

READY 4 SCHOOL RWANDA

England & Wales · Charity number 1167472

Details

Status Registered

Legal form CIO

Registered 2016-06-06

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: TO ADVANCE EDUCATION IN RWANDA, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE PROVISION OF FUNDS FOR THE CONSTRUCTION OF CLASSROOMS, RELATED INFRASTRUCTURE, LEARNING MATERIALS AND SUPPORT FOR TEACHING, IN ORDER TO IMPROVE CHILDRENS ACCESS TO QUALITY PRE PRIMARY EDUCATION IN RURAL AREAS OF THE COUNTRY.

Activities: To advance education in Rwanda, in particular but not exclusively by the provision of funds for the construction of classrooms, related infrastructure, learning materials and support for teaching, in order to improve children's access to quality Pre Primary education in rural areas of the country.

Classification

- **How:** Makes Grants To Organisations, Provides Other Finance, Provides Buildings/facilities/open Space
- **What:** Education/training
- **Who:** Children/young People

Geography

- Rwanda

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£10	£10	-	-
2024-06-30	£13,000	£12,521	-	-
2023-06-30	£29,437	£29,108	-	-
2022-06-30	£18,000	£20,330	-	-
2021-06-30	£28	£9,697	-	-

Trustees

Name	Role	Appointed
JOHN RUSSELL KELTING	Chair	2016-06-05
CHRISTOPHER JAMES COLES		2016-06-05
Tony Brian McCartney		2024-04-27

READY 4 SCHOOL RWANDA

England & Wales - Charity number 1167472

Accounts

Trustees Annual Report for the year ended 30th June 2025

There has been no change in the charity's purpose, objectives or scale in the last twelve months. As in prior years, the Trustees therefore believe there is no need for the charity to have a policy on reserves or any formal induction or training for the current Trustees, given their level of experience. The Trustees believe the charity is not exposed to any major internal risks and therefore no systems or procedures are required to manage such risks. No external fundraising activities were undertaken during the year or are planned in the medium term.

Over the course of the last twelve months the Trustees have focussed on the two key priorities referenced in the last Annual Report-(i) determining whether to participate on an appropriate basis in the first EOF project initially announced in Rwanda in late 2023 and (ii) concluding the three year M&E study on its pilot three centre ECE project with HAC in Bugesera District in Rwanda. In summary, material progress has been made in achieving both these objectives in 2025, particularly in the last three months.

As was highlighted in the last Annual Report, R4SR's participation in the EOF project in Rwanda a year ago was far from certain. Subsequently, the Trustees continued to engage with a number of potential service providers who were considering bidding for one of the three US\$2.3m payment-by-results contracts being offered by EOF, as a programme approved 'impact investor'. After multiple discussions, R4SR concluded that it would work exclusively with Save The Children in Kigali/London ('Save') in supporting its bid for one of these contracts. This decision was taken on the basis that Save was viewed as a highly credible potential service provider for the project given its prior experience with payment-by-results contracts of similar scale, including having worked previously with EOF in West Africa, its presence in Rwanda and its familiarity with impact measurement generally in ECE. Save was subsequently successful in securing one of the three EOF four year performance contracts, with a bid supported by R4SR as its designated impact investor. This contract will cover approx. 130 community based ECE centres in the Eastern District of Rwanda, one most familiar to Save and including Bugesera District. These community centres currently cater for an estimated 8,000 children.

Since the summer R4SR has completed its due diligence on participating in this project. Specifically this has required negotiating the final terms of a £372,268 (US\$500k) four year term loan to be provided by R4SR to Save The Children Fund as part of the latter's up-front funding commitment to the EOF contract. Visits with Save in Kigali to a sample of typical ECE community centres and meetings with the local Save team to understand how they planned to execute the contract successfully have also been concluded. Time has also been spent working through the detailed contractual underpinnings of the various EOF sub-contracts and conducting a detailed assessment of all the key project risks R4SR will be assuming in entering into a loan of this nature. Funding for the loan will be provided by matched funded loans totalling the same amount to R4SR, whose sole source of repayment will be limited only to the Save loan repayments received by R4SR over the course of the next four years. The credit quality of the borrower and the covenant quality of EOF has also been assessed. The EOF fund has closed with commitments totalling US\$13m from The Government of Rwanda and the Lego Foundation. This was publicly announced on 29th October 2025.

At a Trustee meeting held on November 3rd 2025 the Trustees unanimously approved proceeding to execute the required finalized loan documents, with funding subject to the necessary conditions precedent subsequently being met-now expected to occur later in November.

