“Have I not commanded you? Be strong and courageous.
Do not be afraid; do not be discouraged, for the LORD your God will be with you wherever you go.”

Joshua 1:9 (NIV)
As Christ was an agent of love and compassion among the most vulnerable people of His time, the Adventist Development and Relief Agency (ADRA) also seeks to be the same in every community where we work. This is why we follow Christ’s example of compassionate service—providing food for the hungry, giving water to the thirsty, caring for the sick, and creating new opportunities for families to prosper. This approach allowed us to impact more than 15 million people globally in 2016, giving individuals and families a better quality of life, helping them become stronger and more resilient, and improving their ability to succeed on their own.

This commitment to underserved persons and communities led us to pledge our support to the United Nations Sustainable Development Goals agenda to end poverty, protect the planet, and advance social progress. These goals, which succeeded the Millennium Development Goals, will set the global development agenda from 2016 to 2030 and impact millions of people around the world.

This year was also a time for ADRA to reconsider our strategy moving forward, to ensure that it reflects the opportunities and challenges of our time. Throughout 2016, we worked on developing a 2017–2022 Strategic Framework, the first ever strategic framework for the entire ADRA network. We are confident that this framework will help us to be more collaborative and cohesive as an organization, and allow us to harness our unique strength as a global network. Most importantly, we believe it will help us be even more impactful in the lives of people around the world.

Continuing to foster strong strategic partnerships with civil society organizations, corporate entities, and other faith-based organizations will allow us to expand our reach and improve the quality and quantity of our contribution to the global development agenda.

Rejuvenation of ADRA as a contemporary and effective faith-based organization is another key tenet of ADRA’s new strategic framework. This includes acting as a catalyst for social justice, continuing to draw upon our biblical mandate, and maximizing synergies in our relationship with the Seventh-day Adventist Church.

Change is never easy, but it is our hope and prayer that God will continue to guide and bless us as we embark on this new chapter in ADRA’s history. The Bible offers many words of wisdom and encouragement on the matter, such as 1 Corinthians 15:58 (NIV): ‘Always give yourselves fully to the work of the Lord, because you know that your labor in the Lord is not in vain.”

Thank you for continuing on this journey with us.

Jonathan Duffy, President
Adventist Development and Relief Agency (ADRA) International
ADRA works with people in poverty and distress to create **JUST AND POSITIVE CHANGE** through empowering partnerships and responsible action.
ADRA 2016 HIGHLIGHTS

15.7 MILLION PEOPLE

IN 2016, ADRA HELPED 15.7 MILLION PEOPLE AROUND THE WORLD.

ADRA HELPED MORE THAN 1.5 MILLION REFUGEES, INTERNALLY DISPLACED, AND STATELESS PEOPLE IN 2016.

933,012 REFUGEES
635,823 IDPs
18,575 STATELESS

THE HEART OF ADRA

7,241 STAFF
28,916 VOLUNTEERS
94,277 DONORS

ADRA WORKS IN 131 COUNTRIES

ADRA SUPPORTS THE SDGs

The Sustainable Development Goals (SDGs) are a global call to action to create the future we want by ending poverty and inequality, protecting the planet, and promoting peace.

ADRA SUPPORTS THE SDGS

ADRA worked with more than 1.5 million people in 2016.

Regions with Most Disaster Responses

<table>
<thead>
<tr>
<th>Region</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>South America</td>
<td>41</td>
</tr>
<tr>
<td>Africa</td>
<td>33</td>
</tr>
<tr>
<td>Asia</td>
<td>31</td>
</tr>
</tbody>
</table>

Beneficiary Breakdown

- 41% Women
- 33% Men
- 26% Children

Top 5 Countries by Beneficiaries

1. Democratic Republic of Congo (1,683,883)
2. India (1,252,480)
3. Rwanda (1,047,527)
4. Ukraine (824,352)
5. Malawi (794,899)
FOOD SECURITY

AMPLIFIES GHANA
FUNDED BY: UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

AMPLIFIES Ghana is a five-year project that began in October 2015. It aims to build downstream value chain capacity for Ghana’s agriculture industry, specifically strengthening market linkages for locally produced maize and soybean commodities utilized in feed and poultry production.

The project works with: 93 Farmer Business Organizations (FBOs) to help small-scale farmers reduce post-harvest losses, access local markets, and get better prices for their product; feed millers to test and improve the quality of feed sold to poultry farmers; and poultry farmers to improve their ability to produce their own quality feed, share or sell feed among themselves, and store feed to avoid seasonal price hikes. Not only does the project aim to lower the cost of poultry farming while increasing the output, it also aims to boost the sale of eggs through awareness campaigns promoting eating eggs as part of a healthy diet.

NYARBA’S STORY
Nyarba is a poultry farmer. Before this project, he used commercially prepared feed without considering its quality. He never tested the feed, even when his chickens showed signs of illness and weren’t producing as many eggs as expected. Following the training, he tested his feed and found that it contained high levels of a harmful toxin. The training had also taught him what to add to the feed to diminish the effects of this toxin. Now his chickens show no signs of ill health and are producing more eggs.

The project has also indirectly benefited other farmers in the area who are not enrolled in the program, but who are now testing their feed for this toxin.

NETWORK INVESTMENT
$15,514,501

PROGRAMS IMPLEMENTED
56

COUNTRIES AFFECTED
33

BENEFICIARIES REACHED
903,639

MONGOLIA
MICRO ECONOMIC & AGRICULTURE LEARNING (MEAL)
FUNDED BY: CANADIAN FOODGRAINS BANK, ADRA PRIVATE FUNDS

Implemented from 2012-2016 in an urban area of Mongolia with high unemployment rates and rapidly increasing poverty, MEAL helped vulnerable home gardeners, particularly women, improve their livelihoods and nutrition.

Former nomads received intensive gardening and small-business skills development to improve access to more nutritious food and generate income. Innovative and sustainable permaculture practices, nutrition training, and the building of links between producers and consumers helped ensure that households could continue to earn agriculture-related income on their own. Each household also constructed a solar greenhouse, extending their growing season by three months.

ENKH-CHIMEG’S STORY
“I was an unemployed single mother. I wanted to gain basic knowledge about vegetable gardening, as I wanted to use my land for growing food. However, I did not know how to garden.

“ADRA has made a big impact on my life. They have given a lot of gardening and nutrition information through visits, trainings, and resources. ADRA has influenced my interest in growing vegetables to fully meet my family’s needs. So now there is no need to buy vegetables and potatoes, and we are saving money. I learned that I need to grow a variety of vegetables to provide different nutrients for my family. Healthy food is very exciting to use, and with gardening I have become healthy and am earning an income.”

