Quantifying change is more art than science. Sure, there are measurables attached to key performance indicators, which are guided by outcomes as directed by overarching strategies. But when you’re dealing with people’s lives, this seems a little clinical.

On closer examination of ADRA’s work, it becomes clear that statistics cannot capture the whole picture. It is only in the intertwining narratives of our staff, the strategic development of the agency, and the changed lives of our beneficiaries that the real picture becomes evident.

It’s a view held strongly by each member of our Board of Directors, but it is incredibly satisfying to hear similar sentiments from visitors to our office. More often than not, they express confidence in our projects and financial management. But the most common insight is that there is something ‘difficult to pin down’ about the agency. Perhaps what they sense is the air of purpose, the confidence of faith, and the blessings of time, talent, and tenacity that permeate our agency?

This year has been busy but God has continued to bless our work. Our development program has continued to grow from strength to strength, assisting more than 18 million people in 139 countries around the globe. While the majority of these projects were delivered in partnership with government agencies and civil society organizations, a number of them have been delivered in partnership with corporations, social enterprises, and churches—a growing industry trend, but also an indication of a deepening sense of social responsibility in the wider community.

Disaster response remains a core part of ADRA’s work. Checking the news, you may feel that there’s a new disaster somewhere in the world every day, be it an earthquake in Nepal, a cyclone in Vanuatu, or humanitarian crises caused by civil unrest, such as in Syria, Yemen, and Ukraine. In 2015, ADRA initiated 155 emergency responses, helping 2,772,049 people affected by disaster. We’re also working with communities vulnerable to natural disasters to better prepare for them so as to limit the damage and save lives when disaster strikes.

We lent a helping hand to 18 million people in 2015. But our job is far from done. There are still 836 million people living in extreme poverty, and new disasters impacting millions more. As we continue our work, we know that the greatest guide is our faith. Luke 4:18-19 comes to mind. “Reading from the scroll of Isaiah, Jesus said, ‘The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord’s favor’” (NIV).

We know that with His blessing, we can continue to serve Him and do His work for many years to come.

Gratefully yours,

Jonathan Duffy
President
ADRA International

...and if you spend yourselves [on] behalf of the hungry and satisfy the needs of the oppressed, then your light will rise in the darkness, and your night will become like the noonday. The Lord will guide you always; he will satisfy your needs in a sunscorched land and will strengthen your frame. You will be like a well-watered garden, like a spring whose waters never fail.”

Isaiah 58:10-11, NIV
BEYOND 2015: THE SUSTAINABLE DEVELOPMENT GOALS

2015 was a big year for the humanitarian world. The Millennium Development Goals (MDGs), which were set in 2000 as ambitious targets for eradicating extreme poverty and were adopted by world leaders and humanitarians alike, reached their deadline with much success.

Despite the progress made during those 15 years, there are still 836 million people living in extreme poverty, gender inequality persists, and conflicts remain the biggest threat to human development. The UN has now set 17 Sustainable Development Goals (SDGs) as new targets to reach by 2030, and ADRA is already working toward the targets.

The SDGs build upon the MDGs, which primarily dealt with poverty, education, and health in the poorest countries. The SDGs better reflect the current times and focus on inequality, environmental issues, and access to technology, while still having an overarching aim of eradicating poverty. The 17 goals also provide for a broader approach to addressing the root causes as well as the effects of poverty at all levels.

The new goals also differ from the MDGs in that they call for action by all countries—rich, poor, and middle income—to promote prosperity while protecting the planet. They call for the mobilization of governments, the private sector, and civil society to work toward the achievement of these common goals.

ADRA is committed to continuing our contribution to the global development agenda, and will continue to work closely with our partners and local communities to eradicate poverty and inequality.

Mission

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

Bernadette is a mother, grandmother, and teacher in Madagascar. She never expected to be a leader in her community, but she has found herself in that position as she’s become involved with the local Farmer Field School (FFS), part of ADRA’s ASOTRY program.

The first peeks of green have started to show, evidence that Bernadette and other member farmers are learning their lessons well.

“We have learned to plant in rows and keep our gardens in order,” said a man who had been farming for 30 years before joining the FFS. “Something so simple! Now we use half as many seeds and harvest twice as much produce.”

The village’s remote location also adds an unusual threat: roaming cattle bandits. The villagers limit their livestock to be less of a target, but this affects their fertilizer supply. ADRA’s agriculture agent, Ernest, taught them how to make an alternative fertilizer from vegetable compost.

Ernest’s pride is evident as he walks through the fields with the FFS members, pointing out the techniques that are transforming their food supply. The success in these fields will go beyond providing food security for the farmers and their families. Bernadette eagerly shares that the proceeds from selling the group’s produce will be put into savings and community improvements, such as metal roofs for everyone’s homes and a pump for clean water in the village.

ASOTRY | At a Glance

▶ 32 communes were selected for ASOTRY
▶ 4,500 farmers received productivity or food security training
▶ 2,645 farmers were trained in marketing methods

In Madagascar, 83% of households are either food insecure or vulnerable to food insecurity; more than 90% of the population lives on less than $2 per day; and more than 50% of children experience stunted growth due to malnutrition.

ASOTRY (meaning “harvest” in Malagasy) is a five-year innovative and integrated food security program, which aims to reduce vulnerability among food insecure households and communities in Madagascar.

