

ANNUAL REPORT

2019-2020



Social Enterprise Model for Sustainable
Development



CEO Statement

Dear AOG Stakeholder,

Greetings! We hope that this report finds you healthy and happy!

With the AOG Vision 2030 of building a community of 10, 000 social entrepreneurs, we are grateful and humbled to have collaborated with you along the past financial year 2019–2020. As of June 2020, AOG has supported 277 social entrepreneurs who in turn created 637 jobs for youth and 400 jobs for women for the service of 151,295 people in their local communities. Those achievements align AOG's work mostly with the 8th Sustainable Development Goal (SDG) on Decent Work and Economic Growth.

This year has been a surprise because of AOG's continued support to Rwanda's social entrepreneurs despite COVID-19 turbulences. In response to COVID-19, AOG moved most of its programs online, staff adapted to working remotely and more attention was directed to the sustainability of our work. We are grateful to the great collaboration between our different stakeholders and us before, during and after COVID-19 times.

As of June 2020, AOG has served 277 social Entrepreneurs through its impact programs and financial viability activities: (1) 120 by Ingenzi Social Enterprise Programme, (2) 95 by Social Enterprise Academy Rwanda Hub, (3) 20 by AOG Coworking space, and (4) 2 by AOG Consultancy. That led to the following AOG cumulative results as of June 2020: 277 social entrepreneurs supported, 222 social enterprises supported, 637 jobs created for youth, 400 jobs created for women and 151,295 people served in local communities.

Financially, in 2019–2020, AOG raised a total of \$66,639 from: AOG Volunteers (4%), External Donations (17%), Scottish Government/Social Enterprise Academy International (57%), Queen's Commonwealth Trust (17%), and Sales of AOG Viability Activities (5%). On the other hand, AOG expenditures of 2019–2020 reached \$83,283.68 and we allocated it as follows: (1) 44% on impact programs, 50% on staff (both program and administration) remuneration and 6% on operational Costs.

In the FY 2019–2020 AOG budget, sales contributed 5% while grants and donations contributed 95%. Moving forward, AOG is hoping to raise its sales' contribution to annual budget from 5% to 70% by FY 2021–2022.

AOG could not achieved all the above results without the support of its generous partners and clients. In 2019–2020, we are grateful to have partnered with the Queen's Commonwealth Trust, UNLOC UK, Scottish Government, Social Enterprise Academy International, Issroff Family Foundation, University of Rwanda, Kepler, Inkomoko, Resonate, Segal Family Foundation, Stichting Steunfonds, Clinique Dentaire ADA Nyarutarama, etc. Also, through sales, AOG has served clients including: Send A Cow Rwanda, YWCA Rwanda, Benefactor David Clinic Ltd, AVSI Rwanda, Afrifarmer, Great Impact Consult Ltd, Paniel Ltd, Misozi Ltd, GAERG, Inspire Dreams and Startups, Bungabunga Ubutaka, and Icyuzuzo Ltd to just mention a few.

In conclusion, we thank every team player from AOG volunteers, to AOG board members, to AOG management team and everybody who played a role in delivering another successful year of serving Rwanda's social entrepreneurs.

Jean d'Amour Mutoni
Co-founder & CEO

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List of Key Acronyms and Abbreviations

AOG: Acts of Gratitude
BDC: Benefactor David Clinic
BDI: Benefactor David Impact
CEO: Chief Executive Officer
SE: Social Enterprise

COVID-19: Coronavirus Virus Disease 2019
FY: Financial Year
GAERG: Grand Association des Elèves / Etudiants Rescapés du Genocide
MD: Managing Director

SDG: Sustainable Development Goals
SocEnt: Social Entrepreneur
YWCA: Young Women Christian Association





AOG Background

Acts Of Gratitude (AOG) is a Rwanda-based social enterprise co-founded by 13 young social entrepreneurs in 2011. AOG is registered with the Rwanda Governance Board (RGB) as a national Non-Governmental Organization (NGO) since year 2014 and with the Rwanda Development Board (RDB) as a Social Enterprise (SE) since year 2020. Starting in 2015, AOG decided to focus its programs on social enterprise development in Rwanda. That focus enables AOG to tackle youth unemployment and contribute to achieving other SDGs by solving key social challenges in local communities. Another big emphasis of AOG is put on women empowerment to make them real drivers of positive change.