“ADRA has changed my life and the lives of many people. I am always thankful for the help and support given to me and the many woman-headed households like mine. ADRA is an inspiration for many people.”

PROJECT AT A GLANCE:
1,800 poultry farmers were trained
3,000 maize and soybean farmers were trained
10 feed millers were trained

PROJECT AT A GLANCE:
1,100 nomadic households received agricultural training
1,100 solar greenhouses were constructed
20 self-help groups were established

NETWORK INVESTMENT
$15,514,501

PROGRAMS IMPLEMENTED
56

COUNTRIES AFFECTED
33

BENEFICIARIES REACHED
903,639
ADRA is one of the important consortium partners of CORE Group Polio Project in India and Kenya. ADRA uses creative methods to promote polio eradication from India, for example, the use of magicians and barbers to educate communities about immunization through their shows and conversations with customers. ADRA has engaged local children as mobilizers to march house-to-house encouraging positive attitudes towards immunization, as well as involving educated and respected community figures and religious leaders to help dispel myths and fears about immunization. The project not only promotes polio immunization, but also supports the strengthening of routine immunizations at health posts, outreach sessions, and special immunization days. On average, more than 97 percent of targeted children were vaccinated through supplementary immunization activities for polio.

ADRA also promotes healthy hygiene and sanitation practices such as hand washing and use of sanitary toilets for both children and parents, to improve the overall health of the targeted communities.

**CASE STUDY: ENGAGING BARBERS**

One of the successful and innovative methods ADRA employed to raise awareness about polio immunization was to engage barbers. People usually spend hours at a barber’s shop getting a haircut or a shave, and many discussions take place during this time, making barbers an important source of information for the local area. An initial 30 barbers were engaged and empowered to promote polio immunization among their customers, many of whom are transient people passing through the area. After a positive response to the experiment, 15 more meetings were conducted with more than 300 local barbers to expand the initiative throughout the catchment area.

**THAILAND**

**ENHANCED CAPACITIES FOR MIGRANT ADVOCACY (ECMA)**

**FUNDING:** EUROPEAN UNION (EU), ADRA PRIVATE FUNDS

This project aims to improve health and working conditions for 3,750 migrant factory workers in northern Thailand. ADRA partnered with eight grassroots migrant workers’ groups, providing them with training, mentoring, and financial support to help them effectively advocate for better health and working conditions for the migrant workers they represent.

ADRA also facilitated collaboration between migrant workers’ groups, local authorities, and factory owners to improve conditions for migrant workers. More than 20 factories have committed to joining the project’s “Safety and Happy Factory Model,” a joint initiative between ADRA and the Thai Labor Protection Office, which aims to help factories improve core standards (e.g., occupational health and safety and hygiene practices) in factories.

**MADAGASCAR**

**ASOTRY**

**FUNDING:** USAID/FOOD FOR PEACE

**MARIE’S STORY**

At 32, Marie has already given birth to six children—all of them underweight. She grieved when she lost two of her babies when they were still infants. Now in her seventh pregnancy, she is confident that her newest child will be healthier than the others because, for the first time, she has had prenatal care.

ADRA brings care directly to remote communities with trained community health volunteers and technology that sends health data to doctors who can track patients’ progress from afar. ADRA also provides pregnant and lactating mothers with nutritional food, regular weigh-ins, and health care for babies and children, as well as guidance for mothers to care for themselves and their children.
An escalation of violence in mid-2016 forced thousands of people in South Sudan to flee their homes. While most schools quickly resumed classes, students suffered from overcrowding, damaged facilities, and a teacher shortage.

Students at six schools and three child-friendly spaces for out-of-school children in the capital area benefited from ADRA’s school feeding program, which provided more than 5,600 students with daily meals. The project also trained teachers; held community dialogue discussions about the importance of inclusive education, protection of children, and peacebuilding; established boys and girls clubs; and provided learning materials and mosquito nets to students.

**Abby’s Story**

The girls at Merekolong Primary School have just established their own girls club. They have written a special song, which they are singing from the heart:

Oh, education, my love,
My entire future depends on you.
I will hold you like an egg.

If you don’t develop us now,
Our future will die.
Come and develop us now,
Our future will be brighter.

Abby, 14, is one of the girls in the choir. “My favorite subject is social studies. I like playing, singing, and reading,” she says. “Education is important so that we can be the leaders of South Sudan when we complete our education. My dream is to become the Minister of Education!”

**KYRGYZSTAN**

**THIRD AGE INSTITUTE**

**Funded by:** Danage Association, Kyrgyzstan Local Private Donors

Established in 2006, the Third Age Institute is ADRA’s educational center for the elderly in Kyrgyzstan. Every year it offers 12 to 14 different courses, including foreign languages, business and law, fine arts, applied skills, and fitness. These are free educational programs for pensioners. The elderly students are happy to receive new knowledge and skills, which help them show more interest in life, remain active, and be happy members of society.

Handicraft courses help older people make handmade products to sell, supplementing their meager financial situation. Studying English and computer literacy helps them look for opportunities to sell their products on the internet.

**Majit’s Story**

Once a respected scientist, Majit lost his job due to the country’s economic crisis. He soon developed an alcohol problem that led to him becoming homeless and estranged from his family. One day, while digging through the garbage, he found a newspaper advertising the free services of the Third Age Institute for pensioners like himself. Among the classes was an English language course, which Majit had dreamed of all his life.

At the Third Age Institute, Majit quickly became the best student in the English course, always arriving fresh, fit, and with lessons learned. He was the most diligent student of the institute for more than three years, during which time he gave up drinking and reunited with his family.

“We know for sure that by changing the life of Majit, we have changed the world.”

– Galina Ahn, ADRA Kyrgyzstan Education Program Coordinator
SAFE WATER AND CLEANER COMMUNITIES

Nuwara Eliya District is home to Sri Lanka’s largest tea estates. Most of the estate workers are Hill Country Tamils, a minority group descended from Indians brought in by the British between the 18th and 20th centuries to provide cheap labor for coffee, tea, and rubber plantations.

For generations, these workers have faced social, economic, and political isolation, and more than 30 percent live in poverty. The lack of safe drinking water and inadequate personal hygiene and environmental sanitation have further affected their health and the socioeconomic development of their community. ADRA Sri Lanka targeted a community that had never had the presence of an NGO and constructed a gravity-fed water system that provided safe drinking water to 95 families. The project assisted with the closure of the old, contaminated open water supply system and constructed pipelines that provided clean drinking water, dramatically reducing waterborne diseases that used to afflict the community.

ROSMAMA’S STORY

Rosamma is a 50-year-old tea picker who has been working at the Alton estate since she was small. She is the sole breadwinner for herself and her three children. Her two daughters were constantly contracting waterborne diseases from contaminated drinking water, and she is relieved at the improvement in their health since ADRA’s water system was installed.