In summary, the EOF project has been endorsed for R4SR's third education project in Rwanda as it met the latter's target criteria of supporting innovation to enhance the quality of ECE (as opposed to previously being focussed solely on improving ECE access), significantly scaling up R4SR'S loan funding by crowding in/additionality and, as always, being fully aligned with the Government of Rwanda's current ECE policies and priorities. There is also a reasonable prospect of loan repayments to R4SR being recycled into new projects (as opposed to the grant funding model which supported R4SR's two earlier education projects).

R4SR will have the potential to be positively impacting pre-primary and primary education for up to 10,000 children in the Eastern District of rural Rwanda between 2026-2030.

This impact also needs to be viewed in the context of the significant cuts to international development expenditure which were announced in early 2025 both by the US, UK and elsewhere. The Trustees consequently determined to lean-in to these headwinds and their negative consequences for some of the world's most disadvantaged communities.

Finally, it is also important to conclude that the R4SR/HAC M&E report has recently been finalised for both external publication and for circulating to key stakeholders in Rwanda. The next twelve months will determine the extent to which this report may help to attract additional funding into the ECE sector in Rwanda. This, and monitoring Save's performance under the first year of the EOF contract, will be the main priorities for R4SR in 2026, alongside assessing potential options for identifying a fourth ECE project in Rwanda in due course.

Chris Coles

Chairman

3rd November 2025.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Le Soufflet

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Receipts and payments accounts

CC16a

For the period from	01-Jul-24	To	30-Jun-25
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	47,925	-	-	47,925	48,600
Interest	4	-	-	4	4
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	47,929	-	-	47,929	48,604
A2 Asset and investment sales, (see table).					
Credited in error by CAF	545	-	-	545	-
	-	-	-	-	-
Sub total	545	-	-	545	-
Total receipts	48,474	-	-	48,474	48,604
A3 Payments					
Grants	49,540	-	-	49,540	47,034
Bank payment charges	100	-	-	100	175
CAF monthly fees	60	-	-	60	55
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	49,700	-	-	49,700	47,264
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	49,700	-	-	49,700	47,264
Net of receipts/(payments)	- 1,226	-	-	- 1,226	1,340
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	1,340	-	-	1,340	-
Cash funds this year end	114	-	-	114	1,340

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank	114	-	-
		-	-	-
		-	-	-
	Total cash funds	114	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Refund due to CAF	Bank	545	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval
	John Kelting		

READY 4 SCHOOL RWANDA

England & Wales - Charity number 1167472

Accounts

Trustees Annual Report for the year ended 30th June 2024

This Annual Report only covers the short period from March 2024 to 30th August 2024 in order to re-align the Report going forward with Ready 4 School Rwanda's financial year-end of 30 June, including this year.

There has been no change in the charity's purpose, objectives or scale since 2023. As in previous years, the Trustees therefore believe there is no need for the charity to have a policy on reserves or any formal induction or training for Trustees. The Trustees believe the charity is not exposed to any major risks and therefore no systems or procedures are required to manage such risks. Specifically, no external fundraising activities were undertaken during the year or are currently planned in the medium term.

Developments Since March 2024

Over the last five months the Trustees have exclusively focussed on the ECE project and bidding process being run by the Education Outcomes Fund (EOF) in Rwanda alongside HAC, as previously referenced in the 2023 Annual Report. At the end of February both R4SR and HAC had submitted formal EOIs in the first round bidding process. In April, both organisations were advised by EOF they had been shortlisted for inclusion in the RFP stage of the process and that this next stage would commence in June. As at the date of this Report the second stage has, however, yet to be launched, partly as a result of elections in Rwanda over the summer. R4SR has used this interim period to hold further discussions with HAC, the EOF and three other potential service provider consortium partners, at the suggestion of the EOF. This has helped to improve our understanding of the local process, the challenges and the track record of the EOF in its performance under payment-by-results contracts in ECE in other education settings in Africa. In addition, a dialogue was also recently initiated with a funder based in London. The latter has already worked with the EOF in two other countries in Africa as an impact investor in education and has extensive experience of payment-by-results contracts more generally in the UK. It is also actively focussed on this ECE intervention in Rwanda and is considering working with multiple consortia during the RFP stage and beyond, including HAC and the three other service providers referenced above. It has also made it clear it is not looking for any partners to co-invest alongside it in Rwanda. On this basis, R4SR has advised all four potential service providers including HAC that they should prioritise investigating a sole funding partnership with this new party at this stage of the process. These discussions are all live at the date of this Report. R4SR's participation in the EOF Rwanda project going forward is therefore uncertain at this time, notwithstanding its shortlisting earlier in the year.