ASOTRY aims to reach 264,380 people, effecting substantial and tangible improvements in malnutrition, agricultural productivity, and household and community resilience by addressing the major underlying causes of food security.

Increased production is central to food availability. ASOTRY is increasing farmers’ knowledge, improving technologies and techniques, and promoting crop diversification through an innovative farmer training model. ADRA has also secured private sector partnerships to help farmers gain market access to sell their products, increasing the availability of food on the market.
ZAWADI

Zawadi is one of 12 leader mothers in Mukolwe.

ADRA trains leader mothers to educate mothers of children under 5 on family planning, breastfeeding, and infant health and nutrition.

A leader mother is a teacher and a counselor. She is easy to find because she lives nearby or within the community. She is easy to relate to because she has been there—she knows the struggle of being a mother and wife, of maintaining a household, preparing meals, and working in the fields. Most importantly, she has valuable, lifesaving information.

One thing Zawadi has shared with her care group is a recipe for enriched porridge, which can complement breast milk to help babies who are above six months of age grow healthy and strong.

“Before this recipe they would just prepare cereal and feed the baby, without mixing in the other nutrient-rich foods,” Zawadi said. “The baby would not be as strong.”

“Since we have been shown how to make this kind of porridge, our children are in very good health,” said Apendeki, one of the mothers in Zawadi’s group. “The health of my children has improved because of this porridge.”

“When I meet a new mother, I observe her children, and if they are not in good health I begin to teach her,” Chekanabo, another care group beneficiary, said. “I feel bad when I see a woman who doesn’t know how to care for her children, and I am compelled to teach her.”

NETWORK INVESTMENT IN HEALTH PROGRAMS: $23,984,582
BENEFICIARIES AFFECTED: 2,463,394

JENGA Jamaa II | At a Glance

▶ 31 health centers were provided with vitamins
▶ 222 care groups were provided with training in infant and young child feeding (IYCF)
▶ 24,334 mothers with children under 5 were trained in IYCF

In the Democratic Republic of Congo (DRC), the mortality rate for children under 5 was estimated to be almost 98 per 1000 live births in 2015.* The health and nutritional status of children under 5 has been one of the main focuses of ADRA DRC’s JENGA Jamaa II project.

As part of ADRA’s improved nutrition effort, we included the distribution of vitamins and minerals for children, pregnant and breast-feeding women, and encouraged behavior changes through care group trainings.

Mothers of young children attended care groups that focused on infant and young child feeding practices and prevention of childhood illnesses and malnutrition. These sessions covered topics from breast-feeding to providing diverse and nutritious diets for growing children, and included cooking demonstrations. The trainings improved the health of entire households by expanding women’s knowledge and increasing their capacity to make informed decisions about nutrition.

* World Bank
SHAMSO

Shamso is a grade 7 student at Agabar Primary School in rural Somaliland. Her sister and three brothers also attend school.

Shamso is one of more than 1,000 female students who received a solar lamp from ADRA Somalia’s Powering Education Services in Rural Somaliland project. Her solar lamp may seem like a simple household object, but it is enhancing the way Shamso is able to study, and even improving the health of her household.

“I am now able to complete my school assignments comfortably, as well as have extra hours of study,” she said. “Previously we were using kerosene lamps, which really used to make us cough at night, while our eyes would also constantly itch owing to the black smoke.

“This solar lamp has really helped us—our health is now much better, and our classroom performance is steadily improving. My dream to become the first lawyer in Gabiley District has begun. Thank you, ADRA!”

Most rural schools in Somaliland (an independent state) are not connected to any form of power. ADRA also estimates that 95% of households in this area have no electricity. Families rely on light sources such as kerosene lamps, candles, and fireplaces to provide limited light, which pose safety risks and health hazards. Further, the limited light provides an obstacle for children needing to study and complete homework.

Through providing safe, alternative energy options, ADRA Somalia was able to improve the education services and experiences of children both at school and at home. Students and teachers benefited from the installation of solar power in the selected schools. This allowed teachers more time to prepare lessons and mark schoolwork. The students who received solar lamps were able to study and complete schoolwork at home in the evenings.
AHMED

Ahmed is in third grade in Yemen. Being the ninth of 10 children, he had the job of collecting water for his family every day, a task that took about an hour each morning, and too often made him late for school.

In addition to missing some of the lesson, Ahmed would be punished by the teacher for his tardiness. Other children in the community were having the same problem.

Then ADRA installed a water tank in his community. Now Ahmed and other children are able to collect water close to home without missing school. His father said that now that Ahmed is no longer missing classes, his performance has improved, and he is more enthusiastic about attending school.

“I am happy for this tank that ADRA brought,” Ahmed said. “It is close, and I can get water quickly from it and go to school. Sometimes I go get water from the tank after school, along with my friends.”

Ahmed’s father is a soldier, whose salary has been suspended because of the war. He hopes that his children will one day live in a better situation than their current circumstances.

“We are concerned about their education,” he said. “Despite the pressure life puts on us and our lack of money, we must face these issues so that they can live a better life and get convenient jobs.”
ECONOMIC OPPORTUNITY

NETWORK INVESTMENT IN ECONOMIC OPPORTUNITY PROGRAMS: $16,088,837
BENEFICIARIES AFFECTED: 506,070

LURBIN

Lurbin is married with three sons. Her family lives in a high-risk neighborhood outside of the capital city of Honduras, Tegucigalpa, where Lurbin supported her family by selling doughnuts.

