi	<i>"Re-connect through improved communication, bringing out lost values and planning of quality time together".</i>
			Small Changes, Big results	Ms. Sandra Nzaramba	
			Bringing out the best in each other	Hon. Wellars Gasamagera & Sr. Hélène Nayituriki	

### JANUARY TO JUNE 2010 ACHIEVEMENTS

Organized the second edition of Celebrating Young Rwandan Achievers event, CYRWA where 8 exceptional young Rwandans were awarded for outstanding personal and professional accomplishments. Partners also received recognition for their support to the Foundation;

- Organized a Reading Day under the theme " Reading is FUNDamental" to promote a culture of reading among youth from an early age.

### CHALLENGES

- Empowering all of Rwanda's youth.

### PERSPECTIVES

- Organize the third edition of Celebrating Young Rwandan Achievers;
- Create a network of YFS participants;
- Continue our mentorship initiative through YFS.

### This project is generously funded by:

UNICEF and UNFPA.

### Our partners:

Local government.

# COMMUNICATION UNIT

The last 18 months were very exciting for the Communication Unit. With the continuation of its Youth Forum Series (YFS), Youth Empowering Programs (YEMPs) and other forums, the Communication Unit had the opportunity to work closely with other units of the organization to find ways of strategically communicating accurate and pertinent information about Imbuto Foundation, its work, mission and projects. The Communications Unit has been working hard representing the organization by building a sustained communication channel between the office and the public. Being the focal point of all projects, the Communications Unit had to ensure the execution of activities on a timely and effective matter. In this light, campaigns billboards, banners and other promotional materials were produced and are available; they reflect the work

of Imbuto Foundation for donors, sponsors and the public to have a clear understanding.

One of the big events that took place was the conceptualization, organization and execution of the second Edition of Celebrating Young Rwandan Achievers (CYRWA). Sponsors who've been helping the foundation since its creation were also recognized.

### 2009 ACCOMPLISHMENTS.

#### Developing promotional packages

- Season greeting cards;
- Calendars;
- Banners.



*"I encourage you to aim for excellence, to believe in yourselves, to educate, engage and empower other young people and most of all, surround yourselves with people who bring out the best in you. Such are qualities of leaders who aspire to be part of a dignified generation."* H.E. Mrs. Jeannette Kagame,  
CYRWA JUNE 2010

### Informing donors and general public with updated information

- Quarterly newsletters forwarded to partners, donors, board and staff members;
- Press and media coverage of all of Imbuto Foundation's events, and corresponding press releases in English and Kinyarwanda;
- Live TV coverage and repeated transmission of all the Youth Forum Series, CYRWA, as well as facilitating radio and TV interviews;
- Creation and maintenance of Facebook and Twitter pages (two online social networks);
- Revision of Imbuto Foundation website with up-to-date information.

### Enhancing internal communication

- In-house editing;
- Speech writing, concept notes, and press releases;
- Workshop reports writing and editing;
- Writing newsletters.

### Continuation of YFS, YEMPs, IWC, and other forums

Created last year, these forums target groups of young Rwandans with the hopes of informing and empowering them. The fourth, fifth and sixth YFS, respectively in April, September, November and December, all had specific topics and each gathered hundreds of youth participants. Furthermore, during the September YFS, the winners of the innovations in the workplace competition were

rewarded. The Communication Unit was greatly involved in developing these series in close collaboration with the Socio-Economic & Development Unit (SEDU). Once again, in order to reach as many Rwandans as possible, these forums were all repeatedly advertised and broadcasted on national television.

### Celebrating Young Rwandan Achievers – CYRWA

Initiated by Imbuto Foundation in 2007, CYRWA is an awards ceremony established to honor outstanding Rwandans aged between 18 and 35 who strive towards the highest levels of personal and professional accomplishments, excel in their chosen field, devote time and energy to their community in a meaningful way, and forge paths of leadership for all Rwandan youth to follow. The key objectives of CYRWA are to:

- Recognize and publicize the exceptional stories and accomplishments of young Rwandans;
- Create a network of young Rwandan achievers who can share information, inspire and empower other young Rwandans to strive for excellence;
- Offer new ideas on how to contribute to national efforts to uplift the lives of Rwanda's youth.

