



ADRA Rwanda

Capacity Statements

The Adventist Development and Relief Agency Rwanda
Capacity Statements and Programmatic Detail



MANAGEMENT CAPACITY

Organizational Chart for Governability and Higher Management Structure and Historic Comparison of managed funds



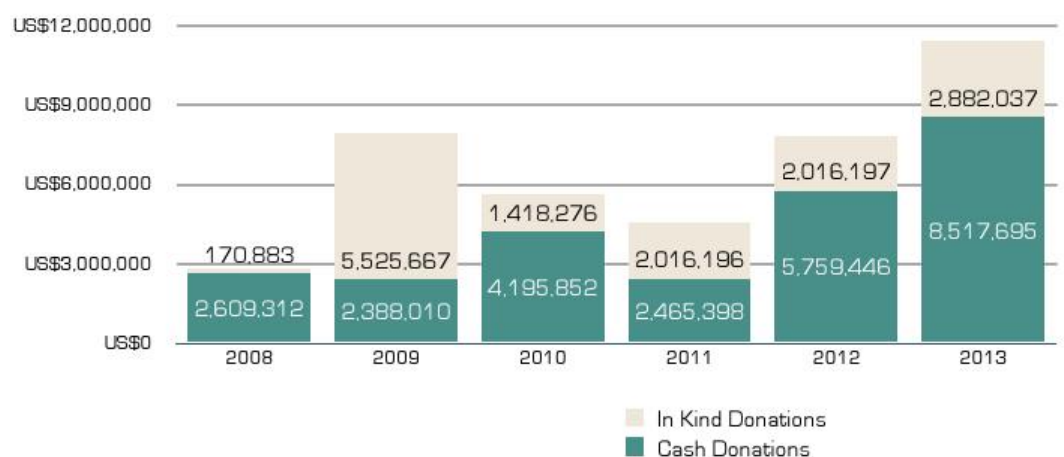
Administrative Structure

ADRA Rwanda Board of Directors is responsible for the governability of the Agency in Rwanda.

The Country Director is the Chief Executive Officer answering directly to the Board. He is supported by the Finance Director, in charge of the regulations and proper management of funds, and the Planning and Programs Director responsible for the operational aspect and project implementations of the agency in Rwanda.

Historic Comparison

Comparison of total managed funds since 2008, showing In-Kind Donations and Cash Donations.



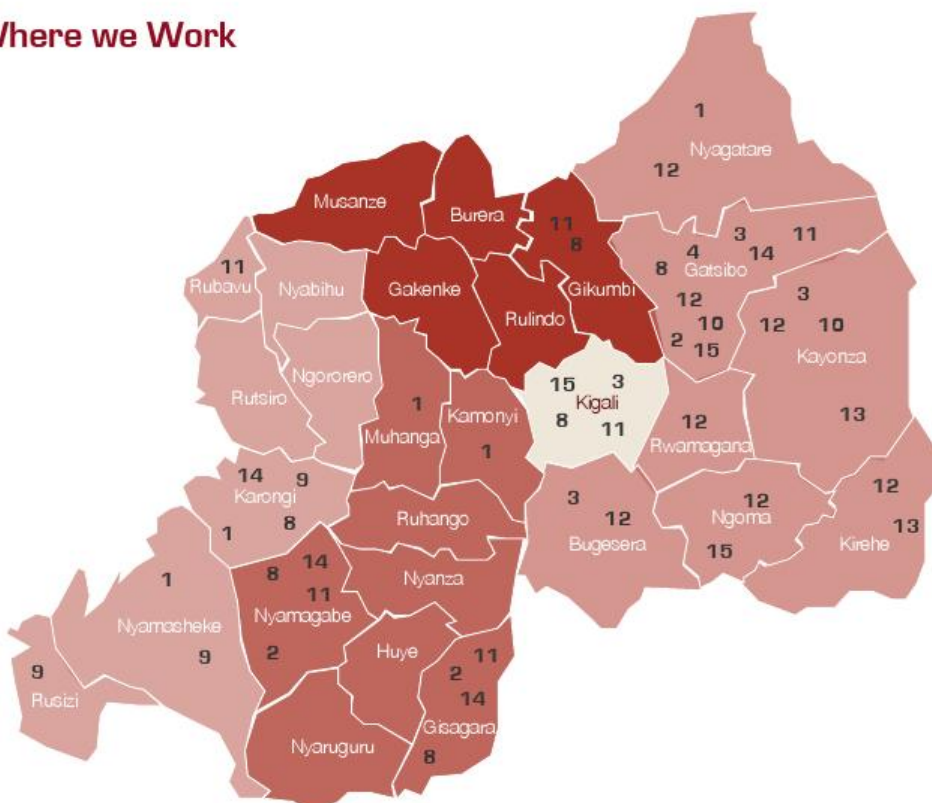
OUR WORK

Summary of the thematic areas and geographical regions of the Adventist Development and Relief Agency program in Rwanda