The immediate priorities for R4SR over the next six months will therefore be to: (i) determine whether to participate in a credible consortium in the RFP process with EOF (ii) assess the implications of any such decision for its future medium term relationship with HAC in ECE in Rwanda and (iii) conclude the three year M&E Study on its pilot ECE three centre project with UNICEF and HAC and determine how best to convey the results of this Study to key stakeholders in ECE in Rwanda.

Chris Coles

Chairman

30th August 2024



CHARITY COMMISSION
FOR ENGLAND AND WALES

Ready4SchoolRwanda 1167472

CC16a

Receipts and payments accounts

For the period from	Period start date	To	Period end date
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	13,000	-	-	13,000	29,437
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	13,000	-	-	13,000	29,437
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	13,000	-	-	13,000	29,437
A3 Payments					
HAC (Rwanda NGO)	12,500	-	-	12,500	29,066
Bank Charges	21	-	-	21	42
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	12,521	-	-	12,521	29,108
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	12,521	-	-	12,521	29,108
Net of receipts/(payments)	479	-	-	479	329
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	479	-	-	479	329

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	1,512	-	-
		-	-	-
		-	-	-
	Total cash funds	1,512	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval

READY 4 SCHOOL RWANDA

England & Wales - Charity number 1167472

Accounts

Trustees Annual Report for the year ended 30th June 2023.

This Annual Report covers the short period from 31st March to 30th June 2023 (as the previous Annual Report had covered the prior period) and a detailed update to the end of March 2024, the date of this Report. In summary, the last twelve months have been very productive, both in terms of reviewing the ongoing M&E work, evaluating the second year of the pilot ECE project and, most importantly, finalising work on a new potential strategic partnership with HAC in Holland and Kigali. Three Trustee visits have been made to Rwanda during this period to follow-up on these three initiatives-two in the summer of 2023 (including the July monitoring visit signalled in the last Annual Report) and one in February 2024.

There has been no change in the charity's purpose, objectives or scale since 2022. As in previous years, the Trustees therefore believe there is no need for the charity to have a policy on reserves or the induction or training of Trustees. The Trustees believe the charity is not exposed to any major risks and therefore no systems or procedures are required to manage such risks. Specifically no external fundraising activities were undertaken during the year or are currently planned in the medium term.

M&E Study 2022/3

Given the very preliminary results obtained from the first year study, R4SR agreed to fund a second year of data collection by HAC across the three ECE centres and adjoining primary schools in 2023. This increased the sample size significantly across the target and control groups to over 300 children across two school years and a late start to data collection added to the complexity of the exercise. The results were concluded in October 2023 and presented very similar findings to the first year-the graduation rate from P1 was 54% (52% in the prior year) for the target group versus 34% in the control group (32%). Whilst the uplift is significant at approx 50%, the absolute graduation rates overall remain very low, highlighting again the importance of other factors, such as socio-economic status, impacting on outcomes. Similar results also applied across the two years to attendance, with the target group exhibiting 5% non-attendance for more than 50% of the time versus 11% for the control group. As a result of these findings, R4SR agreed to fund most of the costs of one more year of the study and also determine whether an independent consultant could be identified this year who would add credibility to assessing and reporting on the full three years of data for external audiences and potential fundraising after 2024.

In the summer of 2024 two workshops were also held with parents and teachers at two of the ECE centres and nearby primary schools to gather their qualitative feedback on the intervention. This was a limited sample of interviews. The generalised findings can be summarised as follows:

Target group children exhibit more discipline and confidence in time keeping, concentration and personal hygiene. They have stronger social skills and are less aggressive;

The parent-caregiver relationship can be an important and additive one. The latter can emphasise to parents, for example, the benefits of regular ECE attendance and homework;

The gap in performance between the target and control groups may reduce over time as some members of the control group may catch up and some in the target group may underperform. But a gap is viewed by teachers as likely to persist rather than fade;

The target group may also raise overall performance standards, although without a counterfactual this cannot be proven.

This M&E exercise has highlighted the significant limitations in attempting to assess the impact of such an intervention in ECE. The high cost, time taken and technical limitations of the work (versus say, an RCT) are all problematic but R4SR has concluded the data collected to date is additive to the debate on the efficacy of ECE centres in Rwanda.