When Lurbin heard about ADRA’s microfinance program, she decided to pursue a microloan with the idea of opening a small clothing store. Even while she was making plans, she never imagined she would prosper so much.

When she received the loan, she used the money to buy the clothes she would sell in her new shop.

“Currently in my little shop, I sell shirts, jeans, dresses, summer clothing, shoes, sandals, and more,” she said. “The whole family has been involved in the business, and all of them have been able to adjust to the difficulties they have encountered and have succeeded to have a more comfortable and dignified life.

“All of this is thanks to the support received from ADRA. I thank God because of the economic support I have received from this organization, which is how my business has grown.”

ADRA Honduras has been successfully implementing a microfinance program for more than 16 years. In 2015, more than 2,500 people received a loan (of an average amount of $500) and were supported through training and technical assistance. Around 90% of current beneficiaries are women, the majority of whom live in poverty in a dangerous environment where drugs, trafficking, organized crime, and youth gangs are common.

In addition to providing the microloans, ADRA Honduras also helps to establish community banks or solidarity groups. These are groups of 7-30 hardworking entrepreneurs who lack financial support from the traditional banking system, and who are empowered to begin a credit-savings dynamic to strengthen and expand their microbusiness and contribute to their development.
WARDA

Warda is a 64-year-old grandmother. Her husband and two sons were killed during the conflict in Syria, and two other sons are missing. Warda is left with her four daughters-in-law and 18 grandchildren.

When the crisis reached their farm, Warda and what was left of her family left everything and fled. They moved into a school, which was functioning as a shelter, with 35 people living in one classroom. People took turns sleeping, and most parents stayed up all night to allow space for their children to lie down and sleep. Due to the overcrowding, some stayed outside in tents, where they faced freezing conditions in winter.

Warda and her family lived like this for two and a half years.

Then ADRA Syria arrived with the shelter intervention. Now all 183 families (approximately 915 people) that were living in the school have a separate safe, clean room, improved toilet facilities, and hot water.

The Syrian conflict, which began in 2011, continued throughout 2015, creating a greater need for humanitarian assistance. At the end of 2015, 6.5 million people were displaced within Syria, many in need of safe shelter.

ADRA Syria provided shelter to internally displaced persons (IDPs) by identifying existing unfinished buildings and making them suitable for habitation. This is preferred over emergency shelter solutions, as they more closely resemble normal living conditions. Some houses that were damaged during the conflict were also restored, allowing a small number of IDPs to return home. ADRA also installed water tanks and provided garbage disposal units.
Like thousands of others, Gyanu’s house was completely destroyed by the 2015 earthquake. With no other shelter options, her family was forced to remain in the ruins of what used to be their home.

“It started to rain, and I could see the water pouring from my roof,” she said. “We were waiting for some miracle to happen.”

ADRA was able to provide Gyanu with a shelter toolkit, which included corrugated iron sheets, bamboo, and cement to construct a shelter for her family. She said it was only after they received this assistance that her family could sleep peacefully.

“I thought it would be like other reliefs, but it was more than I expected,” Gyanu said. “Everyone was so happy to get the relief ADRA provided, and everyone was praising ADRA. I could see everyone in joy, carrying the load of materials alongside me. I still remember seeing the look on the faces of my husband and children when they saw me with the materials. My children asked me if I bought it, or how many organizations were there to distribute; when I said just one, they were shocked. The entire village, including me, thanks ADRA.”
LOLO

Lolo, an 85-year-old retired Seventh-day Adventist pastor, witnessed the devastating 2011 typhoon that killed more than 1,200 people, destroyed 50,000 homes, and displaced around 430,000 people. When he heard that ADRA would be training volunteers, he saw this as an opportunity to share his experiences and serve his community through raising awareness of DRR practices.

During the application process to participate in the training, Lolo was asked why he wanted to attend the training, given his age. He answered, “Maybe God has a reason to extend my life because He wants me to do something great to help my people. I want my remaining years of life to be productive and meaningful.”

During the training, staff said Lolo showed the most enthusiasm.

“It is of great and joyful wonder that he is the most attentive in discussions, the most punctual, and the most active in workshops—probably even the sharpest among the participants, despite his age,” ADRA Philippines staff reported.

“Lolo was never late during the course of the 10-day training. He also never fails to flash an assuring smile every now and then. He is a very willing church leader and a fully committed proprietor of change. He wants to give what he has to people and never stops in seeking ways to help others. Indeed, Lolo is still living a meaningful life.”

As the third most disaster-prone country in the world, the Philippines averages around 20 typhoons every year, and at least 50% cause major destruction. The country’s entire population, more than 98 million people, face constant risk.

ADRA Philippines began implementing a two-year disaster risk reduction (DRR) project in 2015, called NO RISK. It seeks to strengthen community resilience in disaster preparedness and response, as well as offer psychosocial counseling to people affected by disaster. ADRA partnered with Seventh-day Adventist churches and Adventist Community Services (ACS) on the project.