Our Thematic Areas

	Education	Health	Food Security	Economic Empowerment	Relief & Disaster Management
ASC - Action for Social Program	●	●	●	●	
Education and Social Infrastructure Construction	●				●
ECD Construction Project	●				
EKN Nutrition Program		●	●	●	
EADEA Equal Access to Development Education	●				
Gift in Kind	●				●
Global Fund SSF/HIV		●			
Inclusive Refugee Education	●				
Innovation for Education	●				
LEAF Learning Environmental Adaptations		●	●		
Logistics and Supply Operations Management					●
Rwanda Eastern Province Woman Literacy	●				
Rwandan Returnees Emergency Response					●
School Feeding Project					●
Sponsorship Project	●				●
TOT HIV Ubaka		●			

Where we Work



- 1 - Action for Social Change
 - 2 - Social Infrastructure Construction
 - 3 - ECD Construction Program
 - 4 - EKN Nutrition Program
 - 5 - EADEA *
 - 6 - Gift in Kind *
 - 7 - Global Fund *
 - 8 - Inclusive Refugee Education
 - 9 - Innovation for Education
 - 10 - LEAF
 - 11 - Logistics Operation Management
 - 12 - REPWL
 - 13 - Returnees Emergency Response
 - 14 - School Feeding Program
 - 15 - Sponsorship Program
 - 16 - TOT HIV *
- * Project with National Reach

CAPACITY STATEMENT

Summary of the Adventist Development and Relief Agency program capacity in Rwanda

The Adventist Development and Relief Agency Rwanda

ADRA is a global humanitarian organization with a mission to work with people in poverty and distress to create just and positive change. ADRA was first established in Rwanda in 1978 under the Seventh-day Adventist Welfare Services (SAWS). For more than thirty-five years ADRA Rwanda has empowered individuals and provided positive tangible changes through education, basic health, food security, economic empowerment and relief. ADRA Rwanda belongs to the worldwide ADRA network, comprised of more than 120 supporting and implementing country offices. ADRA Rwanda employs 182 staff, a team of experienced individuals that design, manage, and implement its program in accordance with the Government of Rwanda vision, donors requirements and ADRA's policies.

ADRA Rwanda has successfully implemented a variety of programmatic actions and projects, individually and in partnerships in the various portfolios pertaining our programmatic strategy. They are: Education, Health, Economic Empowerment, Food Security and Relief & Disaster Management.

ADRA Rwanda has been involved in teacher trainings, construction of shelters for refugees, feeder roads, schools construction, capacity building, children sponsorship and scholastic material provision as well as adult functional literacy which also includes supporting special needs education. ADRA Rwanda has been involved in the construction of health facilities and providing medical equipment as well as activity participation in the fight against HIV and AIDS and the promotion of nutrition in food security and livelihood.

ADRA Rwanda has in addition to putting in place facilities such as roads have been heavily engaged in supporting the community based

groups to increase production, harvesting and marketing also strengthening the farmers skills with techniques to produce better products and also management of water. In the same line, community groups have mobilized to work in groups of common interests (Association/Cooperatives) through which they have increased their negotiating power and the well being of the community members. ADRA Rwanda through the communication strategies works with the communities to identify their problems and solutions and advocate for it.

EDUCATION

✓ Special Needs Education

✓ Functional Adult Literacy

ADRA Rwanda values and promotes education as a foundation and a means to attaining full potential for one's life and service to others. ADRA Rwanda is known countrywide for its contribution towards quality education especially for the most underprivileged. In partnership with our stakeholders, the agency has worked with the Ministry of Education to develop a special Needs Education Curriculum that now allows physically challenged children to attend ordinary schools. ADRA Rwanda have participated in various forums that enable it to play a major role in the development of various policies like Adult Literacy policy, and reviewing educational sector strategy. ADRA Rwanda supports the Government of Rwanda's initiative like the intensive program popularly known as Catch up for the Orphan and Vulnerable children. In 2012, ADRA in partnership with the UNHCR and UNICEF has constructed classrooms and more latrines in the Southern and Western Provinces of Rwanda. Also ADRA Rwanda works for the quality education for refugee children with UNHCR support.