“ADRA’s water system has allowed me to use water without fearing for my children’s health!”

WATER AND SANITATION ON TANNA AND PENTECOST

This project is bringing sustainable and equitable access to safe water and sanitation to 21 communities on two islands, which enables social and economic development through improved public health and access to services. Between 2014 and 2017, 35km (22 miles) of pipe were laid on Tanna and 25km (16 miles) on Pentecost, supplying up to 7,000 people with clean, safe drinking water.

The installation of high quality latrines has also helped overcome the local taboo around latrines. They have been well received by communities and are already improving sanitation practices and conditions.

MAUREEN’S STORY

“Water has been a precious commodity to us since I was a young girl. I used to wake up to fetch water for my mother from the nearby river 2 kilometers [1.2 miles] away every day before and after school. This greatly affected our time as girls to study and finish our homework.

“Thanks to ADRA, I now have access to clean water just 150 meters [500 feet] from my home. My children are healthy and no longer complain of stomach upsets. I am proud to walk to the market and church because my clothes and those of my children are clean. I have saved a lot of time from not having to walk far to fetch water, and I now have time to concentrate on my business of selling honey and vegetables.”

“Thanks to ADRA, my life has improved greatly!”
SHARIA COMPLIANT VILLAGE SAVINGS AND LOAN ASSOCIATIONS (VSLAs)
Funded by: DANIDA

Village Savings and Loan Associations (VSLAs) are an acknowledged method for community development and poverty reduction. However, there are challenges in integrating this model into Muslim communities, as Islamic Sharia law prohibits the acceptance of interest for lending money, a significant part of the traditional VSLA concept. After consultation with religious leaders, ADRA presented a modified model that promotes an “application fee” for loans instead of interest.

This model was introduced in West Darfur in 2014, and in 2016 alone, 47 VSLAs have been established in vulnerable communities in West Darfur and Blue Nile. The majority of VSLA members are women, contributing to overcoming patriarchal attitudes and resistance to women’s empowerment in Sudan.

NASRA’S STORY
Nasra, 35, is married with five children. For a long time, her village in Blue Nile State looked for options to save money and improve their development situation and wealth, without success.

“In the past, we used to have traditional savings practices [sanduk], but they didn’t involve loans or a social fund to contribute for members when they are in need of help,” she said.

Nasra joined the Almustagbal Village Savings and Loan Association (VSLA) and became the chairperson.

“Now we have found all that we need in the VSLA. We can save money, have loans, and invest in income-generating activities, as well as cover other household needs.”

MALAWI AND ZIMBABWE
FARMER MARKET SCHOOLS
Funded by: DANIDA, DANMARKSINDSAMLINGEN

ADRA’s Farmer Market Schools (FMS) approach is a tailor-made, on-the-job training method aimed at improving smallholder farmers’ access to the market. In 2016, ADRA ran pilot FMS projects in Malawi and Zimbabwe, where farmers learned to become informed value chain actors, doing market research and establishing direct relationships with new buyers. Around 300 farmers have been trained across four FMS projects in Malawi and seven in Zimbabwe.

The Ministries of Agriculture in both countries have expressed an interest in adopting the method in their own extension programs, and FMS is expected to be expanded to reach other countries in which ADRA works.

SONENI’S STORY
Since her husband died 10 years ago, Soneni has struggled to provide for her three children through the sale of crops grown on her plot of land in Zimbabwe. She knew virtually nothing about staggering planning, grading of produce, value addition, or any market besides the middle person and local buyers.

In March 2016, she joined two ADRA pilot programs: Farmer Market School and Village Savings and Loan Association. Nine months later, she says, “I now know how to look for different markets, what the market needs and when and in what quantities, and when to grow the produce.”

Soneni says FMS has helped her quadruple her profits. She has been able to save money to buy four goats, pay school fees for her children, and buy cement bricks for her house. Next year she anticipates she’ll be able to build her house and pay tuition fees for her child who is starting university.
EMERGENCY RESPONSE

CYCLONE ROANU RESPONSE
FUNDED BY: GOVERNMENT OF HONG KONG, ADRA PRIVATE FUNDS

Cyclone Roanu struck Bangladesh in May 2016, bringing strong winds, heavy rainfall, and tidal surges, resulting in devastating flooding. ADRA launched a response in two severely affected districts, Chittagong and Patuakhali. In selecting beneficiaries, ADRA prioritized families that were headed by women, had a disabled family member, had lost their source of income, included a pregnant woman or child under 5 years of age, or had lost a family member as a result of the cyclone.

More than 9,700 families received staple food and hygiene items, including rice, lentils, oil, salt, soap, water containers, towels, toothpaste, bandages, and water purification tablets.

BANGLADESH
PROJECT AT A GLANCE:
9,700 families were assisted with food packages and nonfood items

HAITI
HURRICANE MATTHEW RESPONSE
FUNDED BY: ADRA PRIVATE FUNDS

Hurricane Matthew struck Haiti in October 2016, leaving 175,000 people displaced and 1.4 million in need of humanitarian assistance. Within one week of the hurricane, ADRA was distributing food packets donated by Rise Against Hunger, water filtration units and water purification tablets to ensure that people had access to safe drinking water (in partnership with GlobalMedic,) and shelter kits and tarpaulins to families whose houses were badly damaged or destroyed by the hurricane. ADRA also conducted five trainings on cholera prevention, targeting those most at risk to help stop the spread of cholera.

MARIE’S STORY
“I heard the wind, and I went out of the house and started running. A metal wire strangled me, and I fell to the ground. Despite all the metal sheets flying around, I rose up again and began running toward the school nearby,” Marie said, recalling the horror of Hurricane Matthew.

“When I reached the school, it was then that I realized something was not right. I looked around and found out that I had left some of my children back at the house!”

Her motherly instinct kicked in, and she ran back for her children, dodging every object that flew toward her. “It was like going through the hole of several needles to get there and back to the school,” she said.

“I have seven sons and two daughters. Together with my husband, there are nine of us who lived in this house that is now gone. Still, we thank God that we all survived the hurricane.”

“When you see other people helping, this gives me hope. I don’t have anything, but I cannot be ungrateful,” she says, recalling the food packs and shelter kits that she received.

“I can only say thank you to ADRA for what they are doing for me and my family. Thank you very much, ADRA.”

PROJECT AT A GLANCE:
More than 131,931 people received assistance
378,000 water purification tablets were distributed
427,680 food packets were distributed

BANGLADESH
PROJECT AT A GLANCE:
9,700 families were assisted
with food packages and nonfood items

NETWORK INVESTMENT $34,252,392
PROGRAMS IMPLEMENTED 164
COUNTRIES AFFECTED 67
BENEFICIARIES REACHED 2,941,355
ADRA implemented the Recovery for Communities and Victims of the Earthquake-Affected Regions (RECOVER Ecuador) Project in the Manabi province of Ecuador following a devastating 7.8 magnitude earthquake that claimed the lives of 673 people and injured more than 27,732 others.