Results of Second Monitoring Visit.

In July 2023 the model centre in Nyamata and low cost centre in Nyarugenge were both visited. There were two key findings identified. Firstly, the Rwandan Government has significantly increased its local budget support for ECE centres which meet the Government's minimum build specifications. In practice this means the remuneration of all the R4SR centres' care givers is now met by the local District, alongside 90% of the cost of a school meal. This is a highly significant and positive development, as it has reduced the parents' cost per child per term to approx \$0.8/term. The sustainability of all three centres is therefore now also underpinned by Government funding as opposed to relying on community support and social capital. This was an aspiration when the project was first developed but not guaranteed when the centres first opened. There is anecdotal evidence to suggest the R4SR project has contributed to this systemic change in funding support, as the Nyamata centre in particular has been showcased by District and Government officials since opening.

Secondly, school attendance at all three centres has increased dramatically over the last eighteen months. The model centre now accommodates approx 300 children and the two remote centres have over 200 children each, more than double the original capacity. Despite the addition of the two new remote classrooms referenced in the last Annual Report, children are once again experiencing open-air teaching. This has brought the total number of children attending the centres to 800 versus the original capacity of just under 400. On one level the project is

clearly outperforming one of its major measurable objectives-improving access to ECE in the rural areas of Bugesera. But there is now significant pressure on infrastructure and staffing at all the centres. It is not possible to determine the extent to which this is impacting on the quality of teaching being provided and therefore the children's preparedness for primary school. Government support to address this is evidenced by the centres now employing and paying for seventeen caregivers in total versus only making a contribution to the original nine. Clearly this increased financial support has also played a part in the major uplift in school attendances, as places have become much more affordable. This is where the trade-off between quality and access becomes a challenge and a reality. This is an issue R4SR is actively reflecting on as it contemplates how best to learn from and scale its next intervention in ECE in Rwanda, after this pilot.

HAC and a New Strategic Plan

R4SR has actively engaged with HAC in Rwanda and Kigali over the last nine months on the potential for building on the learnings and results of this pilot ECE project and developing a new, medium term strategic partnership. This period coincided with HAC also working on a new ten year strategic plan itself for Rwanda. The organisation is planning to increase its focus on ECE going forward, with an ambitious target of contributing to the education of up to 120,000 children in Rwanda over the next ten years. Whilst these discussions were still at an early stage, HAC in Holland approached R4SR at the end of 2023 for its input on the possibility of supporting HAC in a project bidding process being run by the Education Outcomes Fund (EOF) in Rwanda. This programme is a collaboration with The Ministry of Rwanda and is partially funded by the Rwandan Government . It aims to improve child development and school readiness outcomes for approximately 56,000 children by using an innovative Outcome Based Finance model. Payments are made to implementers based on the achievement of independently evaluated pre-defined performance metrics. Five tranches (each of \$2m) will be made available to selected implementers for them to cover improving approx 100 existing community ECE centres in rural Rwanda over a four year period and across a range of child development outcomes.

After careful consideration R4SR decided to support HAC exclusively in this bidding process. Clearly the existing relationship with HAC was a major factor in this decision but it was also based upon: (i) HAC's domain expertise and strong reputation in this space in Rwanda; (ii) HAC's consortium partnership with AEE Rwanda, a very credible implementing partner at scale, with both having worked successfully on R4SR's pilot project (iii) R4SR's indicative pre-funding commitment of \$300k being highly additional, scaleable and also its crowding in of 2-3x more capital in supporting HAC's bid (iv) the innovative, performance based approach, designed to improve both quality and access to ECE, which may result in

R4SR capital being recycled, thereby increasing its impact further.

The switch to upgrading existing community based ECE centres as opposed to funding new build ECE centres was deemed within the scope of R4SR's stated objectives. It was also justified by R4SR needing to explore alternatives to high ECE new build construction costs in Rwanda, to help improve the scale and impact of R4SR's capital. It is also possible that R4SR, if it is successful in bidding with this consortium, could consider raising external funding for the first time.

Both R4SR and HAC submitted formal EOIs in the first round of the EOF process in February. R4SR submitted as an 'impact investor' with the option to team up with others if HAC is not selected as an implementer. As at the date of this Annual Report the results of this first round bidding process are still outstanding. It is anticipated the EOF's final selection process and R4SR's due diligence will take the rest of this year to complete.

