



# **THE ANNUAL REPORT 2024**

Our Mission is to empower vulnerable and underprivileged children in Rwanda, by first ensuring they are integrated in an environment where their basic growth and development needs are met, and by then providing them and their families with the tools and resources they need for these children to have a bright, independent and sustainable future.

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# **I. Chairperson's Message**

## **Education makes the world a better place**

As we take a moment to look back at the journey through 2024, a year filled with high expectations and uncertainty, it is with immense pride and satisfaction that I report our successful navigation through a number of challenges with grace and determination. The challenges we faced tested the courage of our organization, but they also served as opportunities for growth and innovation. Guided by our core principles of love, integrity, respect, honesty, and excellence, we emerged stronger and more resilient than ever before. It is a year we exhibited sustained growth and a firm commitment to delivering value to our beneficiaries, a testament to unwavering dedication and a force for positive change in the lives of our children. At the heart of our success lies a simple yet powerful truth – education makes the world a better place. It is a catalyst for change, a pathway towards a brighter future. We are driven by a singular mission – to make a difference, not just in the lives of the children we directly support, but in their families and communities, we serve.

## **Steering along a growth trajectory**

This year, Shelter Them's long-held dream became a reality. We built three ECD classrooms, replacing a single hall to provide a more conducive environment for children to study. We also constructed a primary school where ECD children can continue their education, ensuring continuity of quality education. In addition to these achievements, we provided milk and eggs to ECD children by growing cows and hens to combat malnutrition. These accomplishments would not have been possible without the support of our esteemed partners in Rwanda and abroad, especially BK Foundation and Duarte Pedreira, who mobilized funds to build the primary school. The list of contributors is long, but Shelter Them remains grateful to everyone who has supported us in one way or another.

## **A journey of gratitude, resilience and excellence**

Reflecting on this year's accomplishments, we are filled with gratitude for the unwavering support from our partners, volunteers, and the communities we serve. Despite the challenges, our resilience and commitment to our mission have driven us forward. We have demonstrated excellence in our programs and initiatives, always striving to create a positive impact on the lives of vulnerable children and their families. Our journey has been one of continuous learning, growth, and transformation, and we remain dedicated to building a brighter future together.

## **Building tomorrow together**

As we look ahead, we are committed to furthering our mission and expanding our impact. We will continue to focus on education, family support, and community development, ensuring that every child has the opportunity to achieve their full potential. By working together with our partners, stakeholders, and the communities we serve, we can create a sustainable and independent future for the children of Rwanda. We believe that, through collaboration and collective effort, we can build a better tomorrow for all.

With gratitude, love and determination,

Jules HIGIRO  
Chair of The Board of Trustees

## II. Introduction

Despite difficult times in the year 2024, in this report highlights important achievements with direct and positive impact in the lives of children and families we support. Please note that our success as well as challenges are evident in the following four main programs:

- Education
- Family Support
- Community Development
- Fundraising

The remarkable achievements continue as a result of the ongoing projects throughout 2024 and into the new year 2025. This is possible not only due to continued improvements made by our dedicated staff and volunteers, to our programs and the way we work, but also to the generous support we received from our donors, partners, and the teams in both Rwanda and Canada.



### III. Education

The educational program is the cornerstone of Shelter Them. Its goal is to transform vulnerable children into independent adults by guiding them from an early age, starting with their entry into preschool and supporting them all the way through to their integration into the professional world, typically at the end of their university studies.

In 2024, the educational program supported 290 children, including 106 in the Early Childhood Development Center (ECDC) program, 133 enrolled in various primary schools, 39 in secondary schools, and 12 students in or about to enter university.

The 106 children in the ECDC, divided into four classes according to their age group, benefit from an education based on a holistic approach encompassing five pillars: Learning, Protection, Nutrition, Hygiene and Sanitation, and Health. In this framework, children receive formal education to build foundational academic skills, as well as participate in extracurricular activities that foster physical development, socialization, and intellectual stimulation.



Shelter Them has established its own primary school, initially with 27 students. The development of this school aims to provide higher quality education and closer monitoring of sponsored children. Nevertheless, the partnership with *Open Door Christian School*, a private school, continues to strengthen with the addition of 20 new Primary 4 students.

In secondary education, four students successfully passed their national exams, gaining access to university in 2025. Additionally, two university students graduated in 2024 and are about to enter the professional workforce. A key milestone in 2024 was the organization of Shelter Them's first-ever student retreat. Over two days, university students received valuable advice, life tips, and lessons on topics such as entrepreneurship, leadership, Christian life, and even aerobic exercise. The retreat was a success, exposing students to diverse teachings they typically do not have access to during their studies and allowing for closer follow-up of each student.





Extracurricular activities expanded significantly in 2024, playing a vital role for young people coming from highly vulnerable backgrounds. In addition to the annual holiday camp, where children enjoy art and crafts, Christian teachings, Rwandan cultural dance, modern dance, sexual reproductive health awareness, sports, acrobatics, and lessons on Rwandan youth values, a karate club was established at Shelter Them. Every week, 25 children aged 5 to 13 train in karate, learning both technical skills and values. An art workshop was also introduced to help nurture the children's creativity, with several children discovering a passion for painting and manual crafts. Additionally, an ICT workshop was created, where external facilitators teach a group of 20 primary school students the basics of computers and digital literacy. The preschool and primary school children made significant progress and were even invited to perform at a public event in

Kigali during the annual ECD conference.