AOG Vision 2030

To build a community of 10,000 social entrepreneurs (SocEnts) in Rwanda.

AOG Mission

To support social entrepreneurs through skills development, co-working, consulting and funding in order to make them real drivers of sustainable, positive change in Rwanda.

AOG Values

We are Grateful, Passionate, Resourceful, Ethical, Collaborative and Results-oriented People.

AOG target groups & clients

- Youth (aged 16-30)
- Women
- Social enterprises
- NGOs
- Businesses and
- Other organizations

AOG Impact Arm

We currently have two running impact programs:

* **Ingenzi social enterprise programme:** 12-week practical online training plus mentorship that help youth (16-30) to turn their ideas into social enterprises ready for funding & implementation. All participants graduate from the program with necessary confidence and five business communication tools: Business Plan, Business Model Canvas, Elevator Pitch, PowerPoint presentation and a Theory of Change.

* **Social Enterprise Academy Rwanda Hub:** The Social Enterprise Academy Rwanda Hub provides learning programs. We work with individuals and organizations interested in starting and/or strengthening their social enterprises for sustainable development. Our popular programs include: Impact Measurement, and Journey to Social Enterprise (for traditional businesses and NGOs).

* **AOG Funding:** we provide seed funding in different forms (awards, loans, and grants) to social entrepreneurs.

AOG

Financial Viability Arm

As a typical social enterprise, AOG generates part of its revenue via:

- * **AOG Co-working space:** affordable, quality private offices and shared working spaces for social entrepreneurs.
- * **AOG Skills:** 21st century skills necessary for one to compete in the rapidly changing world. Examples: social entrepreneurship, touch/master typing, public speaking, and advanced excel.
- * **AOG Consultancy:** on tapping into opportunities such as going digital, business diagnosis and developing business plans and other tools for social enterprises.
- * **AOG Coffee shop:** near future project to help users of our coworking space get refreshments next to them.