RECOVER Ecuador sought to meet the basic transitional shelter and psychosocial needs of the earthquake-affected population in the communities of El Campamento and Bigua. ADRA provided 120 safe and culturally appropriate transitional shelters to earthquake-affected households. ADRA’s licensed and certified interdisciplinary professional team also provided Psychosocial Support Services (PSS) in the targeted communities. The PSS strengthened the earthquake-affected individuals’ resiliency and their capacity to cope with the trauma, loss, grief, sorrow, and stress brought on by the destructive earthquake.

JESSICA’S STORY

Before the devastating 2016 earthquake, Jessica lived in a rented home with her four children. Afterward, the family had to move into a communal shelter. Her teenage children began getting into trouble with the law due to the emotional distress of losing their home, the difficulty of living in a communal shelter for almost a year, and the discrimination they suffered due to Jessica’s HIV-positive status.

Jessica was referred to ADRA, and through a partnership with the local municipality, ADRA provided her family with a transitional home. The family is happy because they once again have a dignified and secure place to live and are also benefiting from receiving counseling.

“I feel very happy. Thanks to ADRA, I have what I’ve always dreamed of—a home where my children can live securely.”

Madagascar is prone to natural disasters, including cyclones, floods, and drought, so one of the focuses of ASOTRY is to improve community resilience. The top priority in 2016 was the completion of Disaster Preparedness and Management Plans, which in turn help to identify development and preparedness priorities.

Other activities included infrastructure work to rehabilitate or construct roads and water points, planting tree nurseries, and ensuring that disaster and early warning response systems in vulnerable communities were working effectively. Communities also participated in disaster preparedness training and implemented an improved disaster response simulation to improve their understanding of and capacity to respond to natural disasters.

COMMUNITY TREE NURSERIES

A community in Madagascar wanted to reforest the area along a river to prevent further erosion. A community member volunteered their land for the project, and ADRA provided the seeds/seedlings. They planted a local variety of trees that the community can sell in the future.

“When we started the project, we thought about some of the points that need to be corrected,” Rado Rabetrena, an environmental specialist working with ADRA Madagascar, explained. “We asked the community for their Disaster Preparedness and Management Plan to determine what risks they’re facing. One of them is erosion, so they told us they would like reforestation, and we chose to do it for the river.”
CHURCH PARTNERSHIPS

NEW ZEALAND
COMMUNITY TRANSFORMATION PARTNERSHIPS

The lives of thousands of New Zealanders are being transformed through the Community Transformation Partnership (CTP) between ADRA and the Seventh-day Adventist Church in New Zealand. This initiative brings together funding, volunteers, technical capacity, and other assets, ensuring efficient and effective use of donor funds. It also assists local churches to engage in life-changing projects in their own communities.

CTP focuses on helping families thrive through financial management and parenting workshops, support for vulnerable new mothers, youth mentoring, and a range of life skills programs. ADRA also works with local churches to identify unique needs in their own communities and create programs that will best help those around them.

JAYSON’S STORY

In South Auckland, one Adventist church identified the need for a supportive space that provides both a physical outlet and an opportunity to build positive life skills, and so Strengthening Our Community Leading Individual Development (SOLID) Community was born. Today more than 100 people are regularly attending the SOLID Community program to learn new life skills and get their lives back on track.

For 11 years, Jayson supported his family by selling illegal drugs, even resorting to home invasions, extortion, and violence to ensure that his family had food on the table. After a bad experience almost cost him his life, Jayson was invited by a friend to join SOLID Community.

Jayson gave up his life of crime and now owns his own maintenance business, which supports his wife and seven children. He has also become a leader in the SOLID Community program, leaving a positive influence on all those around him. “We now have a happier and blessed home and have made some lifelong, genuine friends,” he said.

PROJECT AT A GLANCE:

- 600+ youth are in mentoring and resilience projects
- 200 families are involved in life skills programs
- 83 families are in debt counseling and budgeting programs
- 80 families completed parenting workshops
- 250 families received baby clothing and support

GERMANY
TOGETHER FOR REFUGEES

Together for Refugees is a joint initiative of ADRA, the Seventh-day Adventist Church in Germany, Adventist Welfare Services (AWW), and Friedensau Adventist University (FAU). The Adventist Church is involved at national, regional, and local levels, while ADRA, AWW, and FAU provide technical support to local church volunteer groups.

There are currently more than 50 groups of volunteers who coordinate a wide range of social activities and services—such as camping trips, cooking classes, sporting activities, music classes, German lessons, and homework help—to help refugees acclimate to German culture and break down barriers between refugees and the community.

SWIMMING FOR WOMEN IN NORDHAUSEN

Most of the refugee women had never been to a public swimming pool, so one volunteer team started a swimming group.

Despite initially being very afraid of the water, the refugee women were clapping and cheering each other on, and soon they were excitedly jumping into the pool and having a lot of fun playing in the water. During subsequent visits, the women were eager to learn correct swimming techniques, which they were taught using equipment such as pool noodles and kickboards. The women are all very grateful for the opportunity to learn to swim, and some are even staying longer on their own after the group activities finish. There are currently 30 to 40 women in the group learning to swim and enjoying time in the pool.

“Volunteers can support the refugees by lending a listening ear, by empathizing, and by sympathizing. A problem shared is a problem halved.”
– Together for Refugees Volunteer Guide
The partnership between ADRA and United Nations (UN) agencies remained strong in 2016. ADRA partners with multiple UN agencies in numerous countries, including with the UN Refugee Agency (UNHCR) in Syria, United Nations Children’s Fund (UNICEF) in Chad, the World Food Programme (WFP) in Ukraine, and the UN Office for the Coordination of Humanitarian Affairs (OCHA) in Lebanon. Many of the projects are related to rapid onset disasters and/or protracted emergencies. With offices in more than 130 countries, ADRA continues to serve communities in need after the media spotlight has moved on to the next disaster.

Typically, all project agreements between ADRA and the UN are signed at the country field level. The role of the United Nations Liaison Office at ADRA International is to represent the ADRA network at major UN meetings in New York, Geneva, and Rome, as well as to provide technical assistance, support field offices in accessing funding, facilitate conversations between ADRA field offices and UN agencies, and share information with ADRA field offices regarding OCHA reports, new trends, policies, and developments.

