



2012  
ANNUAL REPORT





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# Statements

## Identity

"The Adventist Development and Relief Agency is a global humanitarian organization of the Seventh-day Adventist Church that demonstrate God's love and compassion."

## Mission

"ADRA works with people in poverty and distress to create just and positive change thru empowering partnerships and responsible action."

## Vision

"ADRA is a professional, learning, and efficient network that embodies integrity and transparency. ADRA reaches across boundaries, empowering and speaking out for the at-risk and forgotten, to achieve measurable, documented, and durable changes in lives and society."







## ADRA Rwanda Values

### Respect

“ADRA Rwanda’s staff values the institutional norms and beliefs, different opinions and cultural diversity.”

### Integrity

“The actions of ADRA Rwanda staff are coherent with the organizational principles and reflect trust in their day-to-day work.”

### Compassion

“We listen actively, talk kindly and demonstrate empathy, whenever interacting with others, with actions aimed at relieving pain and suffering.”

### Honesty

“ADRA Rwanda staff is self-motivated in being responsible, truthful, accountable and professional, providing quality service.”

# Messages

## Chairman of the Board

We are so thankful to the Lord for His providence in our day to day life. Sometimes human beings are mistaken in thinking that their living is a must! Nonetheless, all that we own, our life inclusive is a God-given crown. In this way, we should be glorifying our God for both our being and our possession; for what is visible as well as what is invisible; we should be praising God in good and bad things. Had it not been the love of God, we would not be having anything to rejoice over as far as achievements are concerned.



In a particular way, the Seventh-day Adventist Church in Rwanda is so much blessed on how God has been leading His Work through ADRA Rwanda. With ADRA, the fulfillment of the Seventh-day Adventist's mission as for outreaching needy people without any discrimination based on gender, age, religion, region, etc, is visible across Rwanda.

In addition to the mission of spreading of the Gospel, ADRA Rwanda has been demonstrating how compassionate and sympathetic the Seventh-day Adventist Church is towards God's people's daily needs targeting mental, physical and social economic welfare.

Furthermore, we sincerely extend our heartfelt appreciation to the donors for their noble contribution to the restoration of human lives in this world faced with a numbers of challenges.

May the Almighty Lord abundantly bless Rwanda and Stakeholders of ADRA Rwanda.

A handwritten signature in black ink, appearing to be 'H. Byilingiro'.

Dr. Hesron Byilingiro  
Chairman of the Board  
President - Rwanda Union Mission of the SDA Church



## Country Director

Another year has passed and once again we can perceive how God has allowed ADRA Rwanda to serve as an instrument on His hands.

Thru the dedication of committed staff, the support of a caring constituent and the generosity of diverse donors, ADRA carried the commitment of its mission to work with people in poverty and distress in Rwanda.

During the year of 2012, ADRA has worked in the areas of Education, Health, Food Security, Economic Empowerment and Relief & Disaster Management, by implementing different activities and programatic actions in 21 districts of this country, supported by different donors from The United States of America, Denmark, The United Kingdom, Poland, Italy and also by the Global Fund initiative and the consolidated international support of UN Agencies. During our immediate emergency response to the congolese refugee crisis, we have also received support from New Zealand, Canada, Germany, the Netherlands and Norway.

ADRA Rwanda would like to express our sincere gratitude to all who contributed with the efforts of this agency. The Government of Rwanda for the continuous support, from the Ministries we partner with, to the Districts that allow us to operate jointly; permitting ADRA to serve in this country reflects the commitment to the wellbeing of the people of Rwanda. Our thanks also goes to the Seventh-day Adventist Church in Rwanda, our constituency, for the unconditional and continuous support. Our gratitude continues to the ADRA Network for allowing the necessary connections and creating the enabling structures for our actions. This report is a reflection of the concerted efforts of all these entities joined by the single exercise of "Changing the World, One Life at a Time".



A handwritten signature in black ink, which appears to read "Jefferson Kern". The signature is stylized and fluid.

Jefferson Kern  
Country Director  
ADRA Rwanda





# Our Thematic Areas

|   | Education | Health | Food Security | Economic Empowerment | Relief & Disaster Management |
|---|-----------|--------|---------------|----------------------|------------------------------|
| Action for Social Change                |           |        |               |                      |                              |
| Youth for Unity                         |           |        |               |                      |                              |
| Ibyiringiro Project                     |           |        |               |                      |                              |
| REPWLIP                                 |           |        |               |                      |                              |
| Global Fund HIV/AIDS                    |           |        |               |                      |                              |
| UNHCR                                   |           |        |               |                      |                              |
| Ubuzima Bwiza                           |           |        |               |                      |                              |
| Healthy School Environment              |           |        |               |                      |                              |
| Special Needs Education III             |           |        |               |                      |                              |
| Immediate Response Congolese Refugee    |           |        |               |                      |                              |
| Immediate Response Congolese Refugee II |           |        |               |                      |                              |
| Sponsorship                             |           |        |               |                      |                              |
| Gift in Kind                            |           |        |               |                      |                              |

# Where we Work



- 1 Action for Social Change**
- 2 Youth for Unity**
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- 11 Immediate Response - Congolese Refugee II**
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- 13 Gift in Kind**









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# PROJECTS AND PROGRAMATIC ACTIONS

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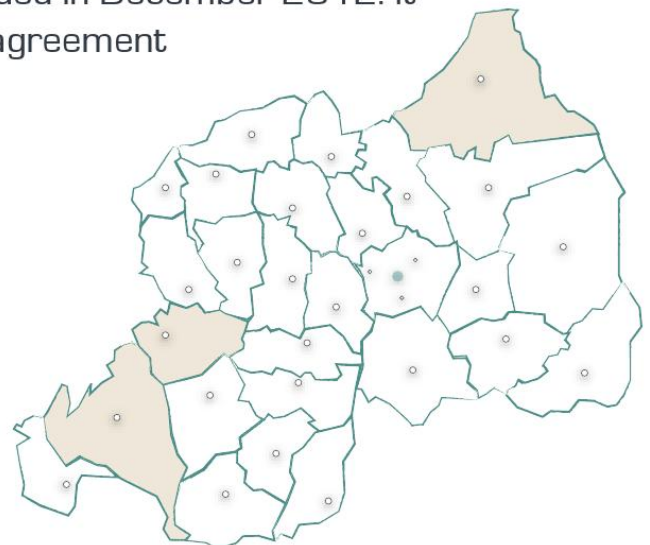