AOG

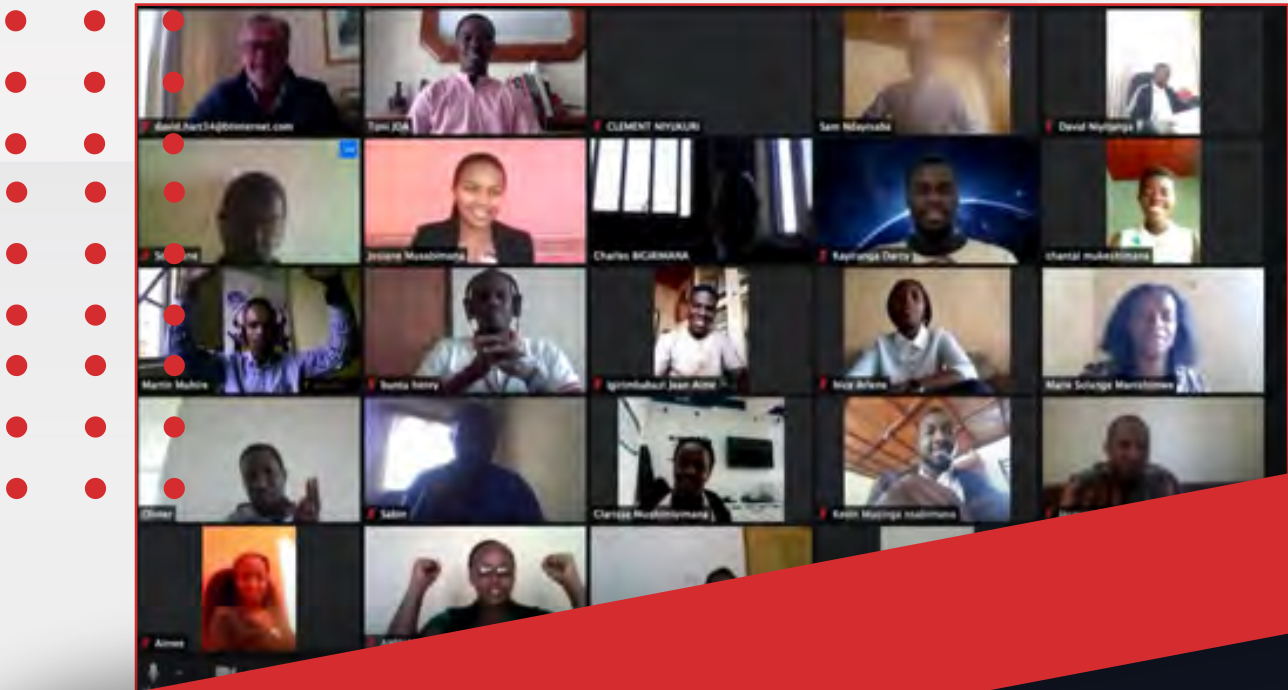
Response to COVID-19

COVID-19 has been and still is a challenge to the whole world. In response to that pandemic, AOG has moved most its programs delivery online. For example, the 4th cohort of **Ingenzi Social Enterprise program was delivered fully online** between June and September 2020. In addition to adapting ourselves to the new normal, the online delivery allowed us to increase the class size from a maximum of **30 to 60 participants**, thanks to technology.

Moreover, we have been able to reach more young people in all 30 districts of Rwanda. Even though it was in hard times, it did open opportunities for those **young people in rural areas** to have access to the program.

To our normal working as AOG team, we have adopted the option of having our management **meeting online via zoom conference** and increased our use of **Google Workspace tools (drive, docs, sheets, etc)** to continue being in touch as a team. It worked well with us and continues until today.

4th cohort of Ingenzi Changemakers on Graduation day

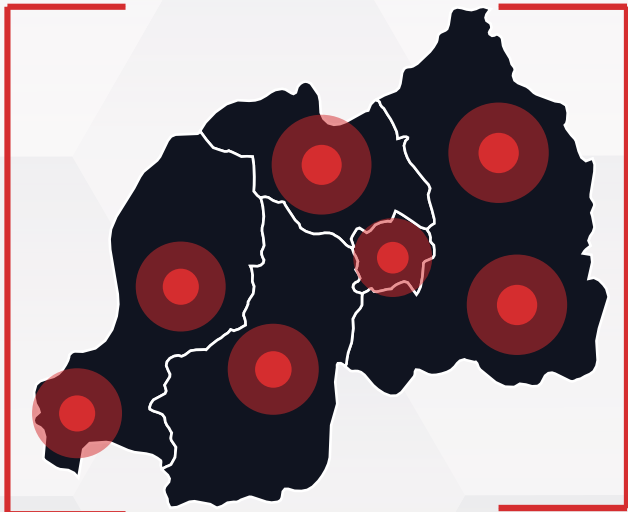


INGENZI SOCIAL ENTERPRISE PROGRAMME REACH (coverage)

Offline programme:



Online programme:





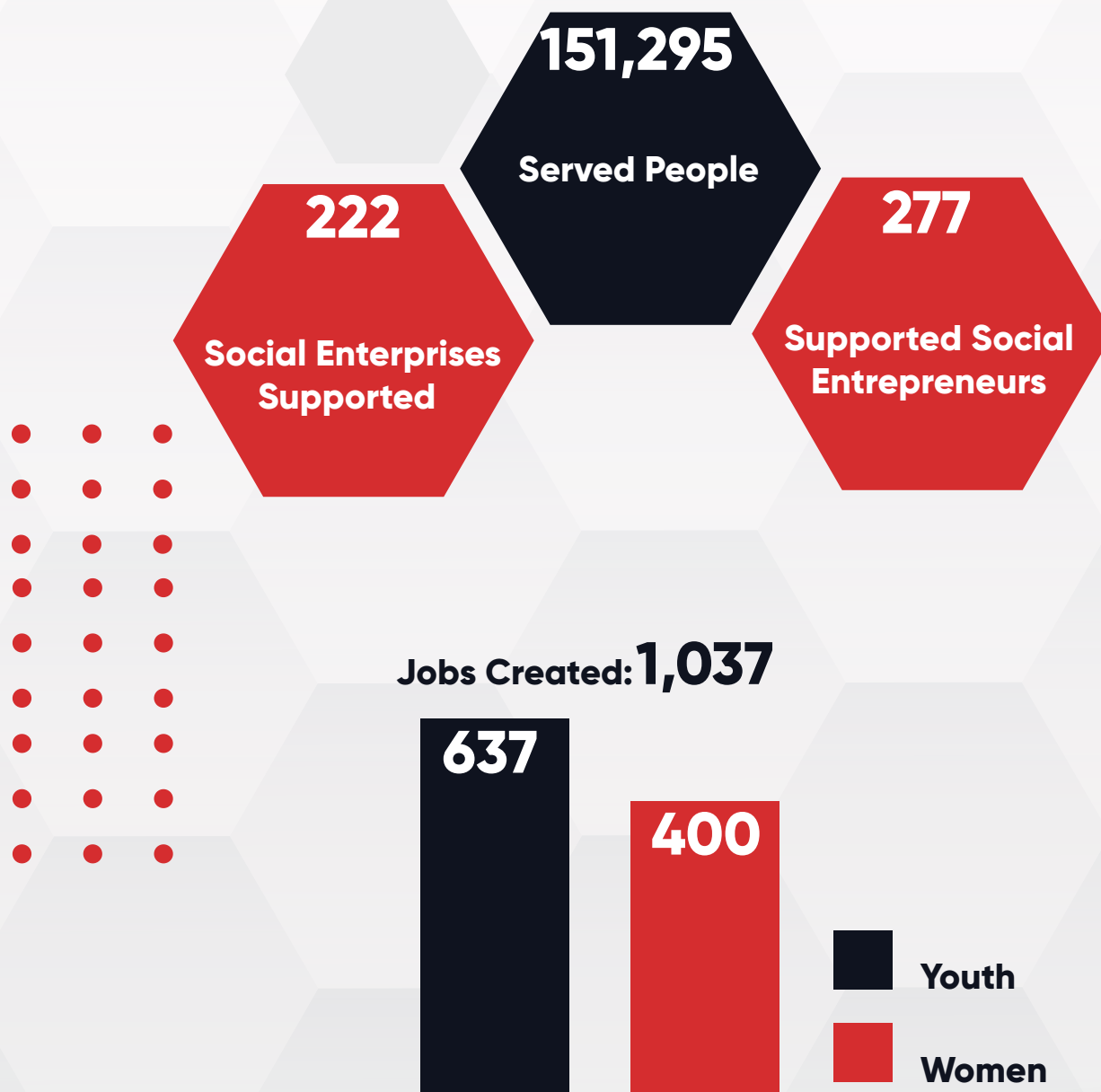
Social Entrepreneurship Skills for You

Through Ingenzi SE programme, you pay **only RWF 150,000** for a year-long AOG support which includes a 3- month practical online training plus mentorship and a 9 months coaching plus field visits.

You leave the program with **necessary confidence and 5 enterprise communication tools** (business plan, business model canvas - BMC, theory of change, power point presentation / pitch deck and elevator pitch), chances to **win FRW 1,000,000 in funding** and hopefully a running enterprise



AOG Cumulative Impact in Numbers as of June 2020



AOG

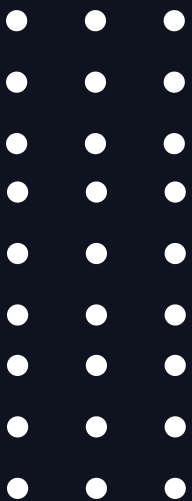
Impact Stories

Before joining AOG – Ingenzi Programme, I was having a lot of ideas; along the journey in the programme, I got to really understand business concepts and got to decide which one to continue with. During the programme, I developed my confidence and communication skills with abilities on how to attract investors/partners.

Before, I was there wishing to start a business and make impact in my community but didn't start. On the 4th week in the programme, that's when I understood why starting is important and I managed to start my social enterprise in the field of Agriculture.

Due to financial skills learned from the programme and other skills such as pitching, business planning, Ineza Chilly Ltd – my social enterprise – is now producing agriculture products including chili, green beans and so on. Now, we are grateful that we are exporting our products to Europe, and there are more people willing to work with us.

I am grateful to Acts of Gratitude (AOG) for the Ingenzi Social Enterprise Programme to help Rwandan youth develop their social entrepreneurial skills and continue spreading the word and work to decrease the unemployment rate.



Nina Nyirampeta
Founder and MD at Ineza Chili.