This year, 384 votes came in from all parts of the world; this undoubtedly indicates how engaged and thrilled Rwandans have been in the nominating process. Finally, out of the Top 20 nominees, 8 achievers were selected and awarded.

In the spirit of recognition, Imbuto Foundation also decided to thank all the sponsors who've been of immense help since the creation of the organization. Indeed, they have been a key ingredient in Imbuto Foundation's successes.



Mr. Aurelien Agbenonci representing the UN family

#### JANUARY TO JUNE 2010 ACHIEVEMENTS

- Ensured media coverage and press releases were available for all Imbuto Foundation events (CYRWA, Reading Day, Rewarding Girls and Malayika Murinzi, Parents and Teens Forum);
- Organized post-event media i.e. Tuesday forums and TVR rebroadcasts;
- Ensured Photos and DVDs are available after each event;
- Worked with Communication Agency to ensure that all

events are appropriately branded (banners, posters, backdrops, brochures);

- Updated website, facebook and twitter as necessary.

#### CHALLENGES

While considerable work has been done by the Communication unit and even more is planned, it still faces a number of challenges such as:

- Limited training opportunities;
- Lack of funds specific for communication activities (to maintain bus shelters; to maintain website).

#### PERSPECTIVES

In 2010-2011 we aim to communicate - as effectively and as often as possible - Imbuto Foundation's new vision, mission and priorities.

We are intent on informing our partners, donors, clients and the public in general that we want to focus our areas of intervention and work more strategically for better results. In addition the existing communication, we plan to give our website a "face-lift" and make it more interactive and user-friendly; we plan to engage the public through social media networks such as Facebook and Twitter; we hope all this will open up the lines of communication between IF and the public and we encourage the public to give us regular and constructive feedback.

# THE FINANCE AND ADMINISTRATION UNIT

The Finance & Administration Unit comprises of four sections which respectively are administration and human resource, financial operations, logistics operations and procurement Services. These provide essential internal services to the units within the organization.

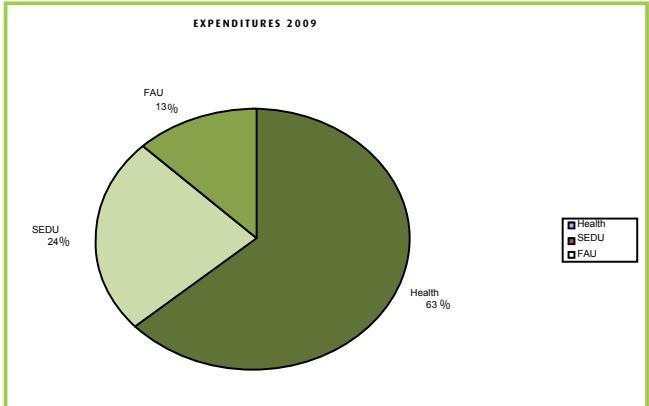
The primary goals of the sections within Finance & Administration Unit are to:

- Provide management services and professional expertise to ensure compliance by all units within the organization;

- Create appropriate policies and procedures to guarantee best practices;
- Act as the central point for contact with the donors, public, private sector and the community at large, regarding finance and administration issues.

#### 2009 FINANCIAL PERFORMANCE AT A GLANCE

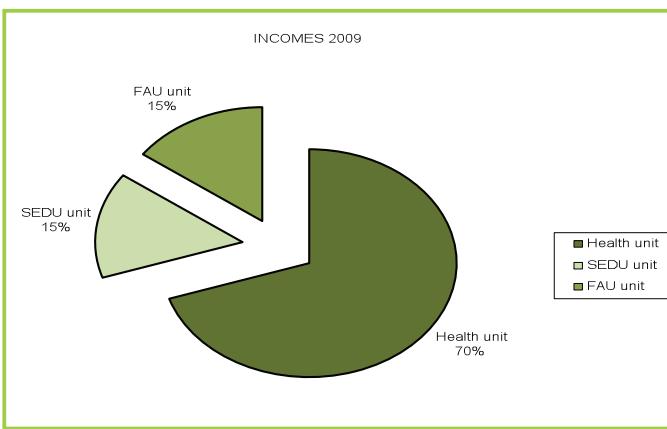
The charts below give a financial overview of Imbuto Foundation for the year ended on December 31st 2009.