Using the “training of trainers” approach, NO RISK aims to empower more than 300 ACS leaders and associates to become community DRR leaders and mentors, who will then work with local government officials. While natural disasters cannot be prevented, the trained volunteers will help communities mitigate risk, reducing the casualties and damage.
While the primary purpose of ADRA’s national program is to provide for the physical needs of the beneficiaries, the companionship between the volunteers and beneficiaries can have positive effects on both sides.

A social worker told Patrícia Silvestre, an ADRA volunteer, about a man who could use ADRA’s services. He was living alone, struggling with financial difficulties, and battling depression and suicidal thoughts.

“Now he’s our brother,” Patrícia said. “God used us to save that life. We keep in contact. Now he’s working, and has a wife and two children. And sometimes, when we need him, he helps us with the social work.”

Isabel Ruivo has been volunteering with ADRA for six years, and she feels blessed by it. “One day I felt I needed to do something different,” she said. “Everything in my life was so quiet, so I decided to help other people. My life is quiet no longer!”

“It’s not difficult at all. I don’t feel troubled doing it. If we’re tired during the week, we come here and forget our problems; they all seem so small. Giving is better than receiving.”

Partnering with churches or church members can be an effective way for ADRA to extend the reach of its impact. ADRA Portugal has managed to mobilize almost 10% of church members in its country to reach thousands of beneficiaries.

One area where these church members help is through ADRA Portugal’s national social work program, which provides food to low- or no-income families. ADRA has formed a partnership with a major supermarket chain to donate both perishable and nonperishable food items, which ADRA volunteers then distribute to beneficiaries. The 70 overall projects vary in the services they offer—some additional activities include distributing secondhand clothing, offering life skills classes, providing assistance finding work, and fundraising.
UN PARTNERSHIPS IN UKRAINE

ADRA Ukraine partnered with UNHCR, UNICEF, and WFP to provide assistance to internally displaced persons (IDPs). ADRA Ukraine partnered with UNICEF on a water, sanitation, and hygiene (WASH) project in Eastern Ukraine. So far, 200,000 people have benefited from this intervention. The project included repair and reconstruction of existing water systems; distribution of drinking water; hygiene skills education; and hygiene kits.

ADRA Ukraine implemented four projects with support from the WFP to provide food assistance to 136,500 IDPs and others affected by the conflict, distributing cash vouchers or food parcels.

Natalia, a single mother, was forced to live with her four children in her cow’s shed after her home was bombed in 2014. “This was the most horrible moment of my life—it was simply unbearable,” she said. Her grief was compounded when her handicapped infant daughter passed away.

With no money to provide for her family, Natalia had to sell her cow. When that money ran out, she and her 14-year-old son gathered scrap metal to sell. Then she was given a cash voucher.

“I can now provide decent food for my children,” she said. “Before, we did not eat well. If it wasn’t for the voucher, I would not know what to do.”

Natalia also benefited from ADRA Ukraine’s shelter project, which was implemented in cooperation with UNHCR. Her modest house was one of 1,600 households to benefit from assistance to repair their damaged homes.

The ADRA network has partnerships with United Nations (UN) agencies, including the United Nations Children’s Fund (UNICEF) and the UN Office for the Coordination of Humanitarian Affairs (OCHA), and has global agreements with the World Food Programme (WFP) and UN High Commissioner for Refugees (UNHCR). ADRA partners with UN agencies in rapid onset emergencies as well as in protracted emergencies, such as in Ukraine. ADRA supports various UN campaigns such as the Zero Hunger Challenge and UN special international days, including World Water Day, World Refugee Day, and World AIDS Day. ADRA mainstreams the MDGs in all our programs.

Worldwide displacement has hit an all-time high, with around 60 million people displaced by war, conflict, or persecution. One in every 122 persons is now a refugee, internally displaced, or seeking asylum. In Ukraine, around 1.4 million people* have been displaced by the ongoing conflict, and most face serious challenges.

*Internal Displacement Monitoring Center, Aug 2005
ADRA NETWORK

AFRICA (AFRO)
- 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)
- Bangladesh
- Cambodia
- China
- India
- Indonesia
- Japan
- Laos
- Mongolia
- Myanmar
- Nepal
- Pakistan
- Philippines
- South Korea
- Sri Lanka
- Thailand
- Timor-Leste
- Vietnam
- Kyrgyzstan
- Moldova
- Russia
- Tajikistan
- Ukraine
- Uzbekistan

INTER-EUROPEAN (EUD)
- Austria
- Belgium
- Bulgaria
- Czech Republic
- France
- Germany
- Italy
- Luxembourg
- Portugal
- Romania
- Slovakia
- Spain
- Switzerland

INTER-AMERICA (IAD)
- Afghanistan
- Armenia
- Azerbaijan
- Belarus
- Georgia
- Kazakhstan
- Mexico
- Nicaragua
- Trinidad

MIDDLE EAST AND NORTH AFRICA UNION (MENA)
- Iraq (Kurdistan)
- Jordan (through local partners)
- Lebanon
- Sudan
- Syria
- Tunisia
- Yemen

NORTH AMERICA (NAD)
- Canada
- ADRA International

SOUTH AMERICA (SAD)
- Argentina
- Bolivia
- Brazil
- Chile
- Ecuador
- Paraguay
- Peru
- Uruguay