Governance

Tony McCartney will be joining R4SR formally as a new Trustee in the next few weeks. Tony is a former Ernst & Young audit partner who is now focussed on development, having completed Masters Degrees at SOAS and LSE. He is a founder and trustee of James' Jar of Gifts (JJOG), which creates opportunities for young people throughout the world. JJOG is currently sponsoring a significant number of students, including a gender focussed project in Uganda supporting girls in education. He is also a Trustee for Zimbabwe Educational Trust, which supports African education projects. He has recently visited Rwanda with R4SR Trustees and is therefore familiar with and supportive of R4SR's work there.

After nearly eight years as a founder Trustee, John Leach has indicated he would like to step down formally at the end of May 2024. We would like to take this opportunity to thank John wholeheartedly for his support, commitment and constructive challenge as a Trustee over this period of time. It has always been a pleasure working with him.

Chris Coles, Chairman

March 31st 2024



CHARITY COMMISSION
FOR ENGLAND AND WALES

Ready4SchoolRwanda

1167472

Receipts and payments accounts

CC16a

For the period
from

7/1/2022

To

6/30/2023

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Donations	-	-	-	29,437	18,000
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	-	-	-	29,437	18,000
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	-	-	-	29,437	18,000
A3 Payments					
HAC (Rwanda NGO)	-	-	-	29,066	20,215
Bank Charges	-	-	-	42	115
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	29,108	20,330
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	-	-	-	29,108	20,330
Net of receipts/(payments)	-	-	-	329	2,330
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	-	-	-	1,033	704

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	1,033	-	-
		-	-	-
		-	-	-
	Total cash funds	1,033	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval



**CHARITY COMMISSION
FOR ENGLAND AND WALES**

**Independent examiner's report on the
accounts**

Section A

Independent Examiner's Report

Report to the trustees	Ready 4 School Rwanda		
On accounts for the year ended	30/06/23	Charity no (if any)	1167472
	Set out on pages 1-2		

I report to the trustees on my examination of the accounts of the above charity for the year ended 30 June 2023.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: L. M. Gadsby **Date:** 25/04/24

Name: Lisa Gadsby

Relevant professional qualification(s) or body (if any): ACA

Address: 7 Eastwick Drive
Great Bookham
Surrey, KT23 3PP

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None

READY 4 SCHOOL RWANDA

England & Wales - Charity number 1167472

Accounts

Trustees' Annual Report for the year ended 30th June 2022.

This Annual Report covers the short period from April 2022 with an update to March 2023, given the last Report covered the eighteen months up to April 2022 and included a comprehensive summary of the monitoring visit which took place that month. In summary this period has been primarily one of consolidation. The pilot ECD project continues to perform well on a stand-alone basis and has become sustainable with strong local community and District support. R4SR has been most focussed this year on evaluating the initial M&E project and has begun discussions with HAC in Kigali and Holland about a new medium term partnership.

There has been no change in the charity's purpose, objectives or scale since 2021. As in previous years, the Trustees therefore believe there is no need for the charity to have a policy on reserves or the induction or training of Trustees. The Trustees believe the charity is not exposed to any major risks and therefore no systems or procedures are required to manage such risks. Specifically no external fundraising activities were undertaken during the year or are anticipated in the medium term.

This Report references back to the 2021 Annual Report Summary, where the following priorities were identified for the next twelve months:

Follow-Up on Monitoring Visit (Findings and Learnings, including M&E)

As highlighted in the previous report, there were three key findings.

Firstly, as a result of the initial success of the three ECD centres and strong community support, attendance was starting to exceed capacity, especially in the low cost remote centres. Responding to community feedback and in order to preserve quality and widen access, R4SR agreed further investment in the two centres in Nyarugenge and Gashora to add to classroom capacity. This was achieved cost effectively by building a permanent classroom structure over the covered play areas at both centres, which were effectively already operating as two open air temporary classrooms. HAC in Kigali ran a competitive tender process with two local contractors and R4SR advanced approx \$20k in November 2022 to fund the construction. HAC contributed approx Rwf 2.5m to fit out the classrooms with the necessary equipment. This exercise was completed quickly before the end of 2022, in order to mitigate significant construction cost inflation.

Secondly, the position of the home based ECD support element of the project remains under discussion. The ongoing need for training of local parents and the need for WASH facilities was debated following the visit and R4SR deferred any further funding support until the next monitoring visit-expected to be in July this year.