In terms of nutritional support for the children, a livestock farming project was launched. A farm with 2 cows and 140 chickens was established near the school, with a dual purpose: to increase the consumption of milk and eggs for the children's growth and development, and to generate income through the sale of the other part of milk and eggs, which will help sustain the children's feeding program.

Finally, two major accomplishments in 2024 include the partnership with BK Foundation, which enabled fundraising for the construction of a new building for the ECDC that meets national standards and will offer a better environment for the children's development. The new facility is expected to be completed in the first quarter of 2025. Additionally, the fundraising partnership with GTR Awards raised 40% of the funds for the construction of Shelter Them's primary school, which will include six classrooms and be operational in 2025.

## IV. Family Support

The Family Support program complements the educational initiatives of Shelter Them. It is almost impossible to make a meaningful impact on a vulnerable child's education without improving their environment by developing their family situation. The primary goal of this program is to empower the families of children involved in Shelter Them's programs. To achieve this, families receive support for their basic needs, helping them become economically and socially independent.

In 2024, regular meetings were organized with the parents of children in the ECDC, primary, and secondary levels supported by Shelter Them. These meetings had two main objectives: to combat school dropout and to prevent early pregnancies within the Gateko community. A parent committee was elected to represent all parents and act as a liaison between the parents and Shelter Them's staff, strengthening the bond between families and their children's education.

Throughout the year, 85 families, or more than 350 individuals, benefited from medical insurance, which greatly facilitated access to healthcare. Shelter Them continued to cover all health-related expenses for these families. Additionally, seven homes were rented to relocate families living in some of the most precarious housing in the community.

In an effort to promote food sovereignty, eight families cultivated a field where they harvested maize, red beans, and sorghum. Hundreds of kilograms of crops were gathered throughout the year. These families also began a livestock project, with each family taking responsibility for 24 laying hens. A significant milestone in the empowerment of these families was achieved, as they are now able to pay for their own water and electricity bills.

The Family Support Department continued its collaboration with the National Child Development Agency (NCDA) to reintegrate children living without parental care back into their families.





## V. Community Development

The Community Development program aims to empower the entire village community. The goal is to enable villagers, through capacity building and the acquisition of technical skills, to improve their living conditions. All with the aim of allowing children to grow up in an environment more conducive to their development. To achieve this, Shelter Them oversees two cooperatives: one focused on farming and savings, and another dedicated to basket weaving activities. These cooperatives, primarily made up of women, help them learn a trade and generate income.

The farming cooperative, Tubebo Neza, had a significant harvest in 2024, producing 3 tones and 538 kg of maize and 313 kg of red beans. The majority of the harvest was sold, with a portion saved for planting in the upcoming seasons, and the remaining share was distributed for consumption among the approximately 30 cooperative members and their families. Over the course of the year, the cooperative generated a turnover of 3,298,300 Rwf (approximately 2,306 USD) and made a profit of 1,270,970 Rwf (around 888 USD) from the sale of water. These profits allowed the cooperative to offer micro-loans to its members, supporting their personal needs or the development of new projects.

The Berwa Iwacu cooperative, consisting of 41 members, most of whom are mothers, has renewed its members and started a new venture: the production of Rwandan traditional baskets. The members craft baskets using fibers extracted from traditional Rwandan plants. These baskets can serve as decorations, pots, or various types of containers. The goal of this new initiative is to develop a commercial activity around the baskets, leading to significant economic growth for the members.





*Financial Report 2024 of Tubehe Neza Cooperative*

Period	Activities	Income	Expenses	Balance
<b>2023</b>				<b>248,527</b>
<b>January</b>	Sales of water (WASAC)	52,210		300,737
	Sale of beans from the season B 2023	250,400		551,137
	Payment of the security guard and the cleaner	12,000		539,137
	Reimbursement of the debt of a member	40,700		<b>579,837</b>
<b>February</b>	Maintenance of the drying shelter		48,200	531,637
	Purchase of fertilizer		72,200	459,437
	Purchase of maize seeds		6,200	453,237
	Travel costs for the leaders who went to Mareba for a meeting		3000	450,237
	Payment of the security guard and the cleaner		12,000	438,237
	Reimbursement of the debt of a cooperative member	50,000		488,237
	Sales of water (WASAC)	28,000		516,237
	Purchase of compost		185,000	331,237
	Payment of farmers		180,000	151,237
	Bank fees		600	<b>150,637</b>
<b>March</b>	Payment of farmers		70,000	80,637
	Purchase of a spray for the maize		5,400	75,237
	Payment of farmers		33,000	42,637
	Payment of the security guard and the cleaner		12,000	30,237
	Sales of water (WASAC)	40,702		70,939
	Bank fees		600	70,339
	Cash deposit	36,060		<b>106,399</b>
<b>Quarter 1</b>				<b>106,399</b>
<b>April</b>	General Assembly meeting		36,000	70,399
	Transport fees of members of the two committees who came to prepare the GA		19,500	50,899
	Purchase of insecticide and repair of a damaged tool		6,400	44,499
	Sales of water (WASAC)	15,520		60,019
	Payment of the security guard, the water seller and the cleaner		32,000	28,019
	Sale of 408 kg of beans purchased in 2023.	236,000		264,019
	Sale of maize production from the season B (2,78 T)	685,740		949,759
	Processing of maize production		14,200	<b>935,559</b>
<b>May</b>	Maintenance of the drying shelter door		2,500	933,059
	Maintenance of the drying shelter fence		1,500	931,559
	Payment of the security guard and the cleaner		12,000	919,559
	Travel fees to the bank for a payment		1,500	918,059
	Payment for the maintenance work follow-up		1,500	916,559
	Transport expenses to the bank for 2 people for a withdraw		4,500	912,059