SOUTH PACIFIC (SPD)
- Australia
- Fiji
- New Zealand
- Papua New Guinea
- Samoa
- Solomon Islands
- Vanuatu

TRANS-EUROPE (TED)
- Albania
- Bosnia & Herzegovina
- Croatia
- Denmark
- Finland
- Hungary
- Latvia
- Macedonia
- Montenegro
- Netherlands
- Norway
- Poland
- Portugal
- Serbia
- Slovenia
- Sweden
- United Kingdom
### ADRA NETWORK STATISTICS

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<tr>
<th>Projects</th>
<th>In U.S. $</th>
<th>Beneficiaries</th>
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<tr>
<td>Advocacy</td>
<td>$1,567,579</td>
<td>105,136</td>
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<tr>
<td>Agriculture, Livelihood, and Food Security</td>
<td>$23,310,246</td>
<td>2,032,448</td>
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<td>Capacity Building</td>
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<td>Development Education</td>
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<td>Disaster Relief/Emergency Activities</td>
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<td>DRR/Climate Change/Environment</td>
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<td>Economic Development and Environment</td>
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<td>Education</td>
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<td>Gifts In Kind</td>
<td>$25,032,815</td>
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<td>Health</td>
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<td>Nutrition</td>
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<td>Water, Hygiene, and Sanitation</td>
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<td>Other</td>
<td>$14,369,802</td>
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<td>Total</td>
<td><strong>$189,672,495</strong></td>
<td><strong>18,503,456</strong></td>
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### Inter-European Division

- **Total Budget**: $26,807,432
- **Supporting**: $22,104,479
- **Implementing**: $4,702,953
- **Gen. Admin.**: $4,272,966
- **Fundraising**: $481,597
- **Gifts in Kind**: 1,180,018
- **Staff**: 174.5
- **Volunteers**: 4,506

### Middle East and North Africa Union

- **Total Budget**: $17,760,915
- **Supporting**: 0
- **Implementing**: $17,760,915
- **Gen. Admin.**: $1,065,374
- **Fundraising**: 0
- **Gifts in Kind**: 0
- **Staff**: 259
- **Volunteers**: 70

### North American Division

- **Total Budget**: $50,886,600
- **Supporting**: $50,886,600
- **Implementing**: 0
- **Gen. Admin.**: $7,879,657
- **Fundraising**: $1,717,425
- **Gifts in Kind**: $6,399,583
- **Staff**: 109
- **Volunteers**: 50

### South American Division

- **Total Budget**: $29,429,774
- **Supporting**: 0
- **Implementing**: $29,429,774
- **Gen. Admin.**: $2,109,832
- **Fundraising**: 154,930
- **Gifts in Kind**: 0
- **Staff**: 1,410
- **Volunteers**: 791

### South Pacific Division

- **Total Budget**: $21,059,152
- **Supporting**: $11,245,411
- **Implementing**: $9,813,741
- **Gen. Admin.**: $2,079,944
- **Fundraising**: $651,914
- **Gifts in Kind**: $2,133,257
- **Staff**: 163
- **Volunteers**: 5,739

### Trans-European Division

- **Total Budget**: $26,912,752
- **Supporting**: 0
- **Implementing**: $22,755,730
- **Gen. Admin.**: $4,157,022
- **Fundraising**: $502,074
- **Gifts in Kind**: $938,739
- **Staff**: 152
- **Volunteers**: 631

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<tr>
<th>ADRA GLOBAL PARTNERS continued</th>
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</tr>
</tbody>
</table>
OFFICERS

Geoffrey Mbwana
Chair
General Vice President
Adventist Church
World Headquarters
Tanzania

Ella Simmons
Vice Chair
General Vice President
Adventist Church
World Headquarters
USA

Robert Lemon
Treasurer
Treasurer
Adventist Church
World Headquarters
USA
(Retired October)

Jonathan Duffy
Secretary
President
ADRA International
Australia

ADMINISTRATION

Jonathan Duffy
President
ADRA International
Australia

Imad Madanat
Vice President
for Programs
ADRA International
Jordan

Michael Kruger
Vice President
for Finance
ADRA International
South Africa

Mario Ochoa
Vice President
for Human Resources
and Leadership
Development
ADRA International
Chile

MEMBERS

Audrey Andersson
Secretary
Trans-European Division,
Adventist Church
(Retired October)

Aho Baliki
Bank Executive

Seth Baru
Treasurer
Columbia Union Conference,
North American Division,
Adventist Church

Renee Battle-Brooks
Attorney

Guillermo Biaggi
President (Outgoing)
Euro-Asia Division,
Adventist Church
(Retired October)

Debra Brill
Vice President for Ministries
North American Division,
Adventist Church
(Appointed October)

Mario Brito
President (Incoming)
Inter-European Division,
Adventist Church
(Appointed October)

Gilbert Burnham
Professor
Johns Hopkins University

Zenaida Delica-Willson
Development Professional
United Nations

Ann Gibson
Professor
Andrews University

Sylvana Gittens
Educator

Alberto Gulfan, Jr.
President (Outgoing)
Southern Asia-Pacific
Division, Adventist Church
(Deceased)

Richard Hart
President
Loma Linda University
Health

Dan Jackson
President
North American Division,
Adventist Church

Nensad Jepuranovic
Treasurer
Trans-European Division,
Adventist Church
(Appointed October)