Thirdly, the first year M&E report funded by R4SR was produced by HAC Kigali in October 2022. This report was a positive, albeit very preliminary, start in assessing the extent to which investment in these ECD centres translates into improved primary school performance at P1 and beyond. Data collection is labour intensive across the target and control groups, which total approx 150 children. It also requires the close cooperation and training of teachers across the three ECD centres and three adjoining primary schools. In summary the initial data suggests the first cohort of children attending the centres performed better than the control group in graduating from PI (52% versus 32% respectively). 50% or lower attendance record data also stood at 3% for the centres versus 11% for the control group. Drop out rates show a similar pattern but the initial sample is very small. It is important to note that as the three centres are new, it will take a number of years before the full benefit of consistent attendance at the centres over, say three years, can be assessed, versus only

one year in 2022. This initial study also highlighted the extent to which both parental socio-economic status may have a very significant impact (absolute performance levels were clearly still low across both groups) and the challenges of transitioning from an ECD centre to primary school (including the use of English language).

These initial findings have started to attract greater interest from the District authorities and a broader group of stakeholders with a focus on ECD in Rwanda. Based on this output, R4SR signed a new partnership agreement with HAC to fund a second year of data collection through until the end of December 2023. During this second year R4SR will review (i) the cost effectiveness of such a longitudinal study, which potentially could be high without other sources of funding support; and (ii) reflect on the best use of such an evaluation (ie fundraising, improving education quality or influencing Rwandan education policy, or any combination of these, for example).

Work With HAC on a New Strategic Plan

This began in the fourth quarter of 2022. HAC tabled a presentation setting out its key milestones for scaling this project in Rwanda and R4SR is now in the early stages of discussing the extent and scope of such a Plan with HAC. A draft Theory of Change has been created. Initial progress is therefore encouraging, although there is no guarantee at this stage that a mutually agreed Plan will be established. June is scheduled to be the next key milestone month. In the meantime, R4SR has provisionally scheduled its next monitoring visit to Rwanda for July.

Finally, this year I have been attending a course at Harvard focussed on social impact and social entrepreneurship. This has included a course entitled “ECD in a Global Context” taught by Professor Dana McCoy, a world leading educational expert in this field. This course has highlighted the extent to which both science and development have come together to prioritise investment in ECD in recent years, which is a very encouraging endorsement of R4SR’s chosen focus. But the course has also highlighted the challenges of assessing the effectiveness of a broad range of ECD interventions, especially when many assessments are qualitative and very few have been conducted in LMICs. This potentially makes the R4SR M&E project more significant than previously envisaged. I am therefore currently exploring the extent to which Harvard’s resources in this field could be useful to R4SR and HAC between now and the end of December, in this specific context and alongside the potential for scaling the initial pilot.

Chris Coles, Chairman April 15th 2023.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Ready4SchoolRwanda 1167472

Receipts and payments accounts

CC16a

For the period from 01/07/2021 To 30/06/2022

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	-	-	-	18,000	
Interest	-	-	-	-	28
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	-	-	-	18,000	28
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	-	-	-	18,000	28
A3 Payments					
HAC (Rwanda NGO)	-	-	-	20,215	9,654
Bank Charges	-	-	-	115	43
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	20,330	9,697
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	-	-	-	20,330	9,697
Net of receipts/(payments)	-	-	-	2,330	- 9,669
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	3,034	
Cash funds this year end	-	-	-	704	3,034

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays £ account	704	-	-
	Barclays \$ account	-	-	-
		-	-	-
	Total cash funds	704	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval

READY 4 SCHOOL RWANDA

England & Wales - Charity number 1167472

Accounts

Trustees' Annual Report for the year ended 30th June 2021

This Annual Report covers a transformational eighteen month period for R4SR. The three new Early Childhood Development (ECD) centres in Rwanda re-opened successfully at the beginning of 2021. They have continued to operate very effectively since then, with high stakeholder engagement from central Government through to local communities. Nearly two thousand Rwandan children are now being supported by R4SR trustee initiated projects.

There was no change in the charity's purpose, objectives or scale in 2021. As in previous years, the Trustees therefore believe there is no need for the charity to have a policy on reserves or the induction or training of Trustees. The Trustees believe the charity is not exposed to any major risks and therefore no systems or procedures are required to manage such risks. Specifically no external fundraising activities were undertaken during the year or are anticipated in the near term.

This Annual Report for 2021 reviews the outcomes achieved as a result of the new twelve month partnership agreement which R4SR signed with Help a Child (HAC) in November 2020, as referenced in the previous Annual Report. This new agreement was required and designed to help mitigate the impact of COVID on the project. The latter had resulted in the ECD centres being closed and community support activities being significantly curtailed from March 2020, shortly after the centres first opened. Discussions in the second half of 2021 with HAC also included agreeing and finalising the scope of a pilot monitoring and evaluation (M&E) study, which was successfully launched in October (see below).