In 2016, ADRA began implementing projects that align with the 17 Sustainable Development Goals (SDGs) voted on at the General Assembly meeting in September 2015. The agenda is a road map to building upon the success of the Millennium Development Goals. The SDGs are ambitious, but could be reached by 2030. ADRA is committed to designing and implementing projects that support the SDGs.

According to UN statistics, close to one in eight people still lives in extreme poverty; hunger affects nearly 800 million people; and more than 2 billion lack access to safe drinking water.

**2016 AT A GLANCE:**
- 90 projects were implemented
- 2,441,270 beneficiaries were helped
- $32,045,660 was provided in UN support
- $37,903,686 was provided in commodities

**CHAD**

**WASH SUPPLY OF DRINKING WATER AND SANITATION PROJECT IN THE SANYAO DISTRICT (BATHA REGION) CHAD**

**FUNDED BY: UNICEF**

Only half of Chad’s population has access to safe drinking water, and only 13 percent have adequate sanitation. ADRA, in partnership with UNICEF, implemented a WASH project to reduce the prevalence of diarrhea and waterborne diseases in the district of Yao.

Activities of this project included: the rehabilitation of 31 existing water points (boreholes) and six drinking water supply systems; the realization of 140 pumps; the construction of 40 latrines in schools and health centers; the establishment of 140 water point management committees; and the holding of 600 awareness sessions on handwashing and the maintenance of latrines.

“In the past, we defecated in the open air and experienced many diseases, especially cholera, that struck us for many years,” said one community member. “Now bad practices are forgotten. Washing hands with soap and water is used each time nature calls. The whole community has become aware and has seen the importance of having latrines.”

**TUNISIA**

**LIVELIHOODS INITIATIVE FOR REFUGEES AND ASYLUM SEEKERS**

**FUNDED BY: UNHCR**

Around 112 refugees, mostly Syrian, benefited from ADRA’s livelihood response in Tunisia in 2016.

Nidhal is a Syrian refugee and father to twins. He had to leave his wife behind when he fled Syria. He worked hard to get settled in Tunisia so he could send for her, but he faced many challenges when trying to find decent work. ADRA helped him establish himself, enabling him to bring his wife over. ADRA has also established a new restaurant to provide opportunities for more Syrian refugees as part of their work, empowering refugees to be independent and self-reliant and to pursue entrepreneurial ventures.

“I can only look to my future with hope, seeing the difficulties and challenges that I overcame with the support from ADRA and the UNHCR.”
AFRICA (AFRO)
Regional Director: Akintayo Odeyemi

Angola
Burkina Faso
Burundi
Cameroon
Chad
Côte d’Ivoire
Democratic Republic of Congo (North Congo & West Congo)
Ethiopia
Gambia
Ghana
Kenya
Lesotho
Liberia
Madagascar
Malawi
Mali
Mauritania
Mozambique
Namibia
Niger
Nigeria
Rwanda
São Tomé & Príncipe
Senegal
Sierra Leone
Somalia
South Africa
South Sudan
Swaziland
Tanzania
Togo
Uganda
Zambia
Zimbabwe

ASIA (ARO)
Regional Director: Wagner Hermann

Bangladesh
Cambodia
China
India
Indonesia
Japan
Laos
Mongolia
Myanmar
Nepal
Pakistan
Philippines
South Korea
Sri Lanka
Thailand
Timor-Leste
Vietnam

EURO-ASIA (ESD)
Regional Director: Vladimir Tkachuk

Afghanistan
Armenia
Azerbaijan
Belarus
Georgia
Kazakhstan
Kyrgyzstan
Moldova
Russia
Tajikistan
Ukraine
Uzbekistan

EUROPE (ERO)
Regional Director: João Martins

Albania
Austria
Belgium
Bosnia and Herzegovina
Bulgaria
Croatia
Czech Republic
Denmark
Finland
France
Germany
Hungary
Italy
Latvia
Luxembourg
Macedonia
Montenegro
Netherlands
Norway
Poland
Portugal
Romania
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
United Kingdom

INTER-AMERICA (IAD)
Regional Director: David Poloche

Atlantic
Caribbean
Caribbean Union
Colombia
Dutch Caribbean
El Salvador
Dominican Republic
Guatemala
Guyana
Haiti
Honda
Jamaica
Mexico
Puerto Rico
Suriname
Venezuela

MIDDLE EAST AND NORTH AFRICA (MENA)
Regional Directors: Nagi Khalil (until June 2016), Gunther Wallauer (from June 2016)

Iraq (Kurdistan)
Iran
Lebanon
Syria
Tunisia
Yemen

NORTH AMERICA (NAD)
Regional Director: Debra Brill

Canada
ADRA International

SOUTH AMERICA (SAD)
Regional Director: Paulo Lopes

Argentina
Bolivia
Brazil
Chile
Ecuador
Paraguay
Peru
Uruguay

SOUTH PACIFIC (SPD)
Regional Director: Gregory Young

Australia
Fiji
New Zealand
Papua New Guinea
Samoa
Solomon Islands
Vanuatu
<table>
<thead>
<tr>
<th>AFRICA REGION</th>
<th>TOTAL BUDGET</th>
<th>SUPPORT</th>
<th>IMPLEMENT</th>
<th>GENERAL ADMINISTRATION</th>
<th>FUNDRAISING</th>
<th>GIFTS IN KIND</th>
<th>DEVELOPMENT EDUCATION</th>
<th>CAPACITY BUILDING</th>
<th>STAFF</th>
<th>VOLUNTEERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Relief/Emergency Activities</td>
<td>$34,252,392</td>
<td>$1,697,352</td>
<td>$285,116</td>
<td>$1,962,824</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Health</td>
<td>$27,569,780</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Education</td>
<td>$27,547,440</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Food Security</td>
<td>$15,514,501</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Agriculture/Livelihoods</td>
<td>$13,182,224</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Water, Sanitation, and Hygiene</td>
<td>$12,829,890</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$6,367,921</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Gifts In Kind</td>
<td>$6,238,992</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Nutrition</td>
<td>$5,300,644</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Building/Construction</td>
<td>$4,991,774</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>DRR/Climate Change/Environment</td>
<td>$3,728,528</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Advocacy/Public Policy</td>
<td>$3,107,719</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Development Education</td>
<td>$2,594,502</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Psychological Support</td>
<td>$2,397,002</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Technical/Vocational Training</td>
<td>$1,899,910</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>Other Miscellaneous Sectors</td>
<td>$16,613,950</td>
<td>$1,235,044</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$186,117,069</td>
<td>$12,719</td>
<td>$187,350</td>
<td>$258,585</td>
<td>$389,385</td>
<td>$714,385</td>
<td>$1,962,824</td>
<td>$1,962,824</td>
<td>404</td>
<td>12,446</td>
</tr>
</tbody>
</table>
AFRICA

El Niño inflicted devastating drought on East Africa. ADRA responded to crises in Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Somalia, South Africa, Swaziland, and Zimbabwe.