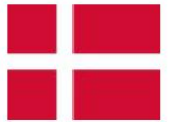
# Action for Social Change

The development goal of the Action for Social Change Programme (ASC) is to effect a strengthened vibrant, locally rooted civil society in Rwanda which can be a dynamic actor in social, political and economical development processes in areas of formal, non-formal education, livelihood & food security, and health. ASC operates in: Nyagatare district is in the Eastern Province in FIVE sectors, in Nyamasheke district in the Western Province in THREE sectors, and in Karongi district also in the Western province in FIVE sectors.

ASC works with Community Based Groups and Cooperatives that are at different levels of development. According to Rwanda law, all Community Based Groups are supposed to become Cooperatives. They are all supposed to fulfill some requirements in order to be registered as Cooperatives. CBGs normally get registered at Sector level, then at District Level, and finally as a Cooperative at national level.

The ASC Program started in June 2010 and ended in December 2012. It is being followed by ASC II part of the framework agreement between ADRA Denmark and Danida.





Learner's group discussion.



A REFLECT learner practices handwriting on the whiteboard.



Patrick Mphaka  
Program Manager

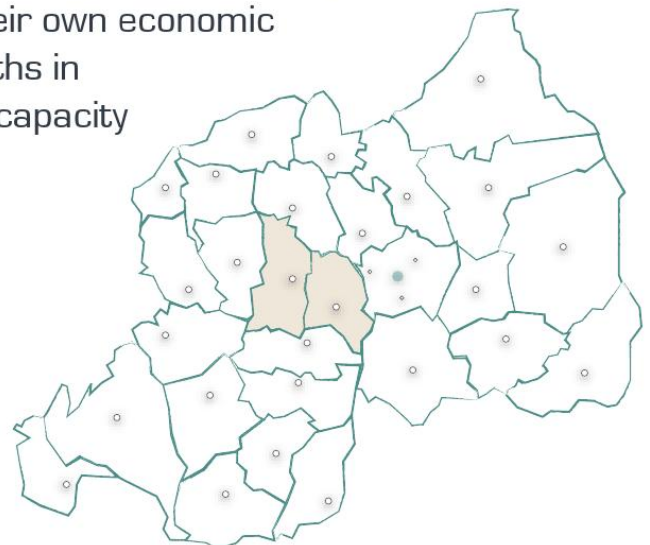
# Youth for Unity

Youth for Unity is a two year project funded by ADRA Denmark and implemented by ADRA Rwanda. The Project started on 1<sup>st</sup> March, 2012 and is to phase over on 31<sup>st</sup> March, 2013. This project will be incorporated in the Framework strategy of ADRA Denmark for its continuity. The project aims strengthening the youth's capacity to engage in Unity and Reconciliation using Economic Development Approach. Youth for Unity is operating in two districts, Muhanga and Kamonyi, working on six sectors of each district.

The Youth for Unity Project targets four youth groups in each sector totaling 48 youth groups. The total targeted youth group members are 1,317.

The main objective of this programmatic action is to assure that Youth in Rwanda are active players in the economic development of their local communities and are dynamic participants in the ongoing reconciliation processes.

This will be achieved by assuring that youths in Kamonyi and Muhanga districts have improved capacity to engage in their own economic development by 2013. And by assuring that youths in Kamonyi and Muhanga districts have enhanced capacity to engage actively in peace and reconciliation processes by 2013.

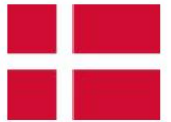




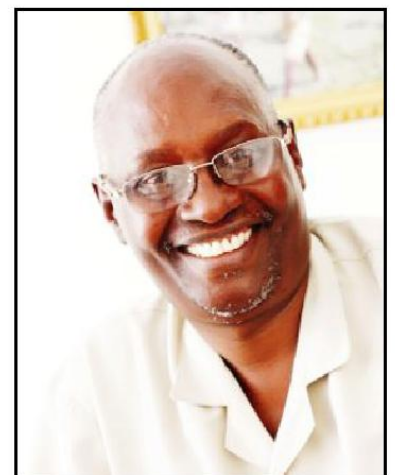


Launching of Youth for Unity Project in Muhanga.

People of Denmark  
ADRA Denmark



Micro-propagator for Banana culture created by a youth group.



Osée Ndahiro  
Project Manager

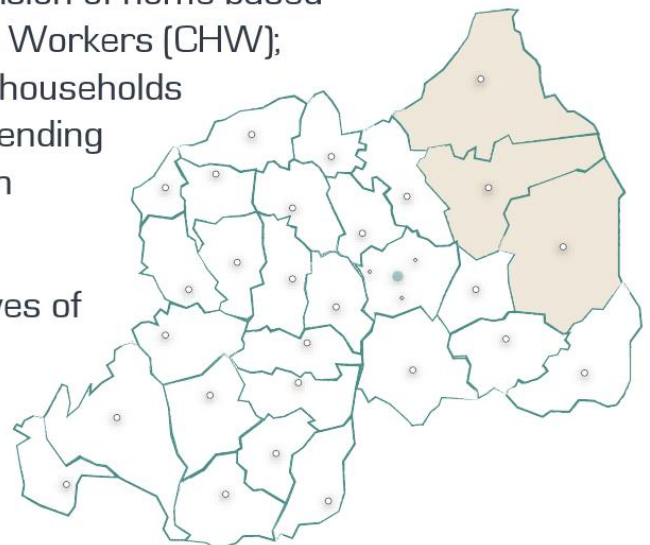
# Ibyiringiro Project

The Goal of this consortium between Catholic Relief Services, World Vision and ADRA Rwanda is to improve the quality of life for People Living with HIV & AIDS (PLWHA) and vulnerable population over a five-year period ending in May 2013. ADRA Rwanda Ibyiringiro project covers five sectors of Kayonza, seven sectors of Gatsibo and two sectors of Nyagatare districts.