HEALTH

✓ Nutrition

✓ Psychosocial Support to PLWHA

ADRA Rwanda is working to improve the Health of individuals, families and communities. ADRA Rwanda implements nutrition programs working with the local stakeholders with the aim to improve health behaviors, building the capacity of health professionals and health facilities. ADRA Rwanda & HIV/AIDS interventions works with the most at risk populations including prisoners and prison wardens, uniformed personnel, sex workers, students and the out of school youth, and spouses of uniformed personnel among others to ensure the whole population is covered by HIV/AIDS interventions. People have learned about kitchen gardens and nutrition, which helps them to improve the health of their families and community. Also ADRA Rwanda brings psychosocial support services for those infected and affected by HIV and Mobilizes and builds a capacity of church partners to have an appropriate and active response to HIV as a duty bearer in the church and community.

FOOD SECURITY

- ✓ Soil Fertility
- ✓ Compost Usage
- ✓ IGA's
- ✓ Energy Saving Cooking

ADRA Rwanda has been working since 1978 to assure the Food security of families and communities in the country. Our model in food security rotates around the individual and the household as our entry part for an integrated intervention. ADRA Rwanda has continuously mobilized people to work together in merging their resources for their common benefit that one cannot access on his/her own; ADRA Rwanda works with the cooperatives and also supports them to organize and to create Income Generating Activities (IGA's) thru and capacity building.

ADRA Rwanda introduces methods and techniques that allow them to increase their crop and protect their environment through water management and other environmentally safe practices.

ECONOMIC EMPOWERMENT

- ✓ IGA's
- ✓ Saving and Lending Programs
- ✓ Vocational Training

ADRA Rwanda is implementing important Economic Empowerment projects. The training that ADRA Rwanda gives to the communities, help people to start projects by their own and be able to generate income. People know how to keep their savings, orient people, helping each other to move forward and be part of the development of their communities.

Also with the most vulnerable like People Living with HIV and orphan Vulnerable Children, member are mobilized and sensitized to receive vocational training skills to form economic self-help groups and cooperatives through which they can generate income to supplement their household incomes.

It is further noticed that the culture of saving and lending is taking root through the formed self-help groups and cooperatives and there are

testimonies of people who have improved their productivity, bought animals, land, started small businesses from own savings and loans from the groups.

RELIEF & DISASTER MANAGEMENT

- ✓ In-Kind Donations
- ✓ General Food Distribution
- ✓ Nutritional Supplement
- ✓ Shelter

ADRA Rwanda is proud of being a member of disaster management task force (DMTF) in Rwanda, alongside with other relief agencies. This gives ADRA Rwanda the opportunity to participate not only in relief and disaster management actions, but also be part of the design of Rwanda National Disaster and Relief Management Policy (NDRMP) and strategic plan. ADRA Rwanda has an active role in the attention to refugee support through food and good distribution, shelter, sanitation, logistics, protection and management of the logistic for the refugee camps.

Main Strategies

- ✓ **Advocacy:** ADRA Rwanda introduces a model in the community-involving advocacy where the community is stimulated thru public dialogues to identify, analyze, prioritize, create solutions, plan and implement them. ADRA will work to ensure that advocacy efforts are undertaken in relevant forums and seek to promote that all actors or stakeholders understand the roles and functions related to civil society actors.
- ✓ **Communication for Social Change:** Community dialogue and collective action work together in an

interactive process in order to produce social change. Community dialogue and action are giving them capabilities and competencies to achieve social change.

- ✓ **Capacity Building:** Building the capacity of the different civil society actors will improve their ability to take action on the civil society arena and carry out their responsibilities as such actors.
- ✓ **Functional Adult Literacy (FAL) using REFLECT Methodology:** Individuals and groups have a great potential to become agents of change; however in the target area in Rwanda most people have a hard time meeting basic needs just to

survive, and a motivator or catalyst is needed to fully realize and activate their potential. For many years ADRA has applied the Functional Adult Literacy (FAL) approach to address these needs and has gained much experience. ASC has combined the element of Regenerated Freirean Literacy through Empowering Community Techniques (REFLECT) to the FAL practice. The approach combines the application of practice to theory relating directly to local needs such as improved livelihoods.