Raaafat Kamal
Chair
ADRA Board, Trans-
European Division

Mikhail F. Kaminskiy
President (Incoming)
Euro-Asia Division,
Adventist Church
(Appointed October)

Erton Kuhler
President
South American Division,
Adventist Church

Marguerite Koutou
Lay Representative
West-Central Africa Division,
Adventist Church
(Appointed October)

Sung Kwon
Executive Director, Adventist
Community Services
North American Division,
Adventist Church
(Appointed October)

Ezras Lakra
President (Incoming)
Southern Asia Division,
Adventist Church
(Appointed October)

Samuel Larmie
Chair
Board of ADRA Ghana
(Retired October)

Jairyong Lee
President
Northern Asia-Pacific
Division, Adventist Church
(Retired October)

Geir Olav Lisle
Deputy Secretary General
Norwegian Refugee Council

Samuel Lumwe
Director of Adventist Muslim
Relations
East-Central Africa Division,
Adventist Church
(Appointed October)

German Lust
Treasurer
Northern Asia-Pacific
Division, Adventist Church
(Appointed October)

Fred Manchur
President
Kettering Health Network
(Appointed October)

Solomon Maphosa
President (Incoming)
Southern Africa-Indian
Ocean Division, Adventist
Church
(Appointed October)
**BOARD MEMBERS**

**MEMBERS continued**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>G.T. Ng</td>
<td>Secretary</td>
<td>Adventist Church World Headquarters</td>
</tr>
<tr>
<td>Goodwill Nthani</td>
<td>Treasurer</td>
<td>Southern Africa-Indian Ocean Division, Adventist Church</td>
</tr>
<tr>
<td>Barry Oliver</td>
<td>President</td>
<td>South Pacific Division, Adventist Church</td>
</tr>
<tr>
<td>Brenda Pereyra</td>
<td>Professor</td>
<td>University of Buenos Aires</td>
</tr>
<tr>
<td>Juan Prestol</td>
<td>Treasurer</td>
<td>Adventist Church World Headquarters</td>
</tr>
<tr>
<td>John Rathinaraj</td>
<td>President (Outgoing)</td>
<td>Southern Asia Division, Adventist Church</td>
</tr>
<tr>
<td>Paul Ratsara</td>
<td>President (Outgoing)</td>
<td>Southern Africa-Indian Ocean Division, Adventist Church</td>
</tr>
<tr>
<td>Horst Rolly</td>
<td>Professor</td>
<td>Friedensau Adventist University</td>
</tr>
<tr>
<td>Blasious Ruguri</td>
<td>President</td>
<td>East-Central Africa Division, Adventist Church</td>
</tr>
<tr>
<td>Sarah Serem</td>
<td>Chair, Salaries and Remuneration Commission, Government of Kenya</td>
<td></td>
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<tr>
<td>Lionel Smith</td>
<td>Secretary</td>
<td>South Pacific Division, Adventist Church</td>
</tr>
<tr>
<td>David Taylor</td>
<td>Development Professional</td>
<td></td>
</tr>
<tr>
<td>John Thomas</td>
<td>Dean of Zapara School of Business</td>
<td></td>
</tr>
<tr>
<td>Gary Thurber</td>
<td>President</td>
<td>Mid-America Union, North American Division, Adventist Church</td>
</tr>
<tr>
<td>Filiberto Verduzo</td>
<td>Treasurer</td>
<td>Inter-American Division, Adventist Church</td>
</tr>
<tr>
<td>Bruno Vertallier</td>
<td>President (Outgoing)</td>
<td>Inter-European Division, Adventist Church</td>
</tr>
<tr>
<td>Gilbert Wari</td>
<td>President (Outgoing)</td>
<td>West-Central Africa Division, Adventist Church</td>
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<tr>
<td>Norbert Zens</td>
<td>Treasurer</td>
<td>Inter-European Division, Adventist Church</td>
</tr>
<tr>
<td>Ted Wilson</td>
<td>President</td>
<td>Adventist Church World Headquarters</td>
</tr>
<tr>
<td>Gerald Winslow</td>
<td>Vice President for Mission and Culture</td>
<td>Loma Linda University Health (Appointed October)</td>
</tr>
<tr>
<td>Barry Oliver</td>
<td>President</td>
<td>South Pacific Division, Adventist Church</td>
</tr>
<tr>
<td>Brenda Pereyra</td>
<td>Professor</td>
<td>University of Buenos Aires</td>
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<td>Professor</td>
<td>Friedensau Adventist University</td>
</tr>
<tr>
<td>Blasious Ruguri</td>
<td>President</td>
<td>East-Central Africa Division, Adventist Church</td>
</tr>
</tbody>
</table>

We thank our retiring board members for their service and contribution to ADRA. We extend our heartfelt condolences to the family of Alberto Gulfan, Jr., who passed away in 2015.