The finalisation of this Report has been timed to coincide with a monitoring visit which finally took place during the week of April 18th 2022, due to COVID travel and quarantine restrictions in Rwanda which have only now started to lift. The Report therefore also includes the key conclusions arising from this most recent visit. Clearly a gap of three years since the last country visit has not been ideal. But despite this, overall progress against R4SR's main objectives has been very positive, albeit delayed by the impact of COVID in Rwanda. Clearly limits or outright prohibitions on people gathering had the potential to hinder the development of the local social capital which community based projects such as R4SR's require to achieve sustainability. Local financial resources at both the District and community level could also have become increasingly stretched or redirected to more urgent or immediate needs. Given these risk factors the project has proven to be very resilient, with Government, District and HAC local support being critical mitigants. These potential risks have therefore proven to be much less problematic than R4SR had initially anticipated. How the ECD centres and home based ECD centres perform once R4SR and HAC fully exit the project will still require careful planning over the next twelve months. But the robustness of the project despite COVID augurs well for future sustainability, albeit the home based ECD model requires further refinement.

HAC provided four quarterly progress reports during the calendar year 2021, as required under the partnership agreement. Such reports included a detailed budget reconciliation and were followed up by the Trustees with calls with the HAC team in Kigali. The following is a brief summary of the outcome of those reports and calls.

Q1 Report

All three ECD centres re-opened on 18th January 2021 and were immediately at full capacity, with just under four hundred children in total in attendance and a similar number enrolled at the thirty home based ECD centres. A further seven hundred children below the age of three were visited monthly by twenty three volunteers. Importantly, the District agreed to pay for nine caregivers across the three centres, seven at Nyamata and one each (out of two) at the other two. Local management committees were resilient, albeit focussed on COVID prevention measures but meetings continued to be very limited in size. IGAs (Income Generating Activities) were less successful (pigs and chickens suffering from disease and poor economics respectively). Water supply to Gashora was finally funded by UNICEF and completed pending connection to the village by the District. Minor storm damage to the ECD centre at Gashora was also remedied by the local management committee.

Q2 Report

The ECD centres reopened on April 19th for the second term with similar enrolment numbers to the beginning of the year. HAC focussed on further training this quarter. The District funded caregivers at Nyamata dropped to four but this was supplemented by community contributions on an interim basis. Relationships between the ECD centres, their management committees and the local primary schools' headmasters continued to strengthen. The District also initiated a milk support programme to the three ECD centres.

Q3 Report

HAC conducted further training for the three management committees during this quarter, scoring all three above 3 out of 4. Term started on August 2nd and attendance levels remained in line with those achieved at the beginning of the year across all three models. Nyamata continued to experience a shortage of two District caregivers but early indications of new Government based remuneration support was a significant development this quarter.

Q4 Report

The M&E study was successfully launched in October. This required introducing the study to the District, identifying approx 160 boys and girls across two groups (one control and one ECD), training P1 (year one) primary school teachers and head teachers on data collection and securing parents' consent. The Ministry of Education also took a total of nine caregivers across the three centres onto the Rwandan Government's payroll this month as part of a major increase in central funding support for ECD. This significantly reduced the financial pressure on the District and centres' management committees. This was a highly significant development for the sustainability of R4SR' project. R4SR had taken a position that such funding would be forthcoming at some stage in the project's life cycle. This switch in employment contracts caused some short term disruption which proved to be manageable. Finally, enrolment levels at the three centres started to tick up, offset by a temporary reduction at the home based ECDs.

Monitoring Visit

Two trustees from R4SR were in Kigali during the week of April 18th 2022. All three ECD centres and their management committees were visited. HAC's team

in Rwanda and senior staff from Holland also joined the visits. A total of three home based ECD centres were also included. A meeting was also held in Kigali with the Deputy Director General (DDG) of Rwanda's newly formed National Child Development Agency (NCDA), which is now responsible for ECD under the supervision of MIGEPROF.

The following is a brief summary of the key findings from the monitoring meetings:

All three ECD centres were very well attended and the children appeared enthusiastic and motivated. Attendance at the low cost ECD centres is now starting to exceed capacity. This will need to be addressed if the quality of childcare is not to be compromised.