The targeted population in Kayonza district is 693 vulnerable PLWHAs and orphans, 1,111 vulnerable PLWHAs and orphans in Gatsibo district and 252 vulnerable PLWHAs and orphans in Nyagatare district.

Specific objectives are intended to assure that the services available to PLWHAs and OVC are improved, and through holistic palliative care starting at the community level, such as nutrition, health and sanitation education, food demonstration and nutrition status monitoring interventions using the positive deviants, peer educator approach, and promotion of home vegetable gardens using demonstration plots and seeds distribution; provision of home based palliative care and support by Community Health Workers (CHW); strengthening of the livelihoods and resiliency of households through small animals and savings and internal lending schemes, improved access to income generation activities and membership to cooperatives.

Also, the project intends to evaluate if cooperatives of PLWHA provide high quality services to their members through assessment followed by







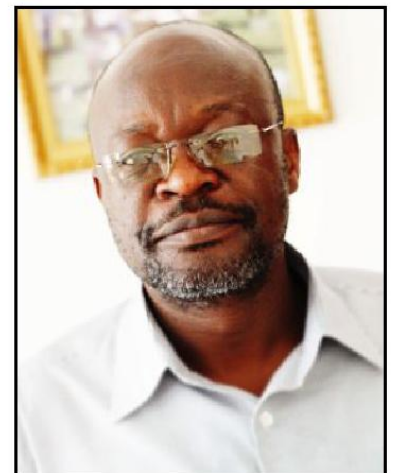
Visitors from USAID receiving explanation from cooperative member.

assistance to the transformation of PLWHA associations to sustainable cooperatives, complementing current efforts being made by the Government of Rwanda. The associations are provided with direct support to become legally constituted, including training and technical assistance in transparent governance, business skills, and advocacy.

USAID  
World Vision



**USAID**  
FROM THE AMERICAN PEOPLE



Vincent Okello  
Project Manager



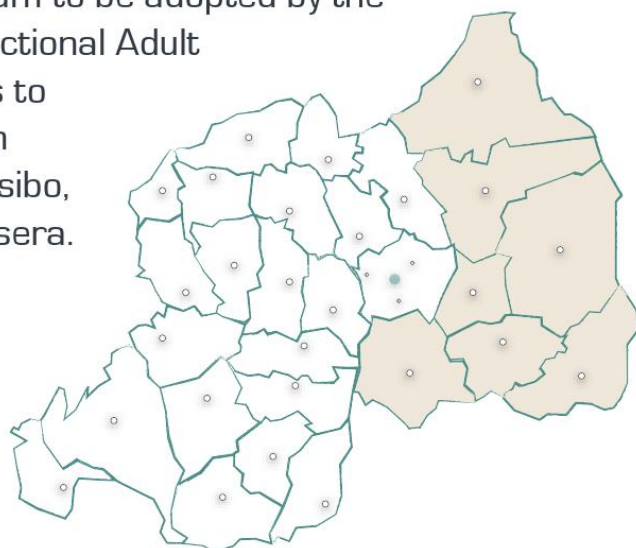
# REPWL

With the specific goal of increasing adult literacy rates to 90% through equitable access to appropriate learning and life skills programs by the year 2015, the Rwanda Eastern Province Woman Literacy Program has the purpose of ensuring improved women's access to Functional Adult Literacy (FAL) programs through the development and effective implementation of a national FAL Policy, Policy implementation framework, FAL curriculum and set up a functional national FAL network for coordination of efforts and enhance the capacity of seven Civil Society Organizations.

This project implementation dates are from July 1, 2011 to June 30, 2014.

REPWL project is building the capacity of seven Civil Society Organizations (CSOs) and State actors at national and local level to manage Functional Adult Literacy (FAL). The main target is to ensure that women in Eastern Province get access to improved FAL programs through development and effective implementation of, a national FAL policy, FAL framework, FAL curriculum to be adopted by the Government and establishment of a national Functional Adult Literacy network, to advocate for women's rights to education. The REPWL Project operates in seven districts of the Eastern Province: Nyagatare, Gatsibo, Kayanza, Rwamagana, Ngoma, Kirehe and Bugesera.

The direct beneficiaries of this action are over 20,000 adult learners, 267 facilitators, 28 CSO staff, 102 women council leaders and 102 Education Officers from district and sectors.





Distribution of Bicycles to FAL facilitator.



ADRA instructor mobilizing prisoners for male circumcision campaign.



Esther Nandudu  
Project Manager





# Global Fund HIV/Aids

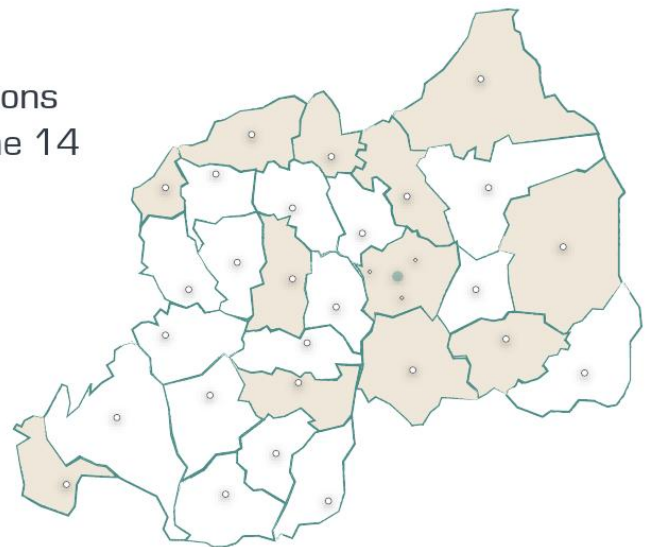
With the goal of contributing towards scaling up HIV services in Rwanda, running from July 2011 to June 2013, the project has got three key objectives: Zero new HIV infections, Zero HIV related death and Zero stigma and discrimination.