INTER-AMERICA

ADRA worked with 300 Pathfinder (Adventist scouts) in El Salvador to educate around 3,000 households about how to protect themselves against Zika.

SOUTH AMERICA

Emergency mobile units in Argentina and Brazil allowed ADRA to quickly respond to floods. The two Argentinian units offered large-scale laundry services for clothing and bedding. In addition to laundry services and psychosocial counseling, the Brazilian unit also offered warm meals from their built-in kitchen.

NORTH AMERICA

Canadian authorities appointed ADRA to coordinate relief efforts for the Fort McMurray wildfires, through which around 40,000 people received food, hygiene items, and other assistance.

EUROPE

During the refugee influx of 2015-2016, ADRA assisted refugees as they passed through Bulgaria, Croatia, Hungary, Macedonia, Serbia, and Slovenia. ADRA also worked with refugees in Austria, France, Germany, Greece, Italy, Montenegro, and Romania.

MIDDLE EAST & NORTH AFRICA

With the dual crises of civil war and a food crisis, ADRA provided assistance to almost 300,000 people in Yemen, through food security projects and WASH interventions.

ASIA

ADRA used text messages to supply farmers in Nepal with up to date and useful information such as the right crops to cultivate at the right time, alerts about pests and adverse weather predictions, current product pricing, and other market-related information.

SOUTH PACIFIC


EURO-ASIA

More than 30,000 people, including many returnees expelled from Pakistan and Iran, received winter-aid items in Afghanistan to help them survive the harsh winter conditions.
UNITED NATIONS PARTNERS

Food and Agriculture Organization (FAO)
International Organization for Migration (IOM)
Office for the Coordination of Humanitarian Affairs (OCHA)
United Nations Children’s Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations High Commissioner for Refugees (UNHCR)
United Nations Humanitarian Air Service (UNHAS)
United Nations Population Fund (UNFPA)
World Food Programme (WFP)
World Health Organization (WHO)

INTERNATIONAL PARTNERS

Alliance for a Green Revolution in Africa (AGRA)
Asian Aid Australia
Asian Aid USA
Asian Development Bank
Bread for the World
Canadian Foodgrains Bank (CFGB)
Canadian International Development Platform (CiDP)
CARE
Catholic Relief Services (CRS)
Christian Aid
Cross International
European Civil Protection and Humanitarian Aid Operations (ECHO)
European Union (EU)
GlobalMedic
Habitat for Humanity
HELP International
iDE UK
Islamic Relief
Land O’Lakes
LDS Charities
Oxfam
Pan American Health Organization (PAHO)
Polish Humanitarian Action
Red Cross
Rise Against Hunger
Samaritan’s Purse
Sanitarium Health and Wellbeing
Save the Children
Swiss Solidarity
TOMS
World Bank
World Initiative for Soy in Human Health (WISHH)
World Vision

A complete list of our 2016 partners can be found at: ADRA.org/about-adra/corporate-information/
ADRA GLOBAL PARTNERS
CONTINUED

MAJOR GOVERNMENT FUNDERS

Australia—Department of Foreign Affairs and Trade (DFAT)
Austria—Austrian Development Agency
Canada—Global Affairs Canada
Czech Republic—Ministry of Foreign Affairs (MZV)
Denmark—Danish International Development Agency (DANIDA)
Germany—Federal Ministry for Economic Cooperation and Development (BMZ)
Japan—Japan International Cooperation Agency (JICA)
Netherlands—Ministry of Foreign Affairs
New Zealand—Ministry of Foreign Affairs and Trade (MFAT)
Norway—Norwegian Agency for Development Cooperation (NORAD)
Slovakia—Slovak Agency for International Development Cooperation (SlovakAid)
Spain—Spanish Agency for International Development Cooperation (AECID)
Sweden—International Development Cooperation Agency (SIDA)
UK—Department for International Development (DFID)
USA—United States Agency for International Development (USAID)
USA—United States Department of Agriculture (USDA)

GOVERNMENT PARTNERS

Afghanistan
Albania
Argentina
Armenia
Australia
Austria
Azerbaijan
Bangladesh
Belarus
Belgium
Bolivia
Bonaire
Bosnia and Herzegovina
Brazil
Bulgaria
Burkina Faso
Burundi
Cambodia
Cameroon
Canada
Chad
Chile
China
Colombia
Côte d’Ivoire
Croatia
Czech Republic
Democratic Republic of Congo
Denmark
Dominican Republic
Ecuador
El Salvador
Ethiopia
Fiji
Finland
France
Gambia, The
Georgia
Germany
Ghana
Guyana
Haiti
Honduras
Hong Kong
Hungary
India
Indonesia
Iraq
Italy
Japan
Kazakhstan
Kenya
Kyrgyzstan
Laos
Latvia
Lebanon
Lesotho
Luxembourg
Macedonia
Madagascar
Malawi
Mali
Mauritania
Mexico
Moldova
Mongolia
Montenegro
Mozambique
Myanmar
Namibia
Nepal
Netherlands
New Zealand
Niger
Nigeria
Norway
Pakistan
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Romania
Russia
Russia
Samoa
São Tomé & Príncipe
Serbia
Slovakia
Slovenia
Solomon Islands
Somalia
South Africa
South Korea
South Sudan
Spain
Sri Lanka
Sudan
Suriname
Swaziland
Sweden
Switzerland
Syria
Tajikistan
Tanzania
Thailand
Timor-Leste
Togo
Tunisia
Uganda
Ukraine
United Kingdom
United States of America
Uruguay
Uzbekistan
Vanuatu
Venezuela
Vietnam
Yemen
Zambia
Zimbabwe
BOARD MEMBERS

OFFICERS

Geoffrey Mbwana
Chair
General Vice President
Seventh-day Adventist Church
World Headquarters
(Appointed 2010)

Ella Simmons
Vice Chair
General Vice President
Seventh-day Adventist Church
World Headquarters
(Appointed 2010)

Juan Prestol-Puesán
Treasurer
Seventh-day Adventist Church
World Headquarters
(Appointed 2015)

Jonathan Duffy
Secretary
President
ADRA International
(Appointed 2013)

ADMINISTRATION

Jonathan Duffy
President
ADRA International
(Appointed 2013)

Imad Madanat
Vice President for Programs
ADRA International
(Appointed 2013)

Michael Kruger
Vice President for Finance
ADRA International
(Appointed 2014)

Matthew Siliga
Vice President for Marketing
and Development
ADRA International
(Appointed 2016)

Korey Dowling
Vice President for Human Resources
ADRA International
(Appointed 2016)