The quality of the construction and finish of the centres is high. The model centre in particular has attracted a lot of praise and received both senior local and international diplomatic attention as a 'best in class' ECD centre. It may feature in the forthcoming Commonwealth Heads Of Government Meeting in June 2022.

All three management committees appear well organised, highly motivated, and are actively supported by the local primary school head. IGAs are still at an early stage but despite this, the management committees are able to cover running costs-in part due to the Government's new funding of caregivers referenced above. They all exhibited a strong sense of ownership of the centres-critical to sustainability.

Bugesera District continues to be highly supportive of the project. District ECD representatives attended all three centre visits. The District has established a new primary school in Nyamata next to the model ECD centre. Kigarama primary school, next to the Nyarugenge ECD centre, received World Bank funding for five new classrooms in 2020, taking its total to eighteen. This will significantly reduce classroom sizes and improve teaching quality. The District is also providing nutritional support to the centres. Bugesera has also been the recipient of significant Government investment recently, as evidenced by the new airport and a major road construction programme, including a new main road running close to Nyarugenge which will significantly improve access to what was originally a remote rural location.

The home based ECD centres are addressing important needs, albeit they are only viewed as an interim solution by the NCDA, pending universal access to ECD centres. Child protection as well as social, educational and nutritional benefits are relevant in this context. Class sizes are limited by physical constraints but volunteer parent caregivers require ongoing training from HAC. This raises issues regarding the quality of caregiving and its sustainability. This will be a follow-up with HAC from the monitoring visit.

R4SR continues to be impressed by the quality of its local partner in Rwanda, HAC. The local team is conscientious, highly motivated and well regarded by the NCDA, District and ECD management committees. The initial roll-out of the M&E study has also gone well, for example. There is also increasing evidence of a

strong strategic alignment with HAC at a more senior level on ECD. The prospects of a longer term and deeper partnership for R4SR with HAC, using the current ECD models in Bugesera, to scale up and crowd in further funding, is also a follow up to the visit.

The NCDA meeting confirmed ECD continues to be a major strategic priority for the Rwandan Government. The R4SR project was known to the DDG and fits well with NCDA's objectives. The NCDA's focus will be on rapidly improving access, using a variety of different ECD 'settings' in each village. Mayors have now been set ECD targets in their performance contracts. The Government placed 500 ECD caregivers on its payroll for the first time in 2021. Based on its track record, R4SR expects this number to increase in the next financial year and for the Government's access targets to be pursued aggressively across Rwanda over the medium term. The NCDA has already mapped areas in need of future ECD investment. The interim importance of home based ECD centres alongside their limitations was acknowledged, with the NCDA considering whether Government funded ECD centre caregivers should be assigned training responsibility at a local level for parent volunteers.

Summary

Notwithstanding the impact of COVID over the last two years, the project has now made very significant progress. The three ECD centres have all been built on time and budget. Attendance levels are currently exceeding expectations. Government, District and community support have also all exceeded expectations. A strong relationship is developing with HAC locally, which augurs well for a successful project exit over the next year and a longer term strategic partnership with HAC is to be explored. M&E has already commenced. This will help underpin the emerging results of the current pilot project. The objective to crowd in a future multiple of R4SR's initial capital for further ECD centres, consistent with the Government of Rwanda's strategic vision for ECD over the next five years, remains R4SR's key priority.

The focus of R4SR over the following twelve months will be (1) to follow up on the findings of the monitoring visit to secure a short term exit from the current project (2) continue to refine the current project with key learnings for the next phase (3) work with HAC to agree a strategic funding plan for the medium term to scale up the initial pilot.

Chris Coles, Chairman April 26th 2022.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Ready4SchoolRwanda

1167472

Receipts and payments accounts

CC16a

For the period from	01/07/2020	To	30/06/2021
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Interest	-	-	-	28	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	-	-	-	28	12,225
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	-	-	-	Cross Add Error	12,225
A3 Payments					
HAC (Rwanda NGO)	-	-	-	9,654	-
Bank charges	-	-	-	43	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	9,697	-
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	-	-	-	9,697	-
Net of receipts/(payments)	-	-	-	9,669	12,225
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	-	-	-	3,034	12,225

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays £ Account	489	-	-
	Barclays \$ Account	2,545	-	-
		-	-	-
	Total cash funds	3,034	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK

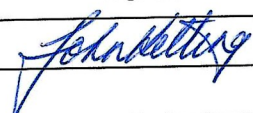
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	JOHN KEATING	27-4-21