To achieve the stated objectives, the project is delivering the following three main community prevention interventions:

Reduction of stigma and discrimination towards People Living with HIV/AIDS (PLWHA) in each target community. Beneficiaries: 8,320 PLHWAs and orphans and other vulnerable children (OVCs) in 416 sectors across 30 districts of Rwanda. This is achieved through a three-day stigma reduction sensitization of 20 beneficiaries in each sector. This is done in close collaboration with the Social Development officer of each sector.

Set up of condom outlets in communities targeting youths and most at risk populations (MARPS). Close to 15,000 condom outlets will be set up in 7,500 sites (hotspots) nationwide.

Male circumcision sensitization campaign in prisons targeting 25,000 inmates and prisoners in all the 14 prisons nationwide.







ADRA instructor mobilizing prisoners for male circumcision campaign.



ADRA instructor on a sensitizing activity with community.



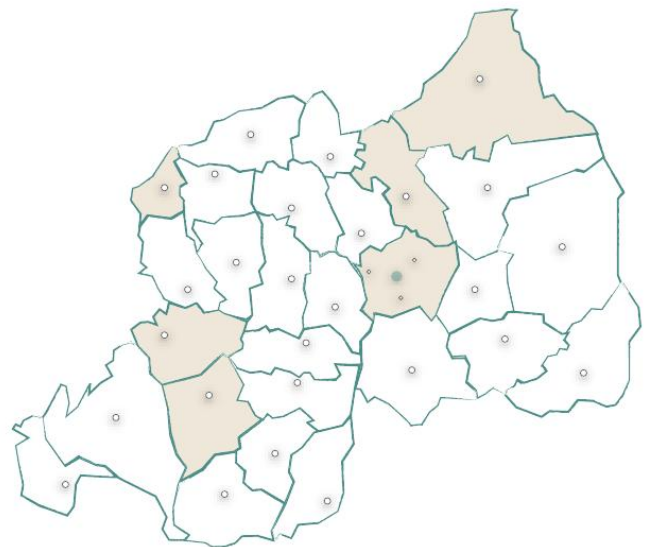
Reuben Muvunyi  
Project Manager

# UNHCR LogBase

Since 2011 ADRA Rwanda is the implementing partner of UNHCR responsible for the management of the Logistic Base of the UN Agency and for the maintenance of the fleet comprised of 61 light vehicles, 25 trucks and 3 buses.

In addition of keeping the stock records, fuel control and accurately receive and keep the non food items intended to be allocated for the refugee community in the country, ADRA is also responsible for the delivery of the items to the four camps and the transit center near the border with the Democratic Republic of Congo.

The LogBase activities only, employ 42 staff members that operates in the refugee camps of Nyabiheke, Kiziba, Gihembe and Kigeme, and also support the operations in the Nkamira Transit Camp.







ADRA staff conducting a stock revision on Non-Food Items warehouse.



ADRA mechanics working on a heavy diesel engine.



David Muyambi  
Project Manager - LogBase

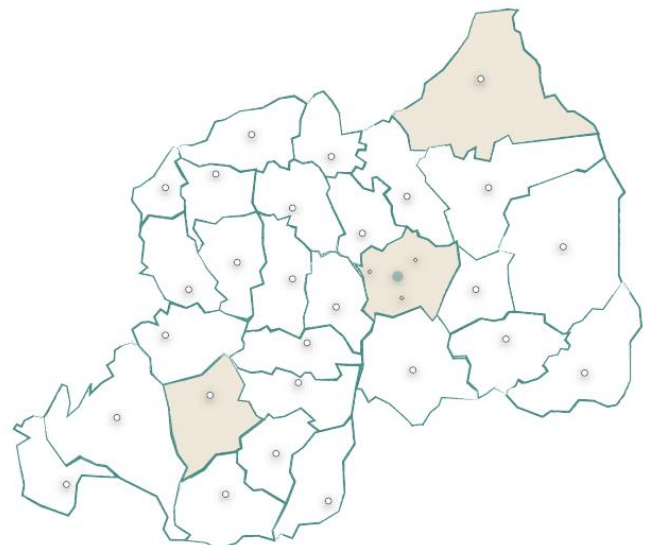


# UNHCR UBB/Education

In 2012 ADRA continued the partnership with UNHCR as implementing partner in the Education Sector for the camps of Nyabiheke in the Nyagatare District and for the Urban refugees providing the support

But in the wake of the Congolese Refugee Crisis, ADRA Rwanda became the main implementer of the “orientation” of more than 2,800 refugee students in the Kigeme camp in the Nyamagabe District, preparing these students to be integrated in the Rwandan National School System.

The successful activity was accompanied by the task of building 62 classrooms in the refugee camp of Kigeme. In three months during the raining season, all classrooms were finished by the construction team of ADRA Rwanda and were ready to be utilized by the students in the beginning of the new school year.





Preparation of orientation trainers.



Gathering of Congolese Refugee students enrolled in ADRA Managed Orientation Program.