	Donation from Shelter Them for purchasing electrical equipment	74,000		986,059
	Debt paid by a member of the cooperative	10,000		996,059
	Sale of sand left over from toilet construction	9,000		<b>1,005,059</b>
<b>June</b>	Micro loans for cooperative members		500,000	505,059
	Purchase of a register		2,700	502,359
	Sale of sand	4,500		506,859
	Debt paid by a member of the cooperative	19,800		526,659
	Micro loan for a cooperative member		20,000	506,659
	Repair of damaged faucet		5,000	501,659
	Purchase of faucet protection		5,700	495,959
	Purchase of harvest bags		2,100	493,859
	Payment of the security guard		7,000	486,859
	Sales of water (WASAC)	78,910		565,769
	Debt paid by a member of the cooperative	20,000		585,969
	Payment of security guards in the maize land		30,000	555,969
	Contribution to the cooperative union		50,000	505,969
	Travel costs for the person who went to Kayonza for training on skills development cooperatives		15,000	490,969
	Payment of the security guard and the cleaner		15,000	475,969
	Bank fees		500	<b>475,469</b>
<b>Quarter 2</b>				<b>475,469</b>
<b>July</b>	Reimbursement of the debt of a member of the cooperative	63,000		538,469
	Reimbursement of the debt of a member of the cooperative	23,200		561,669
	Sales of water (WASAC)	190,330		751,999
	Loan to a member		100,000	<b>651,999</b>
<b>August</b>	Transport fees for a 3-day training course for 7 members of the cooperative		220,000	431,999
	Rental of a corn thresher		9,000	422,999
	Purchase of corn packaging		4,000	418,999
	Purchase padlocks to close water taps		1,600	417,399
	Payment of security guard and cleaner		15,000	402,399
	Payment to the person who made bricks (1700) for the new water tank		80,000	322,399
	Reimbursement of the debt of a member of the cooperative		60,000	382,399
	Sale of the production of 633 kg of beans and 1 T 60 of corn	831,000		1,213,399
	Sales of water (WASAC)	365,500		1,578,899
	Purchase of compost to use during agricultural season B 2024		270,000	1,308,899
	Payment to the people who moved the bricks		3,000	<b>1,305,899</b>
<b>September</b>	Purchase of compost		85,000	1,220,899
	Purchase of electricity		4,000	1,216,899

	Payment from the person who made bricks (700) for the new water tank		35,000	1,181,899
	Purchase of cleaning equipment		9,000	1,172,899
	Loan to 3 members		253,000	919,899
	Bank fees		1,100	918,799
	Entry fees of 4 new members	200,000		1,118,799
	Sales of water (WASAC)	255,000		<b>1,373,799</b>
<b>Quarter 3</b>				<b>1,373,799</b>
<b>October</b>	Payment of security guard and cleaner		15,000	1,356,799
	Purchase of electricity		2,000	1,356,799
	Purchase of 18 kg of corn seeds, 10 kg of beans, and 150 kg of fertilizer, and their transportation		145,030	1,211,769
	Purchase of activity notebooks and rope for planting seeds		6,500	1,205,269
	Transport to ATN for a training about Farming God's way (FGW)		5,000	1,200,269
	Contribution from 4 new members	200,000		1,400,269
	Sales of water (WASAC)	121,400		<b>1,521,669</b>
<b>November</b>	Payment of the attendance fees of the union conference		25,000	1,496,669
	Transportation fees to go to the bank		9000	1,487,669
	Funeral services of the cooperative leader		42,000	1,445,669
	Loan to cooperative members		124,500	1,321,169
	Reward the farmers who helped maintain the maize plantation		60,000	1,261,169
	Purchase insecticides for the maize		30,000	1,231,169
	Payment of the cooperative union membership fees		100,000	1,131,169
	Members attending the cooperative's GA		42,000	1,089,169
	Purchase of a ream of paper		6000	1,083,169
	Payment of security guard, water seller and shelter cleaner		35,000	1,048,169
	Repayment of debt by a member	45,000		1,093,169
	Sales of water (WASAC)	63,400		1,156,569
	Repayment of debt by members	124,500		1,281,069
	Sales of beans	5000		1,286,069
	Cash funds	8,000		1,294,069
	Bank fees		800	1,293,269
	Purchase of electricity		2,000	1,291,269
	Substitute leaders who organized the General Assembly on November 14th.		12,000	<b>1,279,269</b>
<b>December</b>	Purchase electricity		2,000	1,277,269
	Purchase insecticides for the maize		5,000	1,272,269
	Transport fees for the president to attend a meeting in Kigali		22,000	1,250,269
	Sales of water (WASAC)	60,000		1,310,269
	Payment of security guard and cleaner		15,000	1,295,269
	Bank fees		600	<b>1,294,669</b>
<b>Quarter 4</b>				<b>1,294,669</b>







## VI. Fundraising

Shelter Them Poverty Relief had a remarkable year of fundraising efforts in 2024, with numerous successful campaigns and events that made a meaningful impact on our programs in Rwanda. Here's a recap of the major fundraising activities:

- **February: Online Auction (NL - Canada)** Our year began with a successful online auction in Newfoundland, raising vital funds for our ongoing programs.
- **March: “Hearts for Rwanda” Campaign (NL - Canada)** Our annual “Hearts for Rwanda” campaign took place in Newfoundland with displays in local shopping centers, and Lane’s Retirement Living locations across the province also participated, significantly boosting our efforts.
- **April - July: “100 Days of Change” Campaign** This long-running campaign, held from April 7th to July 17th, continues to be one of our most successful fundraising initiatives in Newfoundland, providing crucial support for our projects in Rwanda.
- **May 1st: UK Fundraiser with Global Trade Review** Duarte Pedreira presented Shelter Them at a fundraising event hosted by the Global Trade Review Organization in the UK, raising 40.2 million RWF for the first phase of our Primary School construction in Gateko Village.
- **June 2nd: Shelter Them Ontario Gala** The Annual Ontario Gala, thanks to the leadership of event coordinator Vanessa Legair and the committee, was a major success. We raised significant funds and signed 10 new child sponsors, helping us continue our work in Rwanda.
- **Child Sponsorship Program** Our child sponsorship program remains at the core of our fundraising efforts. Currently, 250 sponsors are providing \$40 per month for 180 children, making a lasting impact on their lives. We welcomed over 20 new sponsors in 2024, and we remain committed to growing this program.
- **Early Childhood Development Program (ECDC)** With the ongoing support of the ECDC club and its sponsors, our Early Childhood Education program continues to thrive. For just \$15/month, supporters help cover the costs of education, meals, and supplies for young children. However, we still need more sponsors to fully fund the program.
- **October 6th: Walk for Education (Ontario - Canada)** Jocelyne Alexandre and Josephine Murphy organized a successful "Walk for Education" to raise funds for our Early Childhood Education program. Thanks to the generosity of donors, this event made a significant impact.
- **September 21st: 8th Annual “Shelter Them Dinner and Auction” (NL - Canada)** The 8th annual dinner and auction in Newfoundland was our largest fundraiser of the year. Co-founders Jocelyne and Josephine attended, and the event continues to be an essential part of our Newfoundland fundraising efforts.

- **December: Christmas Raffle and Recycling Drive (NL - Canada)** Our Christmas raffle and annual recycling drive helped raise 10,650,000 RWF, enabling us to provide 300 children in Gateko Village with special Christmas gifts. This initiative was made possible by the generosity of our supporters during the holiday season.

### **Additional Fundraising Events:**

- **May:** Leona Tobin Fahey hosted a successful raffle for the Gateko Village "cow project."
- **July:** Lane's Retirement Living raffled a quilt to support the "100 Days of Change" campaign.
- **December:** Bev Farrow and the students from Brampton Christian School raised funds through a Christmas play, donating all proceeds to Shelter Them.

We are deeply grateful to all the corporate partners, churches, organizations, and individual donors who have supported Shelter Them throughout 2024. Your generosity has played a crucial role in advancing our work in Rwanda, allowing us to provide life-changing programs and support to children and families in need. Thank you for being a part of our community and helping us build a brighter future for the children of Gateko Village.





## VII. Risk Management

The COVID-19 pandemic has had lasting effects both globally and on our organization and the communities we serve. As we continue our mission to support vulnerable children and families in Rwanda, we face ongoing challenges, including economic instability, increased demand for services, and resource limitations. Addressing these issues requires thoughtful action to ensure long-term sustainability and impact.

Like many other NGOs, one of our biggest challenges is economic strain and funding shortages. The rising cost of living and donor fatigue have made securing consistent funding more difficult. With increased operational costs, we are under pressure to sustain critical programs such as education, nutrition, and family support. While we are deeply grateful for the generosity of our donors, we are continuously seeking new ways to ensure the stability of our organization and the services we provide.

In addition to financial constraints, we are seeing increased vulnerability among the children and families we support. Economic instability has made it harder for families to afford basic necessities, resulting in a higher demand for shelter, food assistance, and education. As more families turn to us for help, we are committed to meeting their needs despite limited resources. The rising cost of food and living is directly impacting their health and well-being as families struggle to make ends meet. Similarly, our staff and volunteers are facing increasing emotional strain due to the growing demands placed on them. Burnout is something we're keeping an eye on, as our team works tirelessly to support our beneficiaries. Our staff and volunteers are the backbone of Shelter Them, and their dedication is vital to the success of our programs. To ensure continued effectiveness, we must prioritize their well-being by promoting fair workload distribution, providing mental health support, and recognizing their invaluable contributions. Supporting the well-being of both our beneficiaries and our team is key to fulfilling our mission of providing children with access to nutritious meals, quality education, and a safe environment. However, sustaining these efforts requires ongoing support and sustainable solutions.

Community development has also become increasingly challenging. We strongly believe in the power of community to uplift vulnerable children, and we've always relied on local engagement to drive long-term change. However, economic difficulties have made it harder to mobilize local resources and encourage community participation. Strengthening these connections and fostering collaboration among community members will be critical to building sustainable solutions for the future.

Despite these challenges, we remain steadfast in our commitment to our mission. Moving forward, we are focusing on strengthening financial resilience by diversifying funding sources and expanding donor engagement. We are also enhancing our support for children and families by strengthening our core programs and collaborating with partners to extend our reach. At the same time, we are prioritizing the well-being of our team and revitalizing community engagement by fostering local partnerships and developing initiatives that empower families economically and socially.

While the road ahead may present obstacles, we are confident that with the continued support of our donors, partners, and the community, we will continue to transform lives. Shelter Them is more than just an organization, it is a movement of people dedicated to ensuring that every child has the opportunity to grow up in a safe and loving environment. Together, we can build a stronger future for the children and families who need us most.