SUSTAINABLE DEVELOPMENT GOALS



250

Jobs created
for youth

180

Jobs created
for women

430

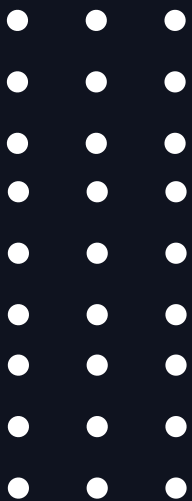
People served

7

AOG

Impact Stories

My Name is Evelyne Iradukunda, founder and MD at New Life Hope social enterprise. I enjoyed being part of the Ingenzi Social Enterprise programme Cohort 2. I got to know social enterprise model and I am now clear of what I am doing. From the programme, I got skills to help me run my social enterprise professionally and to be clear of what I have and what I need. Most importantly, I gained enough confidence in what I am doing and continue scaling the impact. I also enjoyed connecting with other social entrepreneurs, worked with them and learned from each other. As my recommendation to the Rwandan youth, this is the very crucial programme one can pursue to realize his/her dreams. My word to Acts of Gratitude (AOG), is to continue growing and continue also scaling the impact to reach as many young people as possible in Rwanda in order to build the Rwanda we want.



Evelyne Iradukunda
Founder & MD at New Life Hope
Social Enterprise

SUSTAINABLE
DEVELOPMENT GOALS



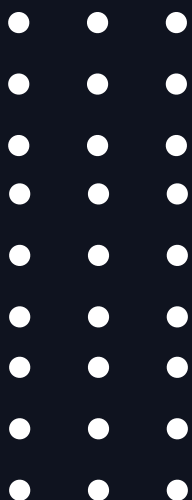
AOG

Impact Stories

I was really interested in social enterprises but I was not sure where to find a program focusing on social enterprises here in Rwanda. But the time I heard about Ingenzi Social Enterprise Programme, I immediately applied without any hesitation. I gained tremendous skills in business most specifically. I got skills in Business Planning and increased my level of confidence.

After the programme, I got time to reflect on Phoenix T&T – my social enterprise, set a new vision as well as new strategies to enter really into business. I was able to do this during lockdown because of the skills I gained from the Ingenzi programme.

As my recommendations, I urge all young people to join this community and gain right business/social enterprise skills based on what is on the market and know how to create awareness of yourself and your products/services to the target market. I recommend also Acts of Gratitude (AOG) to keep engaging Rwandan youth by empowering them with social enterprise skills during and after the programme.



Lise Eugenie
Founder & MD at Phoenix T&T



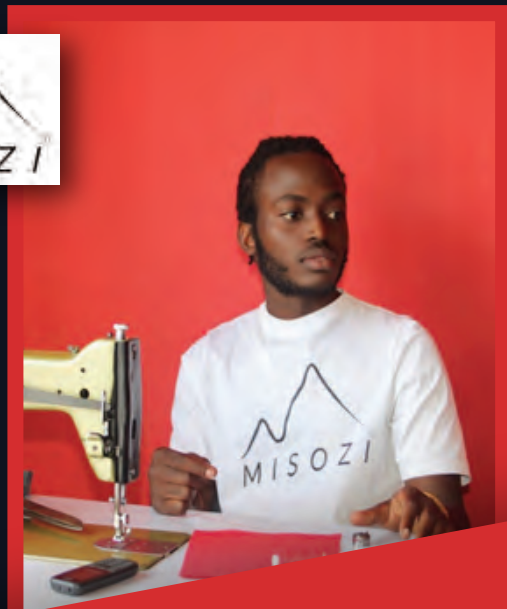
AOG

Impact Stories

During the Ingenzi Social Enterprise programme, I really gained the skills which allowed me to restructure my business to be really a social enterprise. Before we were really driven by profit, but now our main root of focus is on social impact and the profit comes on the second line.

Talking about the programme content, I really like BMC (Business Model Canvas) which is helping me a lot in my business and most importantly Branding and communication of the social enterprise helped a lot. Now, we have our Logo and are able to communicate effectively with our customers and beneficiaries in order to continue delivering value to our people.

My suggestion to the young people is to join this [AOG] community and build a Rwanda we want together. I would also request AOG to keep growing the community and engaging them by connecting all Alumni.



Regis Dushimiyimana
Founder, Misozi Brand



10

SUSTAINABLE DEVELOPMENT GOALS



AOG

Impact Stories

As YAMANA Coffee, we have a big vision of supporting single mothers to get income generating activities through a capacity building center and also help vulnerable children to get access to affordable high-quality education. To achieve this, we are willing to give 50% of shares to investors or anyone willing to go with us to reach our vision. We are welcoming everyone who is willing to join in this impact investment.