Samuel Ndayambaje  
Project Manager - Education

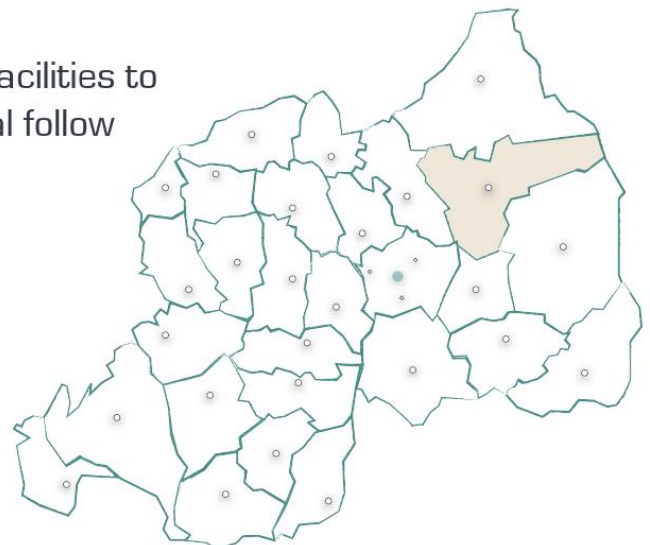
# Ubuzima Bwiza

With the goal of contributing to Improved Hygiene and Sanitation for People Living with HIV/AIDS households in the Gatsibo District. The project was implemented over 9 months and was directly contributing with the achievement of the Government of Rwanda's Vision 2020, regarding with the cross cutting issue no. 2, related to the protection of environment and sanitation, as well as MDGs 4 and 6, hence hinged on government priority areas. The main action was to improve the sanitary conditions in households of the Gatsibo District.

The target was 500 beneficiaries of Gatsibo district in five sectors: Rugarama, Rwimbogo, Kiramuruzi and Kiziguro, each sector having 125 beneficiaries.

The main activities involved:

- Establish social mechanisms for the construction of 500 pit-latrines.
- Train and retrain 45 health committee members in regards to hygiene and community health.
- Link the health committee members to health facilities to improve service provision and health professional follow up.







Example of the the poor situation of latrines in some households before the execution of the Ubuzima Bwiza Project.



New latrines built by the community for the households of PLVHA executed by the Ubuzima Bwiza Project.



Samuel Ndayambaje  
Project Manager

# Healthy School Environment

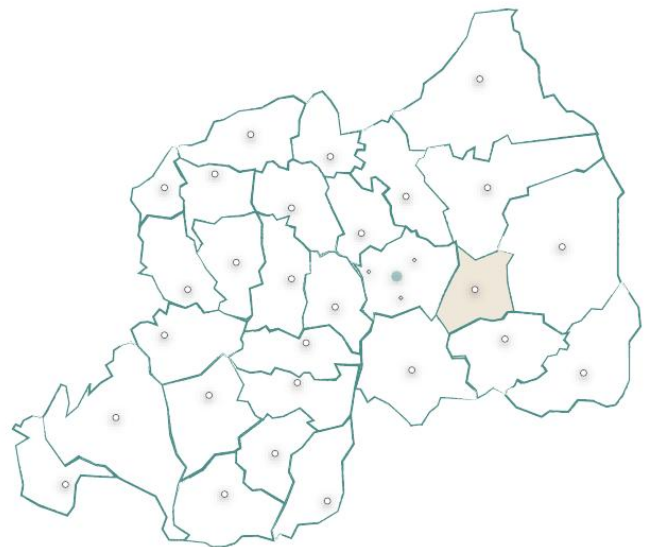
With the goal to contribute towards a healthier environment for school children in the Rwamagana District, this short project focus on the service delivery of water infrastructure, establishing tanks and providing tippy-taps in schools.

In addition to providing the infrastructure, training is provided to teachers, parents and students in hygiene and natural remedies.

The project accomplished in 2012 the installation of 12 water tanks, provided 48 tippy-taps and established and trained 12 health committees.



ADRA Poland staff visiting the handover activities of school water tank.







New water tanks installed in schools.



Example of the precarious situation of the water source in some schools prior to the execution of the Healthy School Environment Project.



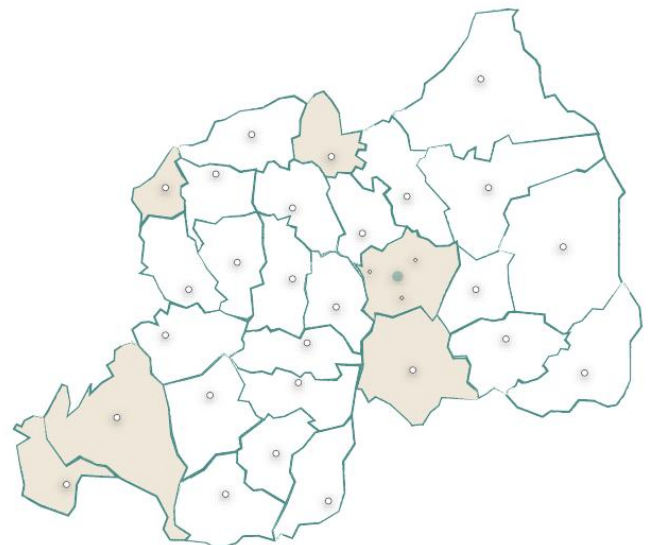
Samuel Ndayambaje  
Project Manager

# Special Needs Education III

Aiming to improve the access to quality education for learners with special educational needs through building the capacity of Teacher Training College's and of teachers in Inclusive Education in Rwanda, this project is the third phase of continuous partnership with the United Nations Children's Fund.

This roll-out phase started in October 2012 and will end in March, 2013. This project was Implemented in four Teacher Training Colleges in Rwanda, its focus is promotion of Inclusive Education through teacher training on inclusive education skills and methodologies, targeting seventeen Education Officers, eleven tutors, ten head-teachers, 120 primary teachers and 60 Parents.

In order to promote Inclusive Education, the Special Needs Education project came to build the capacity of teachers, and pre-teachers in Teacher Training Colleges, by providing skills and methodologies for teaching both normal children and children with special education needs. Teachers were trained in different topics related to inclusive special needs education.

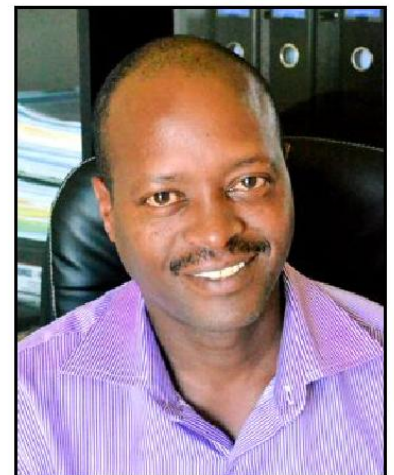






Teacher's Training College staff members visiting similar institutions in Uganda for exchange of practices and information.