## VIII. Finances

In 2024 Shelter Them Rwanda contributions increased by 143.2 million RWF from 164.8 million RWF in 2023 to 308.0 million RWF in 2024. Of the 308.0 million RWF received, 77.3 million RWF were restricted funds. 22.5 million RWF was donated by the Bank of Kigali for the construction of an ECDC School Building. Another 54.8 million RWF was received to resume construction on the Primary School Building, with the largest component being a 40.2 million RWF donation from a fund raiser held in the United Kingdom by the Global Trade Review organization.

Most of Shelter Them Rwanda's donations come from Shelter Them Poverty Relief, our sister charity headquartered in Canada.

Cash expenditures for 2024 were 290.2 million RWF, an increase of 113.4 million RWF from 2023.

Operational program expenses in 2024 were 225.6 million RWF, an increase of 49.3 million RWF from 2023. Notable increases for 2024 in program costs were in the ECDC, with the establishment of a livestock program of 12.5 million RWF and additional extracurricular programs for art and karate at 2.5 million RWF. Other items of note were increased funding and enrollment of students at the Open Door private school of 6.6 million RWF, funding of gutters and electricity for the farming cooperative at a cost of 2.5 million, roof repairs for the Community Centre of 5.5 million RWF and the replacement of the engine in the company car of 5.4 million RWF. Salary expense was also higher by 5.6 million as well due to additional hiring and benefits.

Capital expenditures were significantly higher in 2024, by 64.2 million RWF. Construction expenditures were 22 million for a new school building for the ECDC. Construction of the primary school building resumed, and 42.6 million RWF was spent on the primary school building construction.



The table below shows the distribution of cash expenditures by program areas:

	Unrestricted funds 2024 RWF 000	Restricted Funds 2024 RWF 000	Total Funds 2024 RWF 000	Total Funds 2023 RWF 000	Total Funds 2022 RWF 000
<b>Operating Expenditures on Charitable Activities</b>					
Family Support	42,725	-	42,725	39,624	39,895
Education	60,194	-	60,194	50,342	41,513
Healthcare	5,035	-	5,035	3,599	2,079
ECDC Setup and Operation	43,751	-	43,751	22,926	17,251
Community Support	5,789	-	5,789	5,203	28,256
Administration and Management	68,106	-	68,106	54,600	34,732
			-	-	-
<b>Total Operating Expenditures</b>	<b>225,600</b>	<b>-</b>	<b>225,600</b>	<b>176,293</b>	<b>163,726</b>
<b>Capital Expenses</b>					
Construction in Progress - Community Center			-	-	-
Construction in Progress - Housing Construction			-	-	20,932
Construction in Progress - Primary School Construction		42,602	42,602	457	10,030
Construction in Progress - ECDC School Construction		22,000	22,000		
Land Purchase			-	-	-
<b>Total Capital Expenditures</b>	<b>-</b>	<b>64,602</b>	<b>64,602</b>	<b>457</b>	<b>30,963</b>
<b>Total Cash Expenditures</b>	<b>225,600</b>	<b>64,602</b>	<b>290,202</b>	<b>176,750</b>	<b>194,689</b>

## Operating Expenditures

**Family support** costs were higher in 2024 by 3.1 million RWF. The primary drivers of the increase were additional Christmas program costs of 2 million RWF due to more children included in the program, and the increase of living allowances to individuals for 1.6 million. Additional funeral expenses of 1.6 million RWF were incurred. Home maintenance and rental costs increased by 0.8 million RWF. However, food support costs decreased by 1.2 million RWF due to the increased emphasis on farming and self-sufficiency. Home furnishing costs also decreased by 1.6 million RWF as eleven homes were furnished in 2023.

**Education** costs were significantly higher in 2024 versus 2023 by 9.9 million RWF. School fees/materials/meals and transport for primary, secondary and university students were higher by 5.2 million RWF. The full year effect of sending children to a private school, Open Door Christian School, added 6.6 million RWF of costs in 2024. Salary costs were increased by 0.8 million RWF, due primarily to the hiring of a primary school teacher in 4Q 2024. These cost increases were partially offset by a decrease in support for local schools of 2.3 million RWF, with reduction of school meal support of 1.8 million RWF and internet support of 0.5 million RWF. The summer educational program was also lower by 0.4 RWF.

**Healthcare** costs were higher by 1.4 million RWF in 2024, primarily due to higher costs for hospitals and medications. Cost of health insurance for beneficiaries remained the same in 2024 as 2023.

**ECDC** costs were significantly higher by 20.8 million RWF in 2024. An agricultural program with cows and chickens to provide milk and eggs to the ECDC was initiated at a cost of 12.5 million RWF. This cost includes the construction of a cow shelter and a house for a shepherd for 3.0 million RWF, a chicken coop for 1.5 million RWF, the purchase of two cows for 2.3 million RWF, and chickens for 2.2 million RWF. Feed costs were 3.0 million RWF for cows

and 2.2 million RWF for chickens. Extracurricular programs for art and karate were added for 1.4 million and 1.5 million RWF respectively, funded by individual donors. Salary and benefit costs increased by 1.6 million due primarily to increased benefit costs for health insurance (RAMA).

## Capital Expenditures

Capital expenditures of 64.6 million RWF were made in 2024, up significantly from 2023. Construction began on an ECDC School Building, and 22 million RWF was spent on that project in 2024. This project is expected to cost approximately 45 million RWF and will be completed in early 2025. This project is fully funded by a grant from the Bank of Kigali. Work on the primary school building resumed in 2024, with 42.6 million RWF spent.

## Direct versus Indirect Costs

The following table is a representation of how operation funds are spent. Direct costs are specific to programs, not including salary costs. Staff costs are costs specific to Shelter Them Rwanda employees, predominately salary and benefits. Support costs are the cost of facilities and general support.