**ADRA INTERNATIONAL FINANCIAL STATEMENTS**

**BALANCE SHEET**

**AS OF DECEMBER 31, 2015, AND 2014**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$9,445,938</td>
<td>$9,290,095</td>
</tr>
<tr>
<td>Investments</td>
<td>38,309,453</td>
<td>39,034,126</td>
</tr>
<tr>
<td>Amount due from affiliates</td>
<td>684,854</td>
<td>947,954</td>
</tr>
<tr>
<td>Amount due from government agency</td>
<td>1,294,656</td>
<td>1,930,126</td>
</tr>
<tr>
<td>Other receivables, net</td>
<td>121,745</td>
<td>181,450</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>237,092</td>
<td>393,527</td>
</tr>
<tr>
<td>Inventories</td>
<td>712,126</td>
<td>136,861</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>199,989</td>
<td>130,902</td>
</tr>
<tr>
<td>Furniture and equipment, net of accumulated depreciation</td>
<td>199,903</td>
<td>206,312</td>
</tr>
<tr>
<td>Contributions receivable—long-term, net</td>
<td>1,068,424</td>
<td>1,582,363</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$52,203,980</td>
<td>$50,680,471</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>1,036,428</td>
<td>417,848</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>1,991,576</td>
<td>1,299,512</td>
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<tr>
<td>Amount due to affiliates</td>
<td>1,523,357</td>
<td>957,850</td>
</tr>
<tr>
<td>Amount due to government agency</td>
<td>556,399</td>
<td>1,293,522</td>
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<tr>
<td>Amount due to other</td>
<td>122,227</td>
<td>148,257</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$5,202,987</td>
<td>$3,783,800</td>
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<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS AND NET ASSETS</strong></td>
<td>$52,203,980</td>
<td>$50,680,471</td>
</tr>
</tbody>
</table>

**US Financial Statement**
## Statement of Activities

**For Years Ended December 31, 2015, and 2014**

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>U.S. government support:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Commodities—distributed</td>
<td>$1,632,490</td>
<td>-</td>
<td>1,632,490</td>
<td>$914,871</td>
</tr>
<tr>
<td>Ocean and inland freight</td>
<td>697,198</td>
<td>-</td>
<td>697,198</td>
<td>849,083</td>
</tr>
<tr>
<td>Grants—direct</td>
<td>17,341,385</td>
<td>-</td>
<td>17,341,385</td>
<td>17,229,329</td>
</tr>
<tr>
<td>Grants—subrecipient</td>
<td>4,369,314</td>
<td>-</td>
<td>4,369,314</td>
<td>6,065,841</td>
</tr>
<tr>
<td><strong>Public support:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seventh-day Adventist Church</td>
<td>5,296,528</td>
<td>189,246</td>
<td>5,485,774</td>
<td>6,092,413</td>
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<tr>
<td>Contributions</td>
<td>10,236,481</td>
<td>5,168,659</td>
<td>15,405,140</td>
<td>12,402,299</td>
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<tr>
<td>Donated materials</td>
<td>195,592</td>
<td>6,329,792</td>
<td>6,594,884</td>
<td>10,762,549</td>
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<tr>
<td>Grants—other</td>
<td>745,630</td>
<td>-</td>
<td>745,630</td>
<td>282,354</td>
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<tr>
<td>Freight/handling fees reimbursement</td>
<td>7,162</td>
<td>-</td>
<td>7,162</td>
<td>4,060</td>
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<tr>
<td>Investment and other revenue</td>
<td>818,598</td>
<td>382,108</td>
<td>1,200,690</td>
<td>783,613</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>9,443,018</td>
<td>9,443,018</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$50,782,896</td>
<td>$1,952,571</td>
<td>$52,735,467</td>
<td>$55,386,522</td>
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### Expenses

<table>
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<tr>
<th></th>
<th>Programs</th>
<th>Total</th>
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<th>Public Relations</th>
<th>Total</th>
<th>Management and General</th>
<th>Total</th>
<th>Total</th>
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<tbody>
<tr>
<td><strong>Overseas program costs:</strong></td>
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<tr>
<td>Commodities—distributed</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,192,313</td>
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<tr>
<td>Ocean and inland freight</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>697,198</td>
</tr>
<tr>
<td>Grants—direct</td>
<td>17,341,385</td>
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<td>17,341,385</td>
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<td></td>
<td>17,229,329</td>
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<td>17,229,329</td>
</tr>
<tr>
<td>Grants—subrecipient</td>
<td>4,369,314</td>
<td></td>
<td>4,369,314</td>
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<td></td>
<td>4,369,314</td>
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<td>4,369,314</td>
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<tr>
<td><strong>ADRA funding</strong></td>
<td>947,915</td>
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<td>947,915</td>
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<td>947,915</td>
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<tr>
<td>Donated materials</td>
<td>6,639,583</td>
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<td>6,639,583</td>
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<td></td>
<td></td>
<td></td>
<td>6,639,583</td>
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<tr>
<td>Development and relief projects and disaster assistance</td>
<td>9,226,247</td>
<td></td>
<td>9,226,247</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9,226,247</td>
</tr>
<tr>
<td>Grants—other</td>
<td>753,330</td>
<td></td>
<td>753,330</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>753,330</td>
</tr>
<tr>
<td>Freight and handling fees</td>
<td>7,162</td>
<td></td>
<td>7,162</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7,162</td>
</tr>
<tr>
<td><strong>General and administrative costs:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel and related costs</td>
<td>1,481,424</td>
<td>372,787</td>
<td>552,521</td>
<td>7,531,169</td>
<td>9,938,712</td>
<td>8,435,136</td>
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<td></td>
</tr>
<tr>
<td>Travel</td>
<td>170,751</td>
<td>49,176</td>
<td>81,903</td>
<td>562,760</td>
<td>864,590</td>
<td>749,645</td>
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</tr>
<tr>
<td>Rent</td>
<td>88,130</td>
<td>43,746</td>
<td>62,239</td>
<td>648,811</td>
<td>842,926</td>
<td>741,845</td>
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<tr>
<td>Depreciation</td>
<td>176</td>
<td>2,792</td>
<td>4,528</td>
<td>74,888</td>
<td>82,384</td>
<td>82,099</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>774,904</td>
<td>589,478</td>
<td>2,673,169</td>
<td>4,037,551</td>
<td>4,345,076</td>
<td>4,345,076</td>
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</tr>
<tr>
<td>Salary and travel allocation</td>
<td>(1,652,175)</td>
<td>-</td>
<td>(1,652,175)</td>
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<td></td>
<td></td>
<td></td>
<td>(1,257,018)</td>
</tr>
<tr>
<td>Overhead allocated to grants</td>
<td>(4,035,826)</td>
<td>-</td>
<td>(4,035,826)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(3,909,229)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$41,262,753</td>
<td></td>
<td>$1,243,405</td>
<td>$1,290,669</td>
<td>$7,455,762</td>
<td>$51,252,609</td>
<td></td>
<td>$56,141,273</td>
</tr>
</tbody>
</table>