United Nations Children's Fund



Ivan  
Project Manager

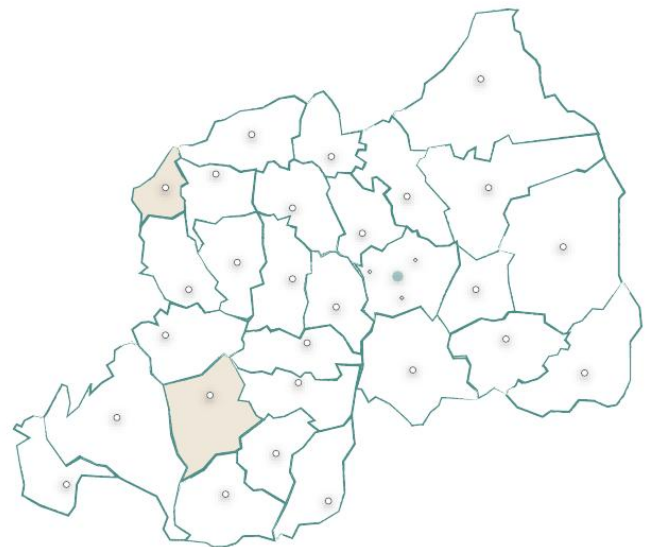
# Immediate Response I and II

Since April 27, 2012 amid the increase of conflict activities in the Democratic Republic of Congo, 19,989 refugees crossed the border to Rwanda and were received in the Nkamira Transit Camp.

Originally capable only to receive returnees, the Nkamira Camp received at one point more than 8,000 refugees, way above its capacity of 3,000 people.

Under the coordination of the Ministry of Disaster and Refugee Affairs (MIDIMAR) and the United Nations High Commission for Refugees (UNHCR) ADRA Rwanda responded to the crisis providing additional sanitary infrastructure increasing the immediate capacity of the camp.

As the situation was getting worse, the Rwandan Government created the Kigeme Camp in the Nyamagabe district. ADRA Network came in response to the shelter demands and ADRA Rwanda built 58 semi-durable shelters for the most vulnerable.







ADRA Staff handover 20 latrines in Nkamira Transit Camp.



Site preparation for 58 semi-durable shelters for vulnerable adults.



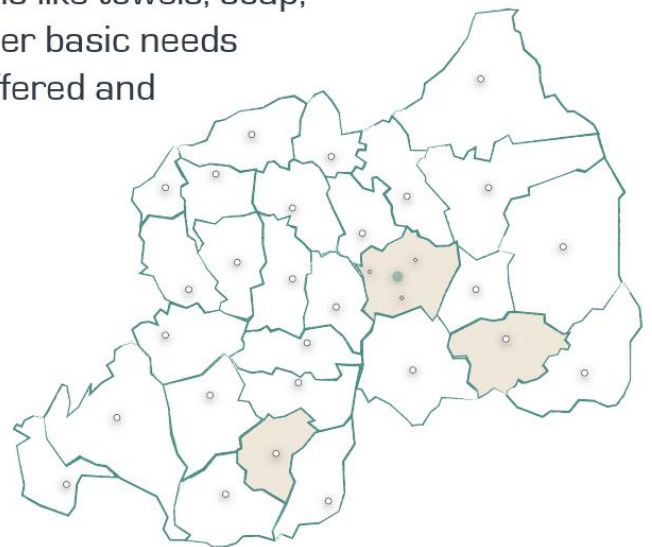
Amani Ngamije  
Operations Officer

# Sponsorship

Since 1996, ADRA Rwanda supports vulnerable children thru donations received from individuals and foundations supporting Rwandan Students and schools.

REACH Italia, Bimbo Aquiline, UNHCR, and ADRA International, to name a few and private individuals in partnership with the ADRA Rwanda Sponsorship program implement education programs in various schools. This program supported education at two levels with focus on primary and secondary. The project achieved remarkable results relevant to the education improvement of the children directly benefitted by the action.

Children are chosen from most disadvantaged families such as orphans, vulnerable or living in extreme poverty, generally children are not over 12 years of age. The program offered school fees and other tailored benefits to the sponsored 1,011 students in 2012. Depending on the donor, the sponsorship program can also offer scholastic materials, health assistance thru medical insurance, mosquito nets, dental consultation; and other sanitary items like towels, soap, sanitary pads, toothbrushes and toothpaste. Other basic needs items such as mattresses, jerry cans are also offered and in some pilot programs, a family goat to foster sustainability.





## Bimbo Aquilone Private Donations



Distribution of Scholastic Materials in schools.



Vulnerable children featuring uniforms, books, scholastic materials and new clothes.