Cost	2024 RWF 000	%	2023 RWF 000	%	2022 RWF 000	%	2021 RWF 000
Direct	116,341	52%	82,661	47%	96,939	59%	61,812
Staff	78,657	35%	76,312	43%	49,000	30%	45,595
Support	30,602	14%	17,320	10%	17,788	11%	11,319
Total	225,600	100%	176,293	100%	163,726	100%	118,726

Direct program costs are higher in 2024 by 33.7 million RWF. ECDC direct program costs contributed 19.2 million RWF of this increase. The agricultural program accounted for 12.6 million RWF, meals contributed 1.8 million RWF and the art/karate programs and other services 4.9 million RWF. Educational program costs increased by 11.9 million due to increased costs for university students of 2.4 million RWF, increased primary/secondary student costs of 2.8 million RWF, and increased attendance and tuition costs for the *Open Door Christian School* of 6.7 million RWF. Support for the farming cooperative increased 1.6 million due to the funding of the drying centre enhancements. Healthcare expenses were higher by 1.4 million RWF, primarily due to increased costs for medicines.

Staff costs increased by 2.3 million RWF from 2023 to 2024. Staff salary and benefits costs increased by 5.6 million RWF from 2023 to 2024 due primarily to increases in RAMA costs and additional hiring, which was partially offset by the absence of 3.0 million RWF of staff training costs included in the 2023 costs. The Rwandan board decided to extend RAMA coverage to most employees in 2024, substantially increasing the cost.

Support costs are higher by 13.2 million RWF in 2024. Costs for the community center increased by 6.8 million RWF, which included a roof repair for 5.5 million, increased utility consumption of 0.7 million RWF and other maintenance and supplies of 0.6 million RWF. Another major expenditure was 5.4 million RWF for replacement of the engine in the company car. Other costs of note were an increase of 0.5 million RWF for hosting visitors, 0.2 million RWF for computer expenses and 0.3 million RWF for contributions to the Bugesera district for membership.

## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2024

	Unrestricted funds 2024 RWF 000	Restricted funds 2024 RWF 000	Total funds 2024 RWF 000	Total funds 2023 RWF 000	Total funds 2022 RWF 000
<b>Incoming resources</b>					
Donations and legacies	230,460	77,320	307,780	164,839	167,184
Donated goods, facilities and services	-	-	-	-	-
Sales of Excess Products	230	-	230	-	-
<b>Total</b>	230,690	77,320	308,011	164,839	167,184
<b>Resources expended</b>					
Raising funds		-	-	-	2,861
Charitable activities	225,600		225,600	176,293	160,865
<b>Total</b>	225,600	-	225,600	176,293	163,726
<b>Net income/(expenditure) before investment gains/(losses)</b>	5,090	77,320	82,411	(11,454)	3,458
Net gains/(losses) on investments	-	-	-	-	-
Foreign Exchange Gains/(Losses)	3,982		3,982	(31)	3,109
Depreciation		(5,514)	(5,514)	(7,563)	(8,575)
<b>Net income/(expenditure)</b>	9,073	71,807	80,879	(19,048)	(2,007)
<b>Extraordinary items</b>	-	-	-	-	-
<b>Transfers between funds</b>			-	-	-
<b>Other recognised gains/(losses):</b>					
Gains and losses on revaluation of fixed assets for the charity's own use	-	-	-	-	-
Other gains/(losses)		-	0	0	0
<b>Net movement in funds</b>	9,073	71,807	80,879	(19,048)	(2,007)
<b>Reconciliation of funds:</b>					
Total funds brought forward	23,611	86,557	110,168	129,216	131,224
<b>Total funds carried forward</b>	32,684	158,364	191,047	110,168	129,216

## BALANCE SHEET

For the year ended 31 December 2024

	Unrestricted funds	Restricted funds	Endowment funds	Total funds 2024	Total funds 2023	Total funds 2022
	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000
<b>Fixed assets</b>						
Intangible assets	-	-	-	-	-	-
Tangible assets	✓ 164,451	✓ 14,739	✓ 179,190	120,101	127,207	
<b>Total fixed assets</b>	-	164,451	14,739	179,190	120,101	120,101
<b>Current assets</b>						
Stocks	-	-	-	-	-	-
Debtors	-	-	✓ -	-	200	200
Investments	-	-	-	-	-	-
Cash at bank and in hand	✓ 35,436	-	✓ -	35,436	12,043	20,168
<b>Total current assets</b>	35,436	-	-	35,436	12,243	20,368
Creditors: amounts falling due within one year	✓ 7,361	-	✓ -	7,361	6,233	4,655
<b>Net current assets/(liabilities)</b>	28,076	-	-	28,076	6,010	15,713
<b>Total assets less current liabilities</b>	28,076	164,451	14,739	207,265	126,111	142,920
Creditors: due within one year	-	-	✓ -	-	-	-
Provisions for liabilities	-	-	✓ -	-	-	-
<b>Total net assets or liabilities</b>	28,076	164,451	14,739	207,265	126,111	142,920
<b>Funds of the Charity</b>						
Bugesera Land	-	1,035	✓ 13,704	14,739	14,739	14,739
Sewing	-	-	✓ -	-	-	-
ECD	-	-	✓ -	-	-	-
Buildings	✓ 89,361	✓ 89,361	✓ 94,875	100,388		
Vehicle	✓ -	0	✓ -	0	0	2,050
Construction in Progress	✓ 75,090	✓ 75,090	✓ 10,487	10,030		
General Funds	28,075	-	✓ -	28,075	6,010	15,713
<b>Total funds</b>	28,075	165,486	13,704	207,265	126,111	142,920