Present and Previous Performance

List of Present and Previous implemented programmatic Actions by the Adventist Development and Relief Agency in Rwanda

<p>Project Name: Action for Social Change Program - ASC Goal: A strengthened, vibrant and locally rooted civil society in Rwanda that is a dynamic actor in social, political and economic processes in order to enhance sustainable development processes</p> <p>Amount: US \$ 1,400,955</p>	<p>Donor: DANIDA Area: Karongi and Nyamasheke District in the Western Province and Nyagatare District in the Eastern Province.</p> <p>Beneficiaries: 550 Community Based Groups and Cooperatives in the area of operation. 16,450 women and 17,016 men</p>
<p>Project Name: Accelerating Stunting Reduction Amongst Under two years in Rwanda- The EKN-Nutrition program Goal: To contribute to the reduction of stunting rates of children under-five in Rwanda from 44% in 2010 to 24.5% by 2017 in accordance to the 2013 HSSP III</p> <p>Amount: US \$ 1,339,395</p>	<p>Donor: Embassy of the Kingdom of Netherlands Area: Gatsibo District</p> <p>Beneficiaries: targeted beneficiaries are 13,888 <5 children, 17,360 pregnant and lactating women.</p> <p>Duration: November 2013 to December 2016</p>
<p>Project Name: Global fund SSF/HIV Goal: Scaling up HIV/AIDS Response with a focus on prevention</p> <p>Amount: US \$ 510,000</p>	<p>Donor: Global Fund thru MOH/SPIU Area: 30 districts: 416 sectors</p> <p>Beneficiaries: 2,500,000 (target for condom outlets only) Duration: 2010-2015</p>
<p>Project Name: Inclusive Refugee Education Management Program – IREMP and Logistics Management</p> <p>Goal: To improve the education status of 27,891 refugee camps (Gihembe, Nyabiheke, Kiziba, Kigeme, Mugombwa and Kigali urban); through the delivery of quality education and logistics operation services.</p> <p>Amount: US \$ 2,076,104</p>	<p>Donor: UNHCR Area: 5 Refugee Camps: Kigeme, Biumba, Nyabiheke, Kiziba and Mugombwa</p> <p>Beneficiaries: 27,891 refugees All UNHCR and IPs refugees' Program Operation</p> <p>Duration: 1 year renewable</p>
<p>Project Name: IE Partnerships in Awareness raising Consultations and Training (IEPACT) Goal: The participation of children with Special Educational Needs in quality inclusive education at basic education level, is sustainably increased</p> <p>Amount: US \$ 1,034,000</p>	<p>Donor: DFID- Innovation for Education</p> <p>Area: Western province- Karongi, Nyamasheke, Rusize, and Rutsiro Districts.</p> <p>Beneficiaries: 2,216 (16 tutors, 200 pre-service, 600 in service, 400 children with SNE and 1000 parents)</p> <p>Duration: March 2013 to March 2015</p>
<p>Project Name: Learning Environmental Adaptations for Food Security (LEAF) in Rwanda</p> <p>Goal: Increased food security among women, men, girls and boys most vulnerable to climate change in the refugee/returnee areas of Gatsibo and Kayonza Districts in Rwanda.</p> <p>Amount: US \$ 1,854,230</p>	<p>Donor: Foreign Affairs, Trade and Development Canada through ADRA Canada</p> <p>Area: Gatsibo and Kayonza Districts in Eastern Province.</p> <p>Beneficiaries: 6,080 households (36,480 people). Particular attention was given to households headed by women, with children under 5, with people living with HIV/AIDS (PLWH), and with elderly people through 136 cooperatives in 13 sectors</p> <p>Duration: December 2012- May 2014</p>
<p>Project Name: Rwandese forced returnees emergency response I & II phases</p> <p>Goal: Ensure that food storage and distribution is carried out with standards in Rukara and Kiyanzi camps</p> <p>Amount: US \$ 56,590.52</p>	<p>Donor: WFP & World Vision Area: Kirehe & Kayonza District</p> <p>Beneficiaries: The total beneficiaries for this project were 6152. As we following detail: (696<5 girls), (657 <5 boys), 775 (5-18yrs girls), 719 (5-18yrs boys) and 1613 women and 1692 men.</p> <p>Duration: September 2013 to February 2014</p>
<p>Project Name: Rwanda Eastern Province Women Literacy (REPWL) Project</p> <p>Goal: Increase adult literacy rates to 90% by 2015</p> <p>Amount: US \$ 793,394.10</p> <p>Donor: DFID through ADRA United Kingdom</p>	<p>Area: Province, Districts of Bugesera, Gatsibo, Kayonza, Kirehe, Ngoma, Nyagatare, Rwamagana.</p> <p>Beneficiaries: The targeted beneficiaries include: 5600 learners (80% female), 140 Instructors, 28 CSO staff, 102 women district council leaders, 102 district education staff Duration: July 1 2011 to June 2014</p>
<p>Project Name: TOT HIV UBAKA</p> <p>Goal: Training of trainers for counselor preparation in Africa</p> <p>Amount: US \$ 159,000</p>	<p>Donor: ADRA Sweden Through ADRA Africa Regional Office</p> <p>Area: 7 Fields of the SDA church</p> <p>Beneficiaries: 187,604</p> <p>Duration: 2013-2015</p>