MEMBERS

Aho Baliki
Bank Executive
(Appointed 2010)

Seth Bardu
Treasurer
Columbia Union Conference
North American Division
Seventh-day Adventist Church
(Appointed 2010)

Renee Battle-Brooks
Attorney
(Appointed 2010)

Debra Brill
Vice President for Ministries
North American Division
Seventh-day Adventist Church
(Appointed 2015)

Mario Brito
President
Inter-European Division
Seventh-day Adventist Church
(Appointed 2015)

Gilbert Burnham
Professor
Johns Hopkins University
(Appointed 2005)

Zenaida Delica-Willison
Development Professional
United Nations (retired)
(Appointed 2000)

Marguerite Koutouan
Lay Representative
West-Central Africa Division
Seventh-day Adventist Church
(Appointed 2015)

Sung Kwon
Executive Director, Adventist Community Services
Seventh-day Adventist Church
(Appointed 2015)

Ezras Lakra
President
Southern Asia Division
Seventh-day Adventist Church
(Appointed 2015)

Israel Leito
President
Inter-American Division
Seventh-day Adventist Church
(Appointed 2005)

Geir Olav Lisle
Deputy Secretary General
Norwegian Refugee Council
(Appointed 2005)

Samuel Lumwe
Associate Director
Global Center for
Adventist-Muslim Relations
Seventh-day Adventist Church
World Headquarters
(Appointed 2015)

G.T. Ng
Secretary
Seventh-day Adventist Church
World Headquarters
(Appointed 2010)

Goodwell Nthani
Treasurer
Southern Africa-Indian Ocean Division
Seventh-day Adventist Church
(Appointed 2010)
Brenda Pereyra  
Professor  
Universidad Nacional de Lanús  
(Appointed 2010)

Blasious Ruguri  
President  
East-Central Africa Division  
Seventh-day Adventist Church  
(Appointed 2005)

Saw Samuel  
President  
Southern Asia-Pacific Division  
Seventh-day Adventist Church  
(Appointed 2016)

Tim Schroeder  
Development Professional  
(Appointed 2015)

Sarah Serem  
Chair, Salaries and Remuneration Commission  
Government of Kenya  
(Appointed 2010)

Lionel Smith  
Secretary  
South Pacific Division  
Seventh-day Adventist Church  
(Appointed 2015)

David Taylor  
Development Professional  
(Appointed 2015)

John Thomas  
Dean of Zapara School of Business  
La Sierra University  
(Appointed 2015)

Gary Thurber  
President  
Mid-America Union, North American Division  
Seventh-day Adventist Church  
(Appointed 2015)

Filiberto Verduzco  
Treasurer  
Inter-American Division  
Seventh-day Adventist Church  
(Appointed 2005)

Elie Weick-Dido  
President  
West-Central Africa Division  
Seventh-day Adventist Church  
(Appointed 2015)

Ted Wilson  
President  
Seventh-day Adventist Church World Headquarters  
(Appointed 2010)

Gerald Winslow  
Director, Center for Christian Bioethics  
Founding Director, Institute for Health Policy and Leadership  
Loma Linda University Health  
(Appointed 2015)

Norbert Zens  
Treasurer  
Inter-European Division  
Seventh-day Adventist Church  
(Appointed 2010)
# ADRA FINANCIAL STATEMENT

## BALANCE SHEET
**AS OF DECEMBER 31, 2016, AND 2015**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$10,575,409</td>
<td>$9,445,938</td>
</tr>
<tr>
<td>Investments</td>
<td>40,348,264</td>
<td>38,309,453</td>
</tr>
<tr>
<td>Net amount due from affiliates</td>
<td>1,706,347</td>
<td>684,654</td>
</tr>
<tr>
<td>Amount due from government agency</td>
<td>1,140,809</td>
<td>1,224,656</td>
</tr>
<tr>
<td>Other receivables</td>
<td>177,731</td>
<td>121,745</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>579,214</td>
<td>237,092</td>
</tr>
<tr>
<td>Inventories</td>
<td>4,120,197</td>
<td>712,126</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>223,521</td>
<td>199,989</td>
</tr>
<tr>
<td>Furniture and equipment, net of accumulated depreciation</td>
<td>219,534</td>
<td>199,903</td>
</tr>
<tr>
<td>Agency funds</td>
<td>308,475</td>
<td>–</td>
</tr>
<tr>
<td>Contributions receivable—long term</td>
<td>1,350,366</td>
<td>1,068,424</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$60,749,867</strong></td>
<td><strong>$52,203,980</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$361,164</td>
<td>$1,036,428</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>2,852,433</td>
<td>1,991,576</td>
</tr>
<tr>
<td>Amount due to affiliates</td>
<td>1,447,287</td>
<td>1,523,357</td>
</tr>
<tr>
<td>Amount due to government agency</td>
<td>356,074</td>
<td>559,399</td>
</tr>
<tr>
<td>Amount due to other</td>
<td>1,544,202</td>
<td>122,227</td>
</tr>
<tr>
<td>Agency funds</td>
<td>308,475</td>
<td>–</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>6,869,635</strong></td>
<td><strong>5,232,987</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>34,315,364</td>
<td>31,642,241</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>19,564,868</td>
<td>15,328,752</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>53,880,232</strong></td>
<td><strong>46,970,993</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$60,749,867</strong></td>
<td><strong>$52,203,980</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Statement of Activities

For Years Ended December 31, 2016, and 2015

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. Government Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commodities - distributed</td>
<td>$3,830,881</td>
<td>$3,830,881</td>
</tr>
<tr>
<td>Ocean and inland freight</td>
<td>$1,564,283</td>
<td>$1,564,283</td>
</tr>
<tr>
<td>Grants - direct</td>
<td>$17,176,284</td>
<td>$17,341,385</td>
</tr>
<tr>
<td>Grants - subrecipient</td>
<td>$2,398,131</td>
<td>$2,398,131</td>
</tr>
<tr>
<td><strong>Public Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seventh-day Adventist Church</td>
<td>$5,153,565</td>
<td>$5,153,565</td>
</tr>
<tr>
<td>Contributions</td>
<td>$11,185,923</td>
<td>$15,946,872</td>
</tr>
<tr>
<td>Donated materials and services</td>
<td>$369,851</td>
<td>$10,045,594</td>
</tr>
<tr>
<td>Grants - other</td>
<td>$1,517,072</td>
<td>$743,630</td>
</tr>
<tr>
<td>Freight/handling fees reimbursement</td>
<td>$4,561</td>
<td>$4,561</td>
</tr>
<tr>
<td>Investment and other revenue</td>
<td>$832,299</td>
<td>$456,490</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Satisfaction of program restrictions</td>
<td>$10,199,610</td>
<td>$10,199,610</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$5,198,460</strong></td>
<td><strong>$5,584,317</strong></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$52,735,467</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programs</strong></td>
<td>$41,673,067</td>
<td>$41,262,753</td>
</tr>
<tr>
<td><strong>Fundraising</strong></td>
<td>$1,306,850</td>
<td>$1,243,405</td>
</tr>
<tr>
<td><strong>Public Relations</strong></td>
<td>$641,357</td>
<td>$743,630</td>
</tr>
<tr>
<td><strong>Management and General</strong></td>
<td>$9,267,119</td>
<td>$7,082</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$44,588,393</td>
<td>$41,673,067</td>
</tr>
</tbody>
</table>