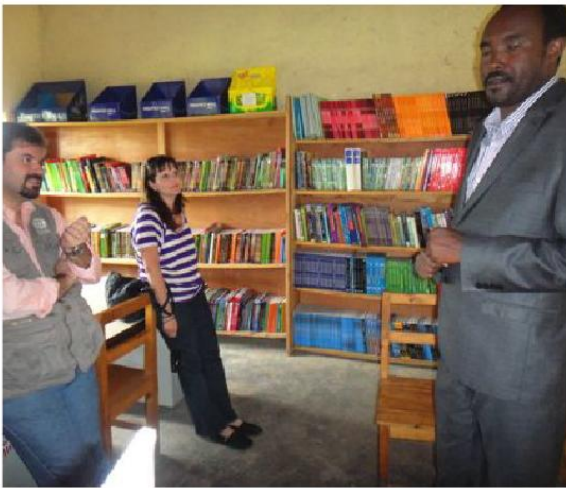


Aurea Kagwesage  
Project Manager

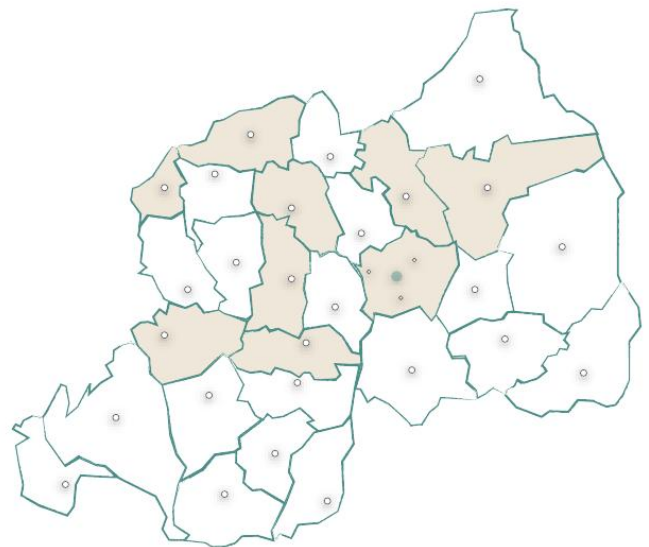
# Gift in Kind

ADRA Rwanda has been the largest recipient of ADRA International book donation as Gifts in Kind. Due to the adoption of English as official instruction language by the Rwandan schools, these primary and secondary text books provide an invaluable source of information to be used as additional resource and reference for teachers and students of schools around the country.

Immediately after receiving the donation, schools can set up a library setting that allows teachers and students to access the materials. English Literature, Math, World History are some of the subjects that are referenced on the materials, in addition to reading incalculable resources.



A visit to one of the libraries set in schools in Kigali.







A variety of schools in different parts of Rwanda can access the books and set libraries for reference in English.

# Board of Directors

Dr. Hesron Byilingiro  
**Chairman of the Board**  
ADRA Rwanda

Mr. Abel Habyambere  
**Treasurer**  
Rwanda Union Mission

Pr. Jacques Nkinzingabo  
**President**  
Western Rwanda Association

Pr. Jefferson Kern  
**Secretary of the Board**  
ADRA Rwanda

Mrs. Rita Zirimwabagabo  
**Private Entrepreneur**  
Rwanda

Pr. Samuel Nigirinshuti  
**President**  
Central Rwanda Association

Dr. Ephraim Kabaija  
**Private Entrepreneur**  
Rwanda

Mrs. Therese Kazuba  
**Executive Secretary**  
World Vision

Prof. Alphonse Ngagi  
**Faculty Member**  
Independent University of Kigali

Dr. Jean Mfizi  
**Director**  
Mugonero Hospital

Pr. Issacar Ntakirutimana  
**Executive Secretary**  
Rwanda Union Mission







Romuald Mbonakira (M&E), Aurea Kagwesage (Sponsorship), Reuben Muvunyi (GF/HIV), Osée Ndahiro (Y4U), Patrick Mphaka (ASC), Audrey Ahwan (PPD), Esther Nandudu (REPWL), Samuel Ndayambaje (UBB), Vincent Okello (IBY).

# Management



Pr. Jefferson Kern  
**Country Director**



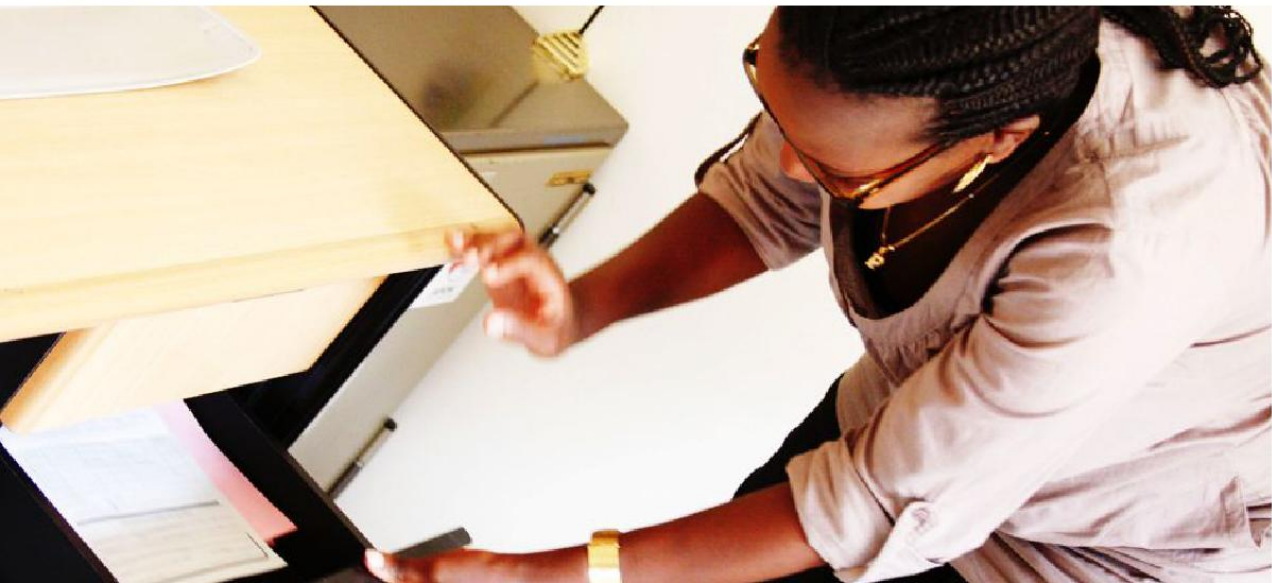
Mr. Benjamin Habinshuti  
**Finance Director**