Health related expenditures account for 63% of the total organization expenditures while the remaining 37% of the total expenditures are related to socio-economic development activities and operating costs.

### INCOME

Imbuto Foundation mainly raises funds from UN agencies, other international NGOs, government and individual contributions. The health unit has the most reliable source of funding (i.e. 70% of the total Imbuto Foundation income) which provides a sound financial base for longer term planning. The remaining 30% of the total income is mainly raised from government, individual contributions and other well wishers to foster the socio-economic development activities and operating costs of the organization.



**NB:** The above data is based on pre audited financial statements as of December 31<sup>st</sup> 2009

### 2009 ACHIEVEMENTS

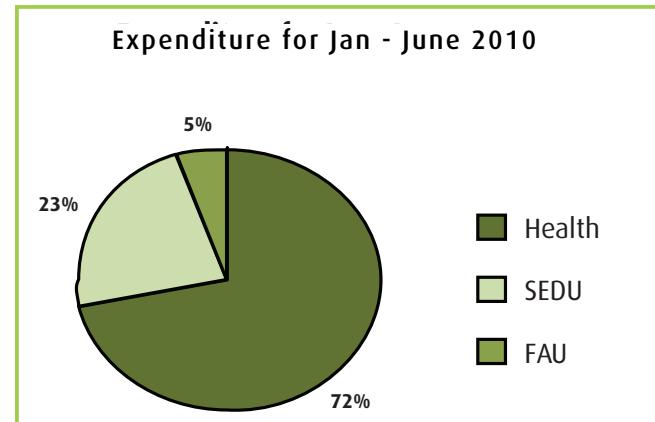
- Imbuto Foundation scored highest risk rating (90% low) among 7 UNDP partner institutions in a HACT assessment;
- Three staff in Finance and Administration unit received two-week procurement training at RIAM – Muhanga.

### JANUARY TO JUNE 2010 ACHIEVEMENTS

The charts below give a financial overview of Imbuto Foundation, based on pre-audited financial statements as of June 30th 2010.

- Health related expenditures account for 72 % of the total organization expenditures while the remaining 28% of the total expenditures are related to social economic development activities (23%) and operating costs (5%). Basically projects in health unit are more financed in comparison with other projects within the social development unit.

### EXPENDITURE





*Imbuto Foundation Team*

### **Main Conference/Workshops/Events attended during the last 18 months**

- Procurement Training;
- National Malaria Consultation Country Managers in Uganda;
- United Nations of Girl's Education Initiative: Engendering, Empowerment, Education and Equality, in Senegal;
- 5th International Conference for research and Exchange on HIV and AIDS – HIV Primary Prevention Based on Evidence where Imbuto Foundation presented 2 abstracts;
- 5th National Pediatric Conference on Children infected and Affected by HIV. Count down to 2015 Targets for Children and HIV- Achieving MDG6. Imbuto Foundation presented "Educate Girls – Prevent Maternal and Neonatal deaths";
- M&E Training for **m2m** staff in Kenya;
- Training for Trainees of **m2m** staff in South Africa;
- HIV Implementations Meeting in Namibia;
- AED Trainings:
- Training for Trainers in HIV/AIDS;
- Strategies for Program Sustainability;
- Sharing most promising practices in HIV technical areas and incorporating these practices into 1st and 2nd NPI Grantees;
- Orientation workshop of NGO partners on Programming, managing and reporting with UNICEF;
- HRBA & RBM with UNICEF;
- "Preventing Maternal and Child deaths": Girls education in addressing MDGs 4 & 5.