### Nonoperating Activity:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>unrealized gain/loss on investments and other</td>
<td>$1,366,056</td>
<td>$(4,037,551)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$2,673,123</td>
<td>$74,322</td>
</tr>
<tr>
<td>Net assets, at beginning of year</td>
<td>$31,642,241</td>
<td>$46,970,993</td>
</tr>
</tbody>
</table>

### Net Assets, at End of Year

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$34,315,364</strong></td>
<td><strong>$19,564,868</strong></td>
<td><strong>$53,880,232</strong></td>
</tr>
</tbody>
</table>

## Statement of Functional Expenses

For Years Ended December 31, 2016, and 2015

### Overseas Program Costs

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. Federal Government Grants:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commodities - distributed</td>
<td>$2,979,206</td>
<td>$2,979,206</td>
</tr>
<tr>
<td>Ocean and inland freight</td>
<td>$1,564,283</td>
<td>$1,564,283</td>
</tr>
<tr>
<td>Grants - direct</td>
<td>$17,176,284</td>
<td>$17,341,385</td>
</tr>
<tr>
<td>Grants - subrecipient</td>
<td>$2,184,491</td>
<td>$2,184,491</td>
</tr>
<tr>
<td>ADRA funding</td>
<td>$452,350</td>
<td>$452,350</td>
</tr>
<tr>
<td>Donated materials</td>
<td>$7,320,752</td>
<td>$7,320,752</td>
</tr>
<tr>
<td>Development, relief, and disaster assistance</td>
<td>$8,437,080</td>
<td>$8,437,080</td>
</tr>
<tr>
<td>Grants - other</td>
<td>$1,449,779</td>
<td>$1,449,779</td>
</tr>
<tr>
<td>Freight and handling fees</td>
<td>$4,561</td>
<td>$4,561</td>
</tr>
</tbody>
</table>

### General and Administrative Costs

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel and related costs</td>
<td>$1,608,753</td>
<td>$9,936,712</td>
</tr>
<tr>
<td>Travel</td>
<td>$258,116</td>
<td>$864,590</td>
</tr>
<tr>
<td>Rent</td>
<td>$103,696</td>
<td>$850,036</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$885</td>
<td>$82,899</td>
</tr>
<tr>
<td>Other</td>
<td>$743,630</td>
<td>$4,037,551</td>
</tr>
<tr>
<td>Salary and travel allocation</td>
<td>$(1,866,869)</td>
<td>$(1,652,175)</td>
</tr>
<tr>
<td>Overhead allocated to grants</td>
<td>–</td>
<td>$(4,035,826)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$41,673,067</strong></td>
<td><strong>$52,252,609</strong></td>
</tr>
</tbody>
</table>
SOURCE OF FUNDS AND USE OF FUNDS
FOR YEARS ENDED DECEMBER 31, 2016, AND 2015

2016 SOURCE OF FUNDS

- Private Cash Donations: 29.9%
- Donated Materials & Other Revenue: 18.6%
- U.S. Government: 42.7%
- Adventist Church: 8.8%

2016 USE OF FUNDS

- Programs: 78.8%
- Fundraising: 2.5%
- Management & General: 17.5%
- Public Relations: 1.2%

2015 SOURCE OF FUNDS

- U.S. Government: 45.6%
- Adventist Church: 10.4%
- Donated Materials & Other Revenue: 13.4%
- Private Cash Donations: 30.6%

2015 USE OF FUNDS

- Programs: 80.6%
- Fundraising: 2.4%
- Management & General: 14.5%
- Public Relations: 2.5%
CREDITS

EDITORS
Jessica Duffy
Ashley Eisele
Hearyl Mayr

WRITER
Jessica Duffy

ART DIRECTOR/ PRODUCTION MANAGER
Karla K. Cole

GRAPHIC DESIGNER
Emily Dober

PROOFREADING
Lori Peckham

PRINTING
GraphTec
Jessup, Maryland

CONTRIBUTORS
Jonathan Duffy
Ashley Eisele
John Estep
Sonya Funna

Alexander Hirata
Rowena Hutchins
Se Lee
Guillermo Lizarraga
Hilda Madanat
Imad Madanat
Fred Opuni-Mensah
Steven Ryan
Matthew Siliga
Frank Teeuwen
Elizabeth Tomenko
Mayra del Villar-Malcolm
Janelle Walikonis

NETWORK ACTIVITY REPORT CONTRIBUTORS
ADRA Network Offices

PHOTOGRAPHY
ADRA Ghana, pg. 6
ADRA Mongolia, pg. 7
ADRA India, pg. 8
ADRA International, pg. 9

ADRA Norway, pg. 10
ADRA Kyrgyzstan, pg. 11
ADRA Sri Lanka, pg. 12
John Colthorpe, pg. 12
ADRA Canada, pg. 13
ADRA Denmark, pg. 14
ADRA Zimbabwe, pg. 15
ADRA Bangladesh, pg. 16
ADRA Philippines, pg. 17
ADRA Ecuador, pg. 18
ADRA International, pg. 19
ADRA New Zealand, pg. 20
ADRA Germany, pg. 21
ADRA Chad, pg. 22
ADRA Tunisia, pg. 23
ADRA Canada, pg. 28
ADRA Serbia, pg. 28
ADRA Madagascar, pg. 28
ADRA Afghanistan, pg. 29
ADRA Nepal, pg. 29
ADRA New Zealand, pg. 29
ADRA International, pg. 30

SPECIAL THANKS
ADRA Chad
ADRA Denmark
ADRA Germany
ADRA Ghana
ADRA India
ADRA Kyrgyzstan
ADRA Madagascar
ADRA Malawi
ADRA Mongolia
ADRA New Zealand
ADRA Norway
ADRA Sri Lanka
ADRA Thailand
ADRA Tunisia
ADRA UK
ADRA Vanuatu
ADRA Zimbabwe

ENVIRONMENT

Printed on Mohawk Navajo which is certified by the Program for FSC® standards.

Project printed on Mohawk Navajo. 100% of the electricity used to manufacture this paper is matched with renewable, wind-generated electricity.