We are producing coffee as our product on market so that income generated from coffee will continue to help to reach our vision. As an Alumni of Ingenzi Social Enterprise Programme, I got a lot from the programme including increasing my confidence, pitching skills, business language and discipline as well as financial management and reporting. At Yamana, I am now practicing to improve more.

As my word to AOG and young people in Rwanda, AOG is doing an amazing job to act as a provider of a strong foundation by training young people in social entrepreneurship. I am really grateful to AOG and at the same time saying that, you have a big responsibility to continue equipping right Rwandan youth with right social entrepreneurship skills.



Theoneste Ndagijimana
Founder & MD at Yamanna Ltd

SUSTAINABLE
DEVELOPMENT GOALS



2

Jobs created
for youth

2

Jobs created
for women

100

People served

11

AOG

Impact Stories

Paniel Group Ltd is a holding company which host Livestock (for agriculture related where we have farms, agro-vet pharmacy and provide micro loan to small farmers). Paniel Meat Processing (for meat processing, with the future project of implementing a slaughter house) and Paniel Transport & Logistics (with focus on transportation of perishable products, cold warehouse as well as clearing & forwarding). As a member of AOG coworking space, we are very happy that we get the affordable office, with high security and many networking opportunities because of many people visiting the place. This is also very key because there are other like-minded people who work from the place. As my recommendation, to have a physical address increases credibility. So, as young people, join AOG coworking space for you to increase credibility in what you are doing.



Gilles Uwimpaye
Paniel Group

SUSTAINABLE DEVELOPMENT GOALS



7

**Jobs created
for youth**

2

**Jobs created
for women**

80

People served

12

AOG Impact Stories

We are a society of rural girls fighting for poverty eradication together. We work with women in provision of skills on handcrafts, agriculture and bee farming. On handcrafts, we train women to make ones and we look for market. After, we give them 60% of sales with 25% which goes in saving. In agriculture, we look for land and join our hands in cultivating it. We do also help them with a microloan so that they find seeds/grains (Imbuto). Before joining Ingenzi social enterprise programme, I wasn't confident in what I am doing, and I wasn't aware of how running a business or organization looks like. I am really grateful to AOG because Ingenzi programme helped me to gain enough confidence, think critically about my social enterprise and be able to continue learning on how to improve what we are doing. I gained also leadership skills which is helping me to lead my stakeholders.

As a recommendation to young people in Rwanda, join this programme and become able to develop your small business or idea. Not only that, but also get connected with other like-minded young people.



Gisele Umukazi Uwase
CEO, Rural Girls Society





AOG Skills for Youth

According to the Rwanda Development Board (RDB), there is a significant skills gap among Rwandan youth due to inadequate traditional education system. Being part of the solution, we have now launched training in key skills.

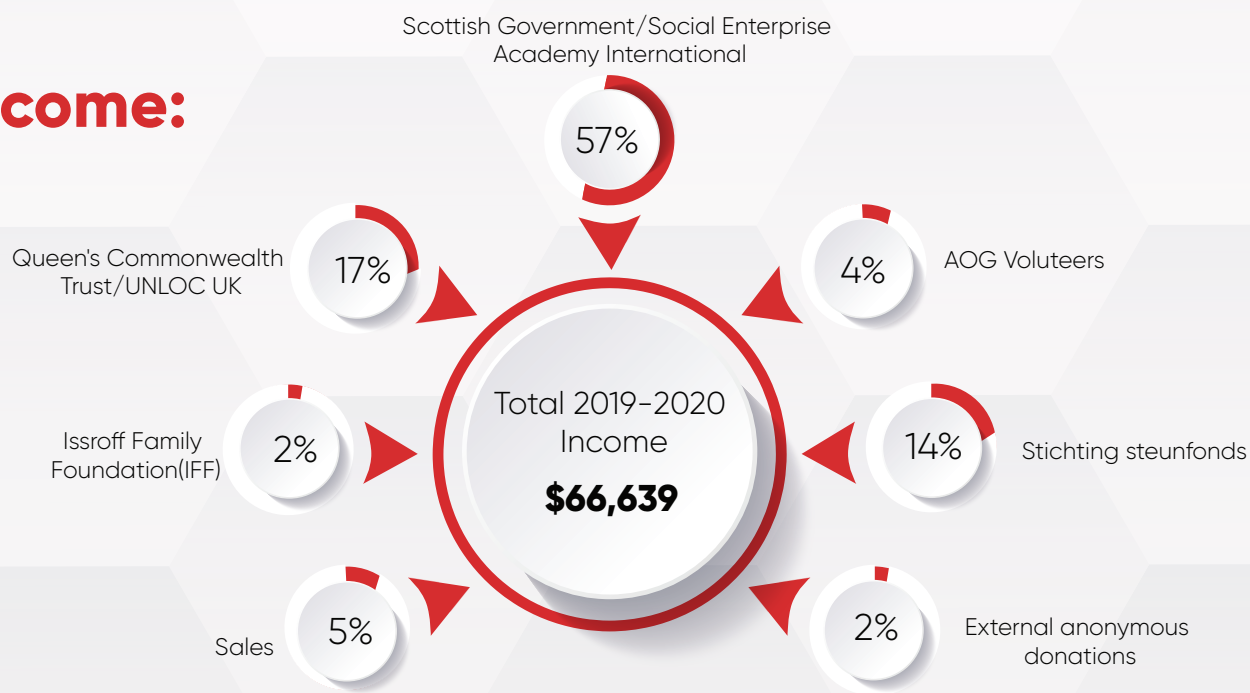
We started with **'public speaking'**. We are also thinking of other skills, namely, **critical thinking, problem solving, essay writing, advanced excel**, and other business-related bunch of skills.



AOG

Financial Summary 2019-2020

Income:



Expenses:



AOG Team (2019-2020)



Jean d'Amour Mutoni
Co-founder & CEO



Jean Paul Nyiribakwe
Program & Hub Manager



Alphonse Rugigana
Finance & Admin Manager



Francois Nkurunziza
Comms & Learning Officer



Jean de Dieu Ndayikeza
MEL Associate



Aime Sezerano
Accountant



Joyeuse Manishimwe
Admin Assistant



Aline Sanny Ntaganira
Communications Associate



Grace Igiraneza
F&P Associate



Denyse Irakunda
Receptionist



Aimee
Security Guard



Esperance
Cleaner

AOG Gratitude Goes to

H.E Paul Kagame



For his donation to AOG in 2015

AOG

Gratitude Goes to

Her Majesty Queen Elizabeth II



For honoring our work in 2015

AOG

Gratitude Goes to

Our Clients and Partners



Gallery

AOG Staff



Gallery

Ingenzi changemakers



Gallery

Social Enterprise Academy Rwanda Hub



Gallery

Co-working space



Reception



Co-working space



Conference Hall



Board Room



Event Space

AOG Skills Menu

N	Skill	Time length / Session	Online or/and Offline	Price (RWF)
1	Ingenzi Social Enterprise Programme Graduate with big 5 business communication tools: . Business Plan . Business Model Canvas (BMC) . PPT Deck . Video Pitch . And Theory of Change (ToC)	12 Weeks	Online	150,000
2	Touch/Master Typing	1-2 months	offline	50,000
3	Advanced Excel	1-2 months	offline	100,000
4	Public Speaking	1-2 months	offline	50,000
5	Writing Skills (CV Essays or Cover Letter)	3 hours	offline	3,000*
6	Critical thinking and Leadership skills	3 hours	offline	3,000*
7	Interview Preparation	3 hours	offline	3,000*
8	Networking and Negotiation	3 hours	offline	3,000*

If marked with a star (*): you can also pay FRW 50, 000 for an annual subscription which gives access to any session (seat booking required 24 hours before)

AOG Co-working Space Menu

N	Offer	Package details	Price RWF/DAY	Previous Clients
1	Private office	An office room + free WiFi + Free Parking + Discounted Conference Hall + Discounted Boardroom + inclusive utilities (water and electricity) + Free Reception/Free Desk.	95, 000/ month	Inspire Dreams and Startups, Bungabunga ubutaka, Imfura Arts, Paniel Group, Generation rise, Directinvest holdings ltd, Afri-farmers.
2	Locker + Hot Table	Free WiFi + Discounted Conference Hall + Discounted Boardroom + inclusive utilities (water and electricity).	65,000/ month	Inkindi clothing brand, Icyuzuzo Soft Ltd, Great Impact Consulting
3	Locker	Free WiFi + Discounted Conference Hall + Discounted Boardroom + inclusive utilities (water and electricity).	15,000/ month	None
4	Hot Table	Free WiFi + Discounted Conference Hall + Discounted Boardroom + inclusive utilities (water and electricity).	50,000/ month	Inkindi clothing brand, Icyuzuzo Soft Ltd, Great Impact Consulting
5	Board room	Free WiFi + Discounted Conference Hall + inclusive utilities (water and electricity).	20,000/ day	Inspire Dreams & Start-ups, Afri-farmers Market Ltd.
6	Conference hall	Free WiFi + Discounted Boardroom + inclusive utilities (water and electricity).	40,000/ day	Elevators group, Afflatus Africa.
7	Events space	144 square meters space + electricity + water + bathrooms + parking + security guard.	50, 000/ day	Cedric (for Graduation).

Social Enterprise Academy (SEA) Rwanda Program Menu

N	Programs offered	Time length	Price (RWF)	Previous Clients
1	Understanding Social Enterprise	1-2 days	900,000	Kepler students, GAERG
2	Financial Literacy	1-2 days	900,000	Women's Bakery
3	Measuring Social Impact	2 days	900,000	Bt David Clinic
4	Start and grow your Social Enterprise	6 days	1,133,000	Send a Cow, YWCA
5	Enterprising Leadership	2 days	900,000	Send a Cow, YWCA, GAERG
6	Introduction to Social Enterprise	1 day	900,000	Send a Cow, YWCA

AOG Consultancy Menu

N	Consultancy on	Time length	Price RWF/DAY	Previous Clients
1	Web design + logo + 50 business cards + 50 flyers	2-3 days	200,000	AOG, Rural Girls Society (RUGIS)
2	Development and use of Google Suite for staff at client's office (e.g. staffname@organization's website domain name)	1 day	100,000	Bt David Clinic
3	Business diagnosis (BMC and SWOT Analysis)	1-2 days	100,000	
4	Developing a Business Model Canvas (BMC)	1 day	100,000	Mount Kigali Youth Center, Nadol Ltd, Ineza chili, Misozi Company
5	Developing a Business Plan (BP)	1-2 days	100,000	HealthEdu Ltd, Mount Kigali Youth Center, Nadol Ltd, Ineza chili, Misozi Ltd
6	Developing a Theory of Change (ToR)	1-2 days	100,000	Ingenzi Social Enterprise Programme, Yamana Coffee Ltd, Phoenix Tour and Travel Ltd
7	Developing an ELevator Pitch Video (EPV)	1-2 days	100,000	HealthEdu Ltd, Mount Kigali Youth Center, Nadol Ltd, Ineza chili, Misozi Company
8	Developing a Pitch Deck/PPT presentation	1 days	100,000	HealthEdu Ltd, Mount Kigali Youth Center, Nadol Ltd, Ineza chili, Misozi Company
9	Training on facilitation skills	1-2 days	100,000	SEA Rwanda Tutors
10	BMC Training of trainers	1-3 days	400,000	AVSI Rwanda



Quotes about AOG by stakeholders



Now I am ready than before to shift my organization from being a charity to becoming a social enterprise

Laurent Munyankusi

Acting Country Director - Send a Cow Rwanda



The impact on my business is knowing to relate triple bottom line of social enterprise with my business

Marie Awambazimana

Poultry Rwanda



AOG is a community inspired by learning, and always strive to improve

Jean de Dieu Ndayikeza

M&E Learning at AOG



I am inspired by Acts of Gratitude, who are building a powerful eco-system of social entrepreneurs that will create prosperity for Rwanda

Hayden Taylor

MD at UNLOC UK



Every one can help; AOG proved me that what you consider small for you might be big to someone else.

Nadege Benimana

MD at Nadol House and Interior Design Ltd



AOG supported us to join the community of social entrepreneurs and trained us as well. And again, AOG gave me the opportunity to provide my contribution to the success of young social entrepreneurs. Most importantly, AOG helped Bt David Clinic (BDC) to go online since the outbreak of COVID-19 to keep work and in touch as BDC team. In addition, with the support & partnership of AOG, we have launched the impact arm of BDC which is Bt David Impact (BDI) to support teen mothers to learn handcrafting

Liliane Uwukuli


MD at Bt David Clinic



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