





Bringing an abundant  
world of amazing people  
together to work on the  
toughest problems.

—— American Refugee Committee ——

*Dear Friends,*

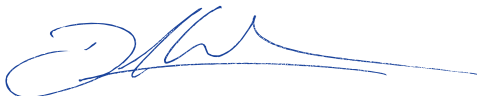
There are more refugees in the world than ever before. And there are more people paying attention, who are talking about refugees, than I've ever experienced in my career as a humanitarian. For better or for worse, refugees are at the center of conversations, of nightly newscasts, of political debate.

The numbers are devastating. 65 million people have been forced from their homes. That's more people than we've seen since World War II. Most of them come from Syria, Afghanistan, and Somalia. But the most disquieting statistic for me is this – 1 in 200 children in the world is a child refugee. 1 in 200. That's astounding. And wholly unacceptable.

And yet, there's something beyond the numbers – while eye-opening in and of themselves - that is really causing me to sit up and take notice. It's this - refugees simply aren't accepting the status quo. They're traveling across continents in greater numbers than ever before. They're taking enormous risks in pursuit of humanity's greatest and longest-held tradition – to seek out the very best life for their family's future. They're showing us that things need to change, that what we've been doing isn't enough.

How best to respond to the escalation of the refugee crisis is one of the most defining questions of our time. And just as past generations are remembered for their actions in times of greatest suffering, turmoil, and enormous change, so we will be remembered for our actions today. We have an opportunity to step up. To do things differently. To make change and be leaders in the movement to do more, and better, by these people. To be a 21st Century humanitarian organization. To define ourselves not by the difficult times we're in, but how we respond to them.

Inside, I would like to share the highlights of our work helping millions of refugees last year. It is my hope that we should move forward not with the resigned shrug of one destined to push an impossibly large stone up a hill, but rather in awe of the abundant opportunities open to us and the wonder of working with human beings. Now is the time for us to fulfill the great potential of our humanity – to do big things, to be the guides in this moment of darkness for so many.



Daniel Wordsworth  
*President, American Refugee Committee*

REFUGEES SIMPLY ARE  
NOT ACCEPTING THE  
STATUS QUO.

THEY'RE SHOWING US  
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NOT ENOUGH.

*Photo: Children in Congo take a sneak peek inside an Asili health clinic in Karambi, Eastern Congo.*

*Cover Photo: A view from atop the hill at Gihembe Refugee Camp in northern Rwanda.*





SORTIE



# American Refugee Committee | 2016



# EVERYTHING WE DO BEGINS WITH REFUGEES

Refugees know better than anyone the challenges they're facing, the things they need, and what will make the biggest difference in their lives. Then, we can bring our expertise and experience through the years to help solve tough problems.

When we deeply understand the experience of refugees, we're able to co-design solutions that create new value and make meaningful change. And we can bring new people and partners with us to approach challenges with fresh perspectives. We're transforming the way we work around the world, making practical and breakthrough improvements in the way we help refugees return to normalcy.

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### Camp Management

With so many people living together in close proximity in a refugee camp, a structure to organize and coordinate the camp and the camp residents is a necessity.

### Education

Education is a basic human right that should be available to all people. It has the power to save lives, providing people the information and skills they'll need to survive.

### Emergency Relief

When disaster strikes, families are vulnerable and can fall victim to exploitation, disease, and famine. They need basic needs covered, quickly and efficiently.

### Health

ARC implements inclusive solutions to build host country's capacity to provide health care and to ensure that all beneficiaries have ready and equal access to care.

### Livelihoods

ARC helps with skills training and providing the essential tools that will make refugees more employable or make their new small business take off.

### Nutrition

As many of the people ARC serves are at-risk of acute malnutrition, our nutrition programs offer a balanced and varied diet essential for a healthy life.

### Protection

Protection includes all of the services we provide to prevent violence against women, children and others at-risk and the support we offer when violence does occur.