### Net Increase (Decrease) from Operations

**Net increase (decrease) from operations** | $(469,713) | 1,952,571 | 1,482,858 | $(754,751) |

### Non-operating activity

<table>
<thead>
<tr>
<th></th>
<th>Realized gain (loss) on investment and other</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrealized gain (loss) on investment and other</td>
<td>(1,408,536)</td>
<td>-</td>
<td>(1,408,536)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Change in net assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>(1,878,249)</td>
<td>1,952,571</td>
<td>74,322</td>
</tr>
</tbody>
</table>

**Net assets, at beginning of year** | $33,520,490 | 13,376,181| 46,896,671| 47,644,401|

**Net assets, at end of year** | $31,642,241 | $15,328,752| $46,896,671| 46,896,671|

---

### Statement of Functional Expenses

**For Years Ended December 31, 2015, and 2014**

#### Overseas program costs:

**U.S. federal government grants:**

<table>
<thead>
<tr>
<th></th>
<th>Programs</th>
<th>Fundraising</th>
<th>Public Relations</th>
<th>Management and General</th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodities—distributed</td>
<td>$1,192,313</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>$1,192,313</td>
</tr>
<tr>
<td>Ocean and inland freight</td>
<td>697,198</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>697,198</td>
</tr>
<tr>
<td>Grants—direct</td>
<td>17,341,385</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,229,329</td>
<td>17,229,329</td>
</tr>
<tr>
<td>Grants—subrecipient</td>
<td>4,369,314</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,369,314</td>
<td>4,369,314</td>
</tr>
<tr>
<td><strong>ADRA funding</strong></td>
<td>947,915</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>947,915</td>
</tr>
<tr>
<td>Donated materials</td>
<td>6,639,583</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,639,583</td>
<td>6,639,583</td>
</tr>
<tr>
<td>Development and relief projects and disaster assistance</td>
<td>9,226,247</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,226,247</td>
<td>9,226,247</td>
</tr>
<tr>
<td>Grants—other</td>
<td>753,330</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>753,330</td>
<td>753,330</td>
</tr>
<tr>
<td>Freight and handling fees</td>
<td>7,162</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,162</td>
<td>7,162</td>
</tr>
</tbody>
</table>

**Total expenses** | $41,262,753| $1,243,405| $1,290,669| $7,455,762| $51,252,609| $56,141,273|

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SOURCE OF FUNDS & USE OF FUNDS | FOR YEARS ENDED DECEMBER 31, 2015, AND 2014

SOURCE OF FUNDS

- **U.S. Government**: 45.6% (2015), 36.7% (2014)
- **Private Cash Donations**: 22.3% (2015), 26.9% (2014)
- **Materials & Other Revenue**: 45.3% (2015), 47.3% (2014)
- **Adventist Church**: 10.4% (2015), 7.4% (2014)
- **Donated Materials & Other Revenue**: 12.4% (2015), 12.2% (2014)

USE OF FUNDS

- **Programs**: 82.5% (2015), 82.4% (2014)
- **Management & General**: 11.3% (2015), 11.3% (2014)
- **Public Relations**: 2.5% (2015), 2.4% (2014)
- **Fundraising**: 2.4% (2015), 2.9% (2014)

CREDITS

- **Editors**: Jessica Duffy, Ashley Eisele
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- **Production Manager/Art Director**: Karla K. Cole
- **Graphic Designer**: Si Ran Lee
- **Proofreading**: Loni Pezesham
- **Printing**: GraphTec
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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.

CONTRIBUTORS

- **Contributors**: Jonathan Duffy, Frank Teeuwen, Rowena Hutchins, Hilda Madanat, Afia Agyekum, Michael Rohm, Thierry Van Bignoot, Marie-Jo Guth, Elizabeth Tomanko, Helena Souders, Michael Kruger, Imad Madanat, Natsayi Nembaware, Fred Opuni-Mensah, Sonya Funna.