## CASHFLOW STATEMENT

For the year ended 31 December 2024

	2024 RWF 000	2023 RWF 000	2022 RWF 000
<b>Cash flows from operating activities:</b>			
Net (expenditure)/income for the year	80,879	(19,048)	(2,007)
Depreciation	5,514	7,563	8,575
Increase/(decrease) in creditors and provisions	1,327	3,816	3,598
<b>Net cash provided by (used in) operating activities</b>	<b>87,720</b>	<b>(7,668)</b>	<b>10,165</b>
<b>Cash flows from investing activities</b>			
Dividends interest and rents from investments			
Proceeds from the sale of property plant and equipment			
Purchase of property, plant and equipment			
Construction in Progress (Gateko Community Centre)			(20,932)
Construction in Progress (Housing Construction)			
Construction in Progress (Primary School Construction)	(42,602)	(457)	(10,030)
Construction in Progress (ECDC School Construction)	(22,000)		
Proceeds from sale of investments			
Purchase of investments			
<b>Net cash provided by (used in) investing activities</b>	<b>(64,602)</b>	<b>(457)</b>	<b>(30,963)</b>
<b>Cash flows from financing activities</b>			
Repayments of borrowing/financing activities			
Receipt of endowment			
<b>Net cash provided by (used in) financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>23,118</b>	<b>(8,125)</b>	<b>(20,797)</b>
Cash and cash equivalents at the beginning of the reporting period	12,318	20,168	40,966
Change in cash and cash equivalents due to exchange rate movements	0	0	0
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>35,436</b>	<b>12,318</b>	<b>20,168</b>

# NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2024

## Note 1 – Basis of preparation

### 1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognized at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the International Financial Reporting Standards.

### 1.2 Going concern

It is considered that there are no material uncertainties about Shelter Them - Rwanda's ability to continue as a going concern, subject to the continued availability of funding from partner charities. There are no material uncertainties affecting the current year's accounts.

### 1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

### 1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period.

### 1.5 Material prior year errors

No material prior year error has been identified in the reporting period.

## Note 2 – Accounting policies

### 2.1 Income Recognition

All incoming resources are recognized once the charity has entitlement to the resources, it is probable (more likely than not) that the resources will be received, and the monetary value of incoming resources can be measured with sufficient reliability.

### 2.2 Funds structure

Where there is a legal restriction on the purpose to which a fund may be put, the fund is classified either as:

- A restricted fund or
- An endowment fund.

Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified charitable purpose.

Endowment funds arise when the donor has expressly provided that the gift is to be invested and only the income of the fund may be spent. These funds are sub analyzed between those where the trustees have the discretion to spend the capital (expendable endowment) and those where there is no discretion to expend the capital (permanent endowment). Shelter Them -

Rwanda has one permanent endowment fund - the piece of land owned by the charity in Bugsera and donated by the government of Rwanda.

### **2.3 Donated goods**

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognized on receipt. In the reporting period in which the stocks are distributed, they are recognized as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale and recognized in 'Income from other trading activities' with the corresponding stock recognized in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognized as 'Income from other trading activities'.

Tangible fixed assets donated to the charity for ongoing use have been recognized at an estimated market value upon receipt. Such assets have been capitalized or expensed in line with the charity's fixed asset policy.

### **2.4 Support costs**

Support costs are those costs which do not relate directly to a single activity. These include some staff costs, building costs, costs of administration, internal and external audit costs, and IT support.

### **2.5 Fundraising costs**

The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs together with investment management fees.

### **2.6 Charitable activities**

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs.

### **2.7 Foreign currencies**

The functional currency of Shelter Them - Rwanda is RWF.

### **2.8 Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

- Motor vehicles 5 years (straight line)
- Buildings 20 years (straight line)
- Land has no depreciation rate.



## 2.9 Cash and cash equivalents

Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due. Cash equivalents are short term, highly liquid investments, usually in 90-day notice interest bearing savings accounts.

### Note 3 – Income from Donations and Legacies

	Unrestricted funds 2024 RWF 000	Restricted funds 2024 RWF 000	Total funds 2024 RWF 000	Total funds 2023 RWF 000	Total funds 2022 RWF 000
Donations and gifts	230,460	77,320	307,780	164,839	167,184
General grants	-	-	-	-	-
Membership subscriptions and sponsorships	-	-	-	-	-
Gifts in kind	-	-	-	-	-
<b>Total</b>	<b>230,460</b>	<b>77,320</b>	<b>307,780</b>	<b>164,839</b>	<b>167,184</b>

### Note 4 – Operating Expenditures on Charitable Activities

	Unrestricted funds 2024 RWF 000	Restricted Funds 2024 RWF 000	Total Funds 2024 RWF 000	Total Funds 2023 RWF 000
<b>Operating Expenditures on Charitable Activities</b>				
Family Support	42,725	-	42,725	39,624
Education	60,194	-	60,194	50,342
Healthcare	5,035	-	5,035	3,599
ECDC Setup and Operation	43,751	-	43,751	22,926
Community Support	5,789	-	5,789	5,203
Administration and Management	68,106	-	68,106	54,600
			-	-
<b>Total Operating Expenditures</b>	<b>225,600</b>	<b>-</b>	<b>225,600</b>	<b>176,293</b>
<b>Capital Expenses</b>				
Construction in Progress - Community Center			-	-
Construction in Progress - Housing Construction			-	-
Construction in Progress - Primary School Construction		42,602	42,602	457
Construction in Progress - ECDC School Construction		22,000	22,000	
Land Purchase			-	-
<b>Total Capital Expenditures</b>	<b>-</b>	<b>64,602</b>	<b>64,602</b>	<b>457</b>
<b>Total Cash Expenditures</b>	<b>225,600</b>	<b>64,602</b>	<b>290,202</b>	<b>176,750</b>