<p>Project Name: School Feeding Program</p> <p>Goal: To improve quality of education in Rwandan community around refugee camps by increasing enrollment rates, retention rates, reducing absenteeism and improving food security at household</p> <p>Amount: US \$ 134,000</p> <p>Donor: WFP (World Food Program)</p> <p>Duration: FEBUARY 2013- JUNE 2014</p>	<p>Area: The project operates in 4 refugee camps, Nyabiheke camp in Gatsibo district, Gihembe camp in Gicumbi district, Kiziba camp in Karongi district and Kigeme camp in Nyamagabe district.</p> <p>Beneficiaries: 24687 students' refugees and Nationals in seven schools (3 schools inside the camps and 4 National schools outside the camp).</p>
<p>Project Name: Sponsorship and Gift in Kind Program</p> <p>Goal: To improve the current and future well-being of orphans and vulnerable children in Rwanda through provision of primary and secondary education</p> <p>Amount: US \$ 2,882,037.76</p> <p>Duration: 1 year renewable</p>	<p>Donor: Reach Italia, Bimbo Aquilone, ADRA International, Tom Shoes, private individuals partnership</p> <p>Area: APADE SCH, ESCAF SCH, KAGASUNZU Primary school, Ngoma</p> <p>Beneficiaries: 494 Orphan and other vulnerable children (226 girls and 268 boys), and 84,240 refugee children.</p>
<p>Project Name: Congolese Refugees Emergency Response</p> <p>Goal: To ensure that there is improved sanitation by providing every household in the refugee transit camp at Nkamira with adequate access to refuse disposal</p> <p>To ensure that standard shelters are provided to the refugees in the transit camp as they are await for transfer to the determined camps</p> <p>Amount: US \$ 20,000</p>	<p>Donor: ADRA Canada</p> <p>Area: Nkamira Transit Centre</p> <p>Beneficiaries: This emergency response benefit the total population of 3,744 with the Solid Waste Management and the potential 4,800 refugees by the rehabilitation of shelter hangars.</p> <p>Duration: 2 months</p>
<p>Project Name: Early Childhood Development</p> <p>Goal: Support government Programme of Early Childhood Development by construction of classrooms and outdoor plays and provides a range of programs and services designed to ensure children get the best possible start in life.</p>	<p>Amount: US\$ 340,000</p> <p>Donor: UNICEF</p> <p>Area: Bugesera district, Rwamagana district</p> <p>Duration: January 2013 to December 2013</p>
<p>Project Name: Ibyiringiro Project</p> <p>Goal: Ensure high quality, sustainable, comprehensive services are improved for People Living with HIV & AIDS and orphans and vulnerable children in Rwanda</p> <p>Amount: US\$ 2, 350,000</p> <p>Donor: USAID/ PEPFAR</p> <p>Area: Gatsibo, Kayonza and Nyagatare Districts, in Eastern Province</p>	<p>Beneficiaries: This 5 year project targeted a total of 2,056 beneficiaries with HIV (1354 females & 702 Males) in Nyagatare, Gatsibo and Kayonza districts of Eastern province. The beneficiaries are PLWHIV organized into cooperatives and association, coordinated by the RPP+ office in each district.</p> <p>Duration: August 2008- May 2013</p>
<p>Project Name: Ubuzima bwiza project II</p> <p>Goal: Contribute to Improved Hygiene and sanitation situation for PLWHA households in Kayonza District</p> <p>Amount: US\$ 72,307</p>	<p>Donor: POLISH AID</p> <p>Area: Kayonza District</p> <p>Beneficiaries: The targeted beneficiaries for this project were 530 HHS of people living with HIV/AIDS, among them, 468 were female and 62 were Male headed HHs.</p> <p>Duration: April to December 2013</p>
<p>Project Name: Youth for Unity Project</p> <p>Goal: Youth in Rwanda are active players in the economic development of their local communities and are dynamic participants in the ongoing reconciliation processes</p> <p>Amount: US\$ 159,670</p>	<p>Donor: ADRA Denmark</p> <p>Area: Kamonyi and Muhanga Districts/ Southern Province</p> <p>Beneficiaries: 935 youth, 437 females & 498 males</p> <p>Duration: 1st April to 31st December 2013</p>





ADRA Statements and Values

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.

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."



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