Mr. Vincent Okello  
**Acting Programs Director**

# Finance Details

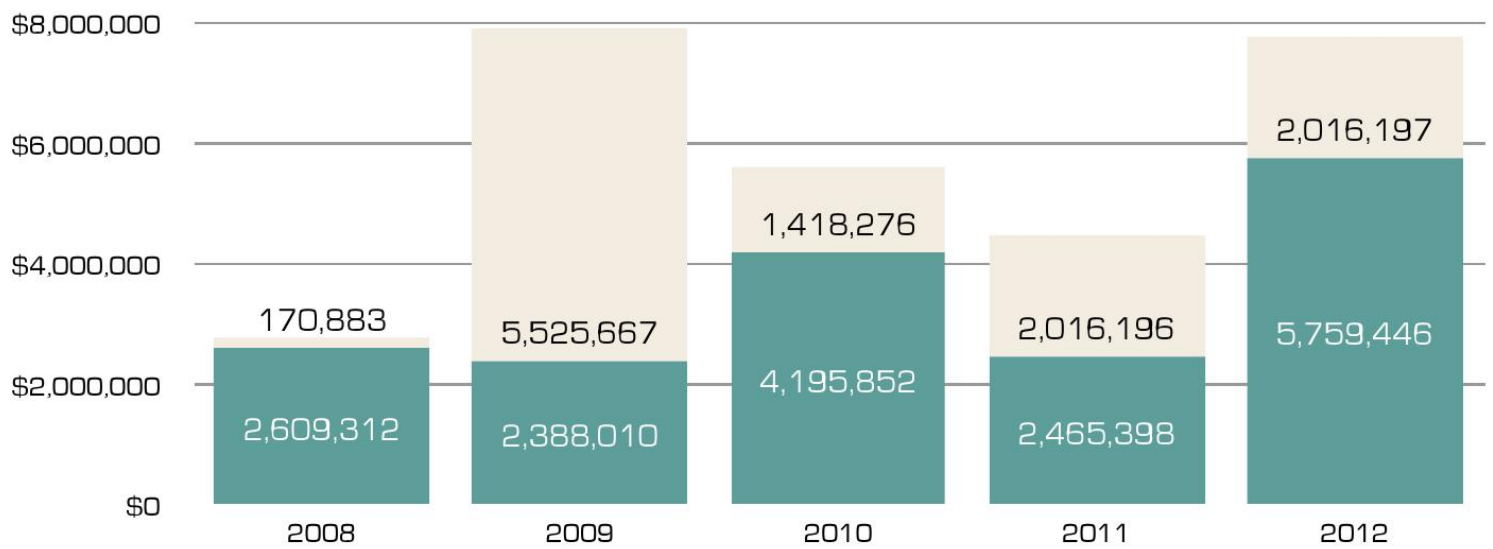
| Donor Country  | Number of Projects | Beneficiaries | Funding USD | In Kind   | Total USD |
|----------------|--------------------|---------------|-------------|-----------|-----------|
| UN Agencies    | 3                  | 25,000        | 2,831,857   |           | 2,831,857 |
| USA            | 4                  | 403,700       | 376,658     | 2,016,197 | 2,392,855 |
| Denmark        | 2                  | 22,000        | 1,818,773   |           | 1,818,773 |
| United Kingdom | 1                  | 10,000        | 295,494     |           | 295,495   |
| Poland         | 2                  | 3,800         | 119,285     |           | 119,285   |
| Italy          | 1                  | 450           | 69,515      |           | 69,515    |
| Global Fund    | 1                  | 65,000        | 247,863     |           | 247.863   |
| Total          | 14                 | 529,950       | 5,759,446   | 2,016,197 | 7,775,643 |





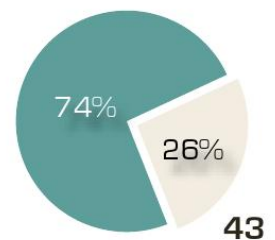


## Managed Amounts in Comparison



2012 - USD 7,775,643

In Kind Donations  
Cash Donations



# Finance Statements

| Assets   | 2012 *              | 2011                |
|--|---------------------|---------------------|
| Cash and Cash equivalents                                | 128,754.63          | 10,955.70           |
| Investments  | 0.00                | 0.00                |
| Net amount due from affiliates                           | 0.00                | 0.00                |
| Loans to affiliates                                      | 0.00                | 0.00                |
| Amount due from government grants                        | 0.00                | 0.00                |
| Other receivables  | 39,646.19           | 73,777.95           |
| Contributions receivable                                 | 0.00                | 0.00                |
| Inventories  | 0.00                | 0.00                |
| Prepaid expenses   | 1,492.79            | 52,984.15           |
| Furniture and equipment, net of accumulated depreciation | 301,289.82          | 359,293.85          |
| Agency funds   | 27,350.54           | 0.00                |
| Contributions receivable long-term                       | 0.00                | 0.00                |
| <b>TOTAL ASSETS</b>                                      | <b>\$498,533.97</b> | <b>\$497,011.65</b> |

\* Unaudited Report





| Liabilities                       | 2012 *            | 2011              |
|-----------------------------------|-------------------|-------------------|
| Accounts payable                  | \$108,817.22      | \$199,793.22      |
| Accrued expenses                  | 0.00              | 0.00              |
| Amount due to affiliates          | 46,322.74         | 24,546.83         |
| Amount due to government agencies | 0.00              | 0.00              |
| Amount due to other               | 14,673.16         | 48,518.05         |
| Agency funds                      | 15,914.30         | 25,503.30         |
| <b>TOTAL LIABILITIES</b>          | <b>185,727.42</b> | <b>298,361.40</b> |

|                         |                   |                   |
|-------------------------|-------------------|-------------------|
| <b>Net Assets</b>       |                   |                   |
| Unallocated Funds       | -8,829.68         | -180,990.01       |
| Allocated Funds         | 20,346.41         | 20,346.41         |
| Net Invested in Plant   | 301,289.82        | 359,293.85        |
| <b>TOTAL NET ASSETS</b> | <b>312,806.55</b> | <b>198,650.25</b> |

|   |                     |                     |
|---|---------------------|---------------------|
| <b>TOTAL LIABILITIES AND NET ASSETS</b> | <b>\$498,533.97</b> | <b>\$497,011.65</b> |
|---|---------------------|---------------------|

\* Unaudited Report

# Donors and Partners

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