### Shelter

We build housing, latrines, showers, and cooking areas to help restore a sense of home and stability to vulnerable communities.

### Social Enterprise

Social enterprises exist for social impact with an eye toward financial viability. They offer alternative, sustainable solutions to typical models of aid.

### Water, Sanitation & Hygiene

Having proper sanitation systems, clean water to drink, and hygiene education can mean the difference between life and death, especially for children.



## ASILI




### At a glance...

Potatoes sold	270 tons
Water sold	3 Million Litres
Patients seen	3,700

### Venture Partners

USAID  
 Mortenson Family Foundation  
 Eagles Wings Foundation  
 IDEO.org  
 MAC Foundation  
 RSP Architects  
 Association Social d'Organisation Paysan  
 Reseau des Femme  
 Chefferie de Kabare

### Sectors

-  Water, Sanitation & Hygiene
-  Health
-  Social Enterprise

*Photo: Faida, one of Asili's all-star staff, sells water and tracks sales from her kiosk in Cirunga, Eastern Congo.*

### *Inspiring hope, one business at a time*

For years, the story of Democratic Republic of Congo on the world stage has been one of heartbreak and violence, of tragic history and modern-day poverty. Decades of exploitation and the deadly conflicts of recent years have stunted development in the country, with foreign aid budgets providing minimal services with inconsistent funding. For many families across the country, **the status quo just isn't working.**

And yet, Congo is so much more than that. Congo is bright colors, smiling faces, ingenious schemers, strong families, and ambitious entrepreneurs. Congo's greatest natural resource just might lie in the ideas that everyday people have to change their world. The potential of this country is extraordinary.

That's why Asili is working to change the story of Congo. We're daring to dream of a brighter future for the country, and for aid. And we're doing it with Congolese families – mothers, fathers, and young people – who have taken on roles as our businesspeople, entrepreneurs, teachers, and designers.

**A business startup co-created by ARC, international partners, and Congolese communities,** Asili takes an approach of long-term sustainable development using business principles. It can be thought of as a **strip mall** with a cluster of world class businesses in one location, tackling both supply-of and demand-for services – and always with an eye toward beautiful design.

**Asili's agricultural cooperatives are the spark that gets a community's economy moving.** We provide local farmers with the resources, tools, and training they need to become successful and profitable farmers. And our **clinics** are beautiful. Designed with the families who now visit the clinic, patients have remarked on how they stand out as **beacons of hope** in their communities. And, most importantly, they offer world class quality healthcare – at prices that are affordable to the average Congolese consumer. Water is life, a basic need used for drinking, cleaning, bathing, and cooking. For many people living in Eastern Congo though, clean water is a resource that is tragically lacking. Currently operating at conveniently located retail outlets in five villages, and soon to be expanding, **Asili's gravity-based reservoir system** has revolutionized our customers' ability to obtain clean, safe water. Through all three of these businesses and with more to come, we believe that together we can create outsized impact, **change the way the world thinks of Congo,** and shift thinking on development from aid to investment.











*Every child deserves a champion*

Access to education, or simply **someone who believes in you**, can mean all the difference in the world. This is true for everyone, everywhere, but it's especially true for people who have lost their support systems – for people who don't have a champion. That's why in Jordan and with our partner Questscope, we work to provide an education and support to **kids who have fallen through the cracks**.

There are so many reasons why kids are out of school in Jordan. Some kids have to work. Some come from backgrounds of deep poverty. Sometimes schools are overcrowded, or students are not encouraged to continue their education once they fall behind. Sometimes there's simply not enough support at home. And of course, Syrian refugees living in Jordan, who have already lost so much, face another set of hurdles and setbacks.

In Jordan, once a child has been out of school for two years, they're not permitted to re-enter the system. That's why Questscope's alternative education programs are so important – we help both Jordanian youth and Syrian refugee kids gain access to educational opportunities, vocational training, and support they would otherwise miss. The entire program is customized for the unique challenges of students and their communities, with the **ultimate goal of providing opportunities that open doors to better jobs and futures**. The Questscope team worked hand in hand with the Government of Jordan to develop a **government-recognized high school certificate** that kids can achieve through our program, so that they have the credentials they need to get the jobs that they want.