### Note 5 - Analysis of Staff Costs

	2024 RWF 000	2023 RWF 000	2022 RWF 000
Salaries and wages	66,467	64,075	46,165
Social Security and Pension costs	5,393	5,849	2,835
Staff bonus	-	-	-
Benefits in kind	-	-	-
Other employee benefits	9,681	4,429	-
<b>Total staff costs</b>	<b>81,540</b>	<b>74,352</b>	<b>49,000</b>

Staff costs increased by 7.2 million RWF from 2023 to 2024. The primary driver of the increase was the full year effect and the expansion of RAMA coverage for the staff, resulting in a 5.3 million RWF increase. Other increases were salary costs of 4.9 million RWF, which was the half year effect of hiring the accounting intern to a full-time position, hiring a shepherd for the agricultural program, hiring a primary school teacher in mid-November, adding a person for the art program and costs for two Berwa trainers. These increases were partially offset by a decrease in PAYE costs of 2.0 million RWF and pension costs of 0.4 million RWF, due to reduced individual taxation rates by the Rwandan government. CBHI costs were reduced by 0.6 million RWF due to the elimination of the prior year adjustment in 2023.

## Note 6 - Tangible fixed assets

	Freehold land & buildings	Other land & buildings	Plant, machinery and motor vehicles	Fixtures, fittings and equipment	Total
	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000
At the beginning of the year	14,739	120,759	17,567	-	153,065
Additions		64,602	-	-	64,602
Revaluations	-	-	-	-	-
Disposals	-	-	-	-	-
Transfers *	-	-	-	-	-
<b>At end of the year</b>	<b>14,739</b>	<b>185,361</b>	<b>17,567</b>	<b>-</b>	<b>217,667</b>

### 6.2 Depreciation and impairments

At beginning of the year	-	15,397	17,567	-	32,964
Disposals	-	-	-	-	-
Depreciation	-	5,514	-	-	5,514
Impairment	-	-	-	-	-
Transfers*	-	-	-	-	-
<b>At end of the year</b>	<b>-</b>	<b>20,911</b>	<b>17,567</b>	<b>-</b>	<b>38,478</b>

### 6.3 Net book value

At the beginning of the year	✓ 14,739 ✓	✓ 105,362 ✓	✓ - ✓	✓ - ✓	120,101
<b>At the end of the year</b>	<b>14,739</b>	<b>164,451</b>	<b>-</b>	<b>-</b>	<b>179,190</b>

The land held by Shelter Them – Rwanda relates to Land donated by the government to the charity in 2016 for charitable purposes. The land has been classified as a permanent endowment and can only be used for charitable purposes. The value of the land is the estimated value calculated based in the market value of land in the same area at the time the land was donated to the charity.

Land was purchased in 2021 at a cost of 1.035 million for the project to build a drying shelter for the farming cooperative, which was completed in 2022.

## Note 7 – Cash at bank and in hand

	2024 RWF 000	2023 RWF 000	2022 RWF 000
Short term cash investments (less than 3 months maturity date)	-	-	-
Short term deposits	-	-	-
Cash at bank and on hand	35,436	12,043	20,168
Other	-	-	-
<b>Total</b>	<b>35,436</b>	<b>12,043</b>	<b>20,168</b>

## Note 8 - Analysis of Creditors due in One Year

	2024 RWF000	2023 RWF000	2022 RWF000
Accruals and deferred income	-	-	-
Other Creditors	7,361	6,233	4,655
<b>Total</b>	<b>7,361</b>	<b>6,233</b>	<b>4,655</b>

This amount includes 2.6 million RWF for December 2024 Payroll Taxes Payable and 4.8 million RWF owed to vendors for supplying Christmas items in December of 2024.

## Note 9 - Charity Funds

### 9.1 Details of material funds held and movements during the CURRENT reporting period

Fund names	Fund balances brought forward	Income	Expenditure	Transfers	Capital Additions	Depreciation/ Other	Fund balances carried forward
	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000
General Fund	6,010	308,011	(225,600)	(64,603)		4,257	28,075
Bugesera Land	14,739						14,739
Buildings	30,370					(1,841)	28,530
Housing	64,505					(3,673)	60,832
Construction	10,487			64,603			75,090
Vehicles	(0)			0	0		(0)
<b>Total Funds</b>	<b>126,111</b>	<b>308,011</b>	<b>(225,600)</b>	<b>(0)</b>	<b>0</b>	<b>(1,257)</b>	<b>207,265</b>

### 9.2 Details of material funds held and movements during the PRIOR reporting period

Fund names	Fund balances brought forward	Income	Expenditure	Transfers	Capital Additions	Depreciation/ Other	Fund balances carried forward
	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000	RWF 000
General Fund	15,713	164,839	(176,293)			1,751	6,010
Bugesera Land	14,739						14,739
Buildings	32,211					(1,841)	30,370
Housing	68,178					(3,673)	64,505
Construction	10,030		457				10,487
Vehicles	2,050			0	0	(2,050)	(0)
<b>Total Funds</b>	<b>142,920</b>	<b>164,839</b>	<b>(175,836)</b>	<b>0</b>	<b>0</b>	<b>(5,812)</b>	<b>126,111</b>