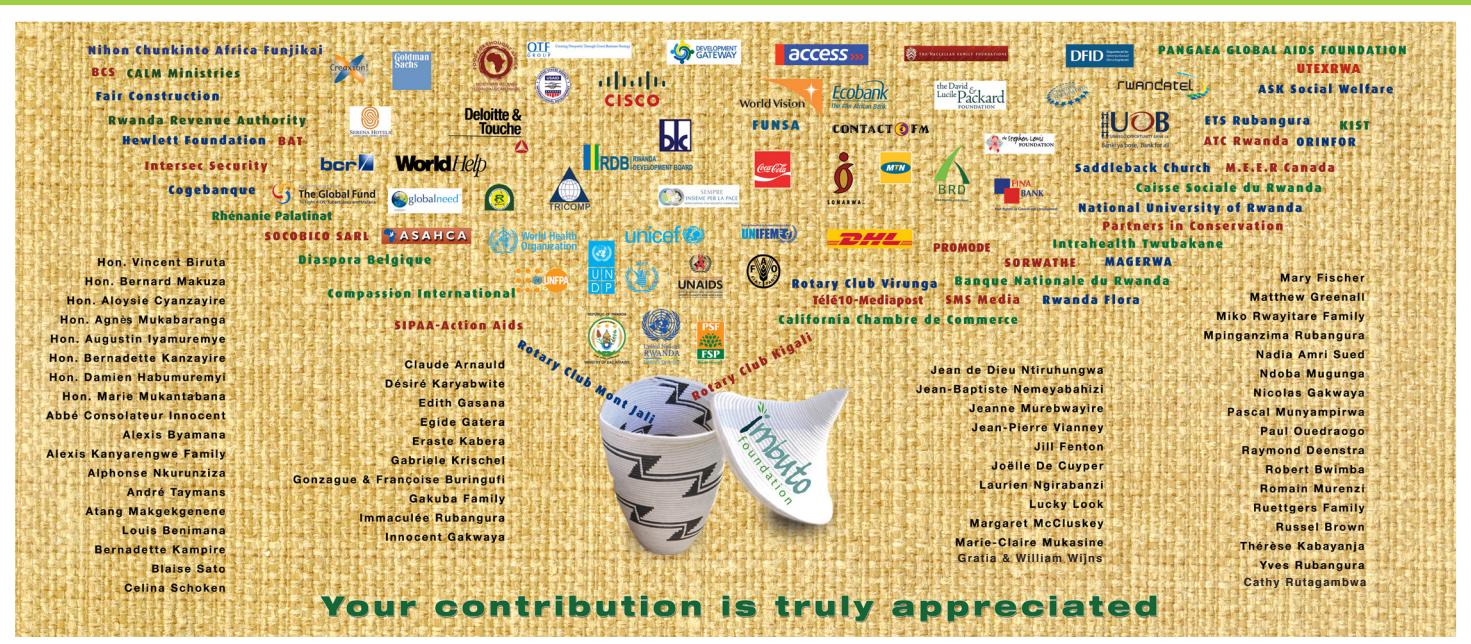
### **PERSPECTIVES AND CONCLUSION**

The development of the new strategic plan clearly identifies our priorities while endowing the organization with the ability to focus on priority interventions. The establishment of a well structured M&E system provides us with tools for documentation of the achievements and impact of our interventions.

These prerequisites help the organization concentrate its energies for maintaining best practices and improving resource mobilization. One of the strategies being reflected on by the organization is to concentrate interventions in one district (or a geographically circumscribed area) to maximize impact of interventions. Another one is to develop our expertise and our interventions in the field of Income Generating Activities as an essential tool to help disadvantaged groups to get out of poverty and provide favourable conditions for the development and sustainability of other initiatives.



**In the spirit of recognition, Imbuto Foundation decided to thank the sponsors who've been supporting the organization since its creation. Indeed, they have been a key ingredient in Imbuto Foundation's successes.**



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