In Za'atari Refugee Camp, which houses thousands of Syrian refugees, our mentorship program and **youth center serve as an oasis of friendship and encouragement**. With a deep belief that every young person needs a champion, our mentors give youth the individual guidance required to help them see, and reach, their potential. Developing one on one relationships, often with adults who have gone through their own trauma, we encourage healing on both sides of the relationship.



## JORDAN

**At a glance...**

Locations	62 Education Centers
Impact	2,400 people helped - Over 2,000 Syrian youth reached in Za'atari Camp
Mentors	69 Questscope Mentors

**Sectors**

**A+** Education

*Photo: In Jordan, our teams provide mentorship, guidance, and education to kids who have fallen through the cracks.*





## MYANMAR & THAILAND

### At a glance...

Impact	160,000 people helped in Myanmar; 140,000 helped in Thailand
Lead Partners	<p>Bureau of Population, Refugees and Migration (BPRM)</p> <p>United Nations High Commissioner for Refugees (UNHCR)</p> <p>Raks Thai Foundation</p> <p>Global Fund/United Nations Office for Project Services (UNOPS)</p> <p>United States Agency for International Development (USAID)</p> <p>University Research Co (URC).</p>

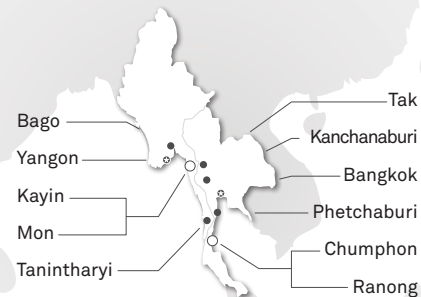
### Sectors

-  Livelihoods
-  Health
-  Protection
-  Water, Sanitation & Hygiene

### *Moving with refugees across borders*

For 25 years, ARC has provided services for the thousands of people in Thailand who fled instability in Myanmar. Our teams have walked with them through the hardships of adjusting to a new place and recovering from devastating trauma. We've been inspired as refugees have taken increasing ownership of their lives in refugee camps – today our camps in Thailand are run largely by the refugees themselves. But now, **it's time for them to return to Myanmar**. As that country opens its doors, encouraging refugees to return home, more and more people are making the decision to start their life anew – again. And, we plan to be with them every step of the way.

Over the next several years, our projects in Thailand will **move with these former refugees**, this time on their way back to their homeland. Our focus will be helping them to adjust to their new lives, all the while continuing our already established work in Myanmar fighting **drug-resistant malaria**



The emergence of this virulent strain of the disease poses a significant public health risk in Myanmar – remote communities have extremely limited access to health services. Our cross-border programs are designed to work both with these communities and people who come and go across the Thai-Myanmar border. We refer our patients to higher levels of care and provide diagnoses for people who simply need to be connected to the right medications.

Right now we're still continuing our work in the Thai camps – in health, water and sanitation, and economic empowerment – and we'll do so until they close. Yet as the situation changes, we'll continue to **evolve our programs to meet the ever-changing needs** of this population on the move.

*Photo: We've committed to walking with refugees as they adjust to new lives, new futures in Myanmar*









## Getting one million kids back in the classroom

Pakistan has the second largest population of out of school children in the world – this is a crisis that concerns not only ARC but the Government of Pakistan, who has made it a priority to turn things around. So, over the past few years we’ve also shifted the direction of our programs to meet the mounting educational need of kids across Pakistan. And now, we’re working on becoming the leader in primary education for out of school children in the country. **Our goal is to get 1 million kids back in the classroom and encouraged to continue their education**, engaging partners, like the Government of Pakistan, along the way who believe in our mission. We’ll do this through strengthening the formal education system, training teachers, and offering alternative education options – like home schooling programs, non-formal education programs, and village-centered schools – that are designed for the unique needs of these kids and their families.

There are certain cultural and social barriers to getting out of school youth, especially girls, back in school. So we’re working with communities to **show the benefits of the formal educational system**, when it’s possible for them to continue their education there. We’re also specifically hiring female teachers in some of the most marginalized and hardest to access communities so that girls have a female role model and advocate who can work with them through those barriers. Our **non-formal schools in communities throughout the country** will emphasize one on one guidance and encouragement for each student. Building on the incredible assets that already exist within communities, providing equal opportunities in education to all, and including those with special needs, our programs will make it possible for the hidden stars in poor communities to shine.

A big part of our education initiative includes our continued work with Afghan refugees in Pakistan. When it comes to healthcare services for Afghan refugees, they’re one of the most underserved groups in the country. So, we underwent a **nationwide search for talented young Afghan refugees and enrolled 120 of them in a medical training program in Islamabad**. We’ll work with this group to give them the skills they want and need – from formal training as medical assistants, birth attendants, pathologists, radiologists, and other disciplines – so that they can return and serve their communities.

As we continue to build our educational programs throughout the country, we’re also continuing to raise awareness on the rights of women and girls. We educate men, women, and children on these rights through **street theater productions and community gatherings**. Life skills training courses are also offered on things like healthy nutrition, health, and hygiene habits. Shaping well-rounded and informed communities will only aid in our task of providing access to education for all we can reach.







## PAKISTAN

### At a glance...

Impact	Working to get 1 million kids back in school
Lead Partners	<ul style="list-style-type: none"> <li>Qatar Foundation</li> <li>Government of Pakistan</li> <li>Pakistan Alliance for Girls Education</li> <li>Japan International Cooperation Agency (JICA)</li> <li>BPRM</li> <li>WFP</li> <li>Educate A Child</li> </ul>

### Sectors

-  Livelihoods
-  Health
-  Protection
-  Education





*Photo: Minutes after delivery, a midwife in training from ARC’s Afghan Youth Skill Development Program looks admiringly at this newborn.*

## RWANDA

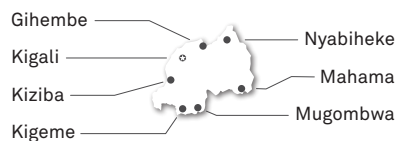
### At a glance...

Impact	122,000 people helped
Lead Partners	Bureau of Population, Refugees and Migration (BPRM) United Nations High Commissioner for Refugees (UNHCR) United Nations Population Fund (UNFPA)

### Sectors

-  Shelter
-  Livelihoods
-  Health
-  Water, Sanitation & Hygiene

### Locations



### *Working with refugees to find a way forward*

In 1994, ARC began working with refugees in Rwanda, mainly from the Democratic Republic of Congo, to provide urgent humanitarian relief in the aftermath of regional conflicts. While much of the violence has subsided, many of these people have lost their land, homes, families, and livelihoods – they simply don’t have anything to return to. In the past 20 years we’ve stood by these refugees, helping them to find a better path for their future.

At the heart of what we do in Rwanda are the services that **support over 120,000 refugees** in shelter provision, water and sanitation infrastructure, food security and nutrition, livelihood and economic empowerment, and environmental protection. We help to provide the camp infrastructure needed to support the health and resilience of an ecosystem of people.

Our health services save lives. With health facilities in three camps, we ensure the availability of health care staff and an efficient **24 hour referral system to district hospitals, with striking results – more children are reaching their fifth birthday in these camps than ever before.** We provide clean, reliable water through ARC’s camp-wide water systems. Experts in the design and construction of durable, cost-effective structures, we build housing, latrines, showers, and cooking areas.

And, we continue to respond quickly in emergencies, as was the case last year during an influx of Burundian refugees fleeing instability at home - we acted quickly, and **within the span of a few weeks established Mahama refugee camp**, where thousands of people are now seeking refuge.


We also look for ways to help families not only survive, but to rebuild. Our livelihood projects support the growth of livelihoods in activities like farming – in poultry, vegetables, passion fruit, and mushroom cultivation, which increase incomes while also providing a consistent supply of food. And in turn, we encourage healthier nutrition practices, providing healthy cooking demonstrations and nutrition education. In all six refugee camps where we work in Rwanda, we continue to help refugees build resilient, self-reliant communities – and respond when needed, whatever comes our way.

*Photo: A child waits to see a doctor at one of ARC’s health clinics at Gihembe Refugee Camp in Rwanda.*







A photograph of a workshop or meeting space. In the foreground, the handlebars and mirrors of a motorcycle are visible, slightly out of focus. In the background, there is a long wooden table with a bench underneath it. The walls are a light, textured color. The overall lighting is somewhat dim, creating a focused and serious atmosphere.

Bringing an abundant  
world of amazing people  
together to work on the  
toughest problems.

*Photo: The Safe Ride pilot in Kyangwali Refugee Settlement in Uganda brought together boda boda motorcycle taxi drivers, refugee residents, designers, ARC staff and a few Angel Investors to design a project that works to prevent violence against women and girls and promote a safer community for everyone.*











## Refugees returning home to a future of possibility

After more than two decades of living as refugees in surrounding countries, Somalis are beginning to return home. The question remains, however – **what will they have to return to?** Rebuilding communities and job opportunities is no easy task, especially for people who haven’t lived in Somalia for many years, or in many cases, most of their lives. It is vital that these returning Somalis have opportunities to thrive, opportunities to build their livelihoods, communities, and families.

That’s why we’re increasingly shifting our programs to focus on how to help the people coming back to Somalia. Our plans are big, because the challenges are great - over the next few years, we plan to generate a total of **50,000 jobs for Somalis**, in Somalia. And, we’re already well on our way to this goal. In the past year, we’ve created 10,000 jobs in the country, and we’re doing it through partnering with local leaders, government agencies, and businesses, providing microfinance training, and designing vocational training schools. One of our most successful efforts so far is our breakthrough fishing project in the city of Kismayo, helping to **rebuild the local fishing industry there**.

We’re also expanding, working in more regions than ever before, going to places where more and more Somalis are returning. Working closely with UNHCR, the United Nation’s refugee agency, we’re supporting **the return of Somali refugees from Dadaab refugee camp in Kenya** – the largest refugee camp in the world. And, we’re responding to a devastating drought in Somaliland to the north, where people have been dealing with issues of displacement in the aftermath of the droughts.

Part of supporting a successful transition for returnees includes ensuring that the communities they’re returning to are strong and healthy. To that end, we’ll continue our lifesaving services in primary and reproductive health, focused specifically on mothers and children. To keep whole families safe, we provide the clean water, reliable sanitation systems, and hygiene education needed to help communities thrive. And, important especially for those who have experienced intense trauma and marginalization, we provide confidential, survival-centered counseling. We’re excited about the potential of Somali communities to rebuild their lives and their families in Somalia – despite all they’ve been through, their future is a bright one.

*Photo: Students at a generator repair workshop learn the skills they’ll need to start their own businesses.*





## SOMALIA

### At a glance...

Impact	704,000 people helped
Lead Partners	U.S. Office of Disaster Assistance (OFDA) Somalia Humanitarian Fund (SHF) UNICEF UNHCR Somalia Stability Fund (SSF) Mogadishu Chamber of Commerce Dahabshiil and Kaah Express World Vision CORE Polio Project Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)

### Sectors

-  Livelihoods
-  Health
-  Protection
-  Water, Sanitation & Hygiene



## SOUTH SUDAN

### At a glance...

Impact	668,000 people helped
Lead Partners	Health Pooled Fund (HPF)

### Sectors

-  Health
-  Protection
-  Nutrition

*Photo: This woman in South Sudan is all smiles – our health care work in the country helps women like her keep themselves and their families healthy.*

### *Standing by the people we serve*

Right now, South Sudan is facing another influx of instability – one of many upsurges in conflict since the country’s independence in 2011. Yet despite the difficult and unpredictable landscape, we’re standing by the people we work with – because someone needs to. Because everyone deserves to feel a ray of hope in their darkest hours. **Because that’s what we do.**

During this difficult time, we’re remaining steadfast in our work providing healthcare, nutritional programs, and preventing violence against vulnerable groups. Our guiding star is providing consistent, quality, and reliable primary health care services to all we can reach. And, **we do this work alongside South Sudan’s County Health Departments**, training their employees so that eventually local staff will be able to continue their excellent work independently of ARC.

One of the most devastating consequences of violence can be the increase of violence against women. That’s why, particularly with the latest flare up in instability, our work with communities to equip women, girls, boys, and healthcare practitioners with the knowledge and tools they need to protect girls and women is more important than ever. Through community interventions, case management, and education campaigns, we work to raise awareness of what can be done to prevent such violence from happening, and what can be done to heal.

We’ll also continue to seek out new tools to deliver the best possible services we can offer – like **mHealth, our new technology-driven data collection initiative**, the first of its kind in South Sudan. In the past, health workers would have to hand-deliver reports, often covering long distances over difficult terrain. This new cell phone system provides instant feedback to health facilities and works to notify health officials of an epidemic, revolutionizing health reporting for ARC in the country. It’s difficult times like these that call for continued innovation and breakthrough support - and we’re stepping up to the challenge.











## *Saving lives in the most remote places*

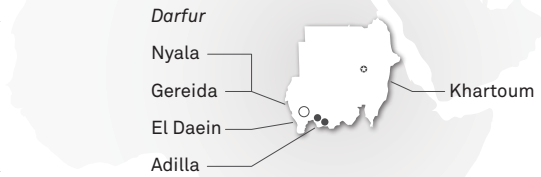
ARC is a leader in health in Sudan. We're now the major international humanitarian organization working in East Darfur, **going places other organizations do not go**, helping the most marginalized in Sudan gain access to lifesaving services. Our primary health care clinics serve hundreds of thousands of people in rural areas and internally displaced camps in South and East Darfur, helping people heal and stay strong.

We prioritize groups that often suffer the most in the aftermath of conflict, like women and children. Sudan has some of the highest maternal and infant mortality rates in the world – thousands of children never reach their fifth birthdays. Our staff on the ground work every single day to turn that around, **training midwives, providing comprehensive pre and post-natal care**, and providing critical medications like antibiotics.

We know that a **person's overall health is so much more than what happens at our clinics**. Access to clean water, sanitation infrastructure, and nutritious food does much to boost a community's well-being. In both South and East Darfur, we provide these building blocks for a healthy life. Malnutrition, particularly among children, is reaching emergency levels in Sudan. Through feeding programs, educational campaigns, cooking demonstrations, treatment and prevention, and emergency care to the most critical of cases, we're addressing this crisis through a comprehensive support network.

And, rebuilding and maintaining lost critical water infrastructure, we help communities learn and manage the natural surface water resources they have. We work alongside villages to develop projects that provide the sanitation and hygiene infrastructure and education needed to keep them safe. Always involving community leaders in our initiatives, **we ensure that they have equal stake in making their communities better, and safer, for everyone.**

*Photo: Our nutrition programs in Sudan help young children and their mothers access the food they need to stay healthy and grow up strong.*



## SUDAN

### At a glance...

Impact	851,418 people helped
Lead Partners	Office of Disaster Assistance (OFDA) Sudan Humanitarian Fund (SHF) World Food Program (WFP)

### Sectors

- Health
- Water, Sanitation & Hygiene
- Nutrition









## SYRIA

### At a glance...

Impact	Serving over 600,000 people – Among the largest food distributors in Aleppo
Locations	Over 100 locations throughout Syria
Staff	1,800 staff and volunteers

### Sectors

-  Shelter
-  Emergency Relief
-  Protection
-  Water, Sanitation & Hygiene
-  Education
-  Nutrition

## *Responding to the worst humanitarian disaster of our time*

ARC first mobilized relief teams inside Syria in 2013, before the crisis as we know it now took hold - we saw the writing on the wall and knew we had to act. Since then, we've been working side-by-side with truly heroic Syrians, people who have devoted their own lives to saving their neighbor's. These 1,800 citizen humanitarians help us to provide shelters, water and sanitation infrastructure, food relief, medications, and counseling for those who have faced the darkest time in their lives. In 100 locations throughout Syria, we reach over 600,000 people. **We're among the largest distributors of food aid in Aleppo**, a city besieged by constant attacks and destructive violence.

Millions of displaced Syrians are now living in what we call "collective shelters," which are mainly abandoned, unfinished, or partly destroyed buildings, schools, or other large structures. We build walls, partitions, and divides to **provide some privacy, protect people from the elements, and make these spaces livable**. And part of building livable spaces means ensuring that there is water and sanitation infrastructure to go with it. We work to prevent outbreaks of disease in overcrowded shelters by providing access to this basic human right.

So many Syrian youth need a champion, someone to believe in them – someone to give them hope for the future. We make sure youth get the mentoring and support they need, counseling victims of abuse and trauma, and **connecting orphaned children to family members who can care for them**. Our programs give children the opportunity to play and have fun, helping kids to act like kids again.

The horrors of the conflict in Syria can be difficult to process - the scale and complexity of this crisis have the potential to stun us into inaction. But the good news is that there are already so many people – thousands in fact – who are doing so much to save lives. They're the people we work with. They're the heroes out of the spotlight, in the center of the conflict. Each day, they do everything they can for everyone they can. And we, in turn, do whatever we can to support them.

*Photo: Children play in a collective shelter in Aleppo, Syria*











## *Giving communities a voice again*

Uganda shelters thousands of refugees from throughout East Africa. They've come from places like DRC, Sudan, Somalia, South Sudan, and Burundi. The crises ebb and flow, but one thing remains the same – displaced people, fleeing for their lives, find refuge in Uganda. And, as a result, the country has been a safe haven for families from the entire region for decades. And yet, these populations largely go unnoticed by the rest of the African community, by the rest of the world. **The story of refugees in Uganda has been largely forgotten** – they have faded from our collective consciousness.

Now in Uganda, we're working to give these communities a voice again. Through our breakthrough initiatives like *Kuja Kuja* (meaning Come Come in Swahili), to the first-ever marathon we held in Nakivale Refugee Settlement last year, to our start-up project called *Safe Rides* in Kyangwali Refugee Settlement, which mobilizes motorcycle taxi drivers in promoting safety for women and girls in the settlement, we're helping refugees transform their experience in Uganda.

Kuja Kuja is a management tool that elevates a refugee to a customer **who defines what quality is and demands accountability**. The tool clearly and in real-time reports user perceptions of the services ARC offers – like clean water, protection, and community services – so that ARC can organize and align a response. It is our hope that *Kuja Kuja* will set the standard of how organizations serve refugees – and what refugees expect out of the services they receive.

Aside from the exciting new developments in how we do things in Uganda, we also continue the daily work of getting the things people need to survive and build strong families. At Nakivale Settlement, we provide clean water to the entire population, nearly 100,000 people, distributing 1.1 million liters of water every day. Access to water though is just the first step in preventing the spread of infectious diseases – the next is hygiene education and an adequate sanitation system. We do both at Nakivale, helping to educate families on hygiene best practices and providing sanitation infrastructure for the camp. And in all three settlements where we work, **our protection services empower women and save lives**. Our counseling, educational, and livelihood projects help women to heal and rebuild.






## UGANDA

### At a glance...

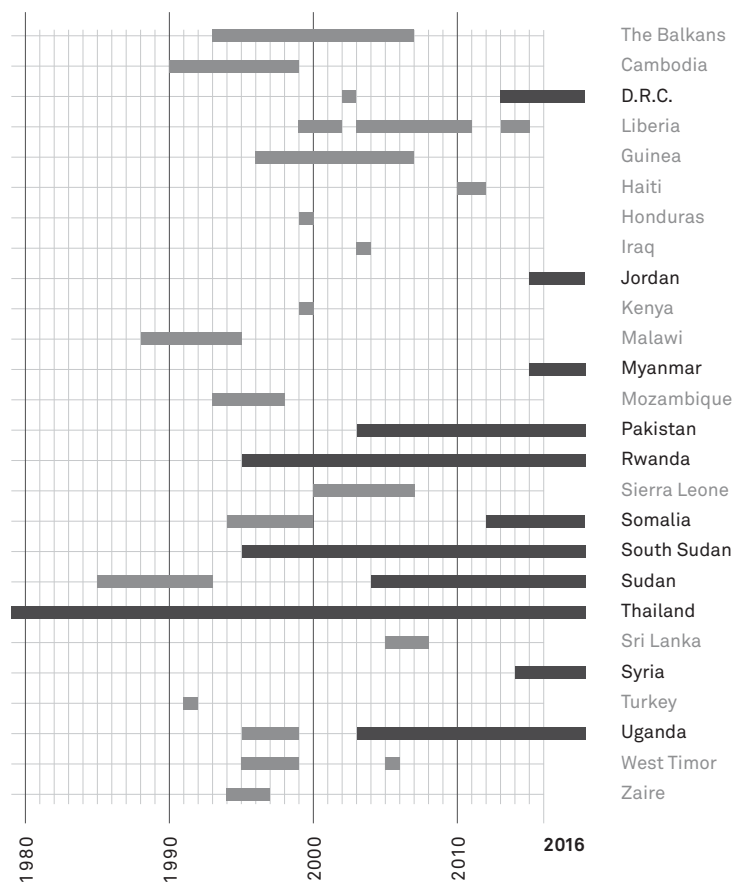
Impact	137,000 people helped
Lead Partners	Bureau of Population, Refugees, and Migration (BPRM) United Nations High Commissioner for Refugees (UNHCR)

### Sectors

-  Protection
-  Camp Management
-  Water, Sanitation & Hygiene

*Photo: Staff do a home visit with a family at Nakivale Refugee Settlement in Uganda.*

FOR 37 YEARS, WE'VE HELPED  
PEOPLE AROUND THE WORLD TAKE  
BACK CONTROL OF THEIR LIVES.



### Senior Management

**Daniel Wordsworth**  
President & CEO

**John Griffith**  
Head, Global Operations

**Sarah Hartman**  
Vice President, Creative

**Colleen Striegel**  
Vice President, Human  
Resources and Administration

**Mark White**  
Chief Financial Officer

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**Svjetlana Madzar**

**Michael McCormick**

**Maureen Reed**

**Jay Shahidi**

**Richard Voelbel**

*Photo: Daniel Wordsworth, President and CEO of ARC, and Ward Brehm, ARC Board Member, visit with youth in Gihembe Refugee Camp in Rwanda.*











# 2016 FINANCIAL STATEMENT

Financial Responsibility is always a top priority for American Refugee Committee. The efficiency of our methods stretches your donation as far as possible so that those who need it most receive life saving aid.



89% of all donations in 2016 have gone directly to our international programs and the people they serve.

11% toward operations and fundraising.

## Statement of Activities & Changes in Net Assets

April 1, 2015 to March 31, 2016

<b>Revenue and Support</b>	(in dollars)
Contributions and Grants:	
Contributions	5,237,137
U.S. Government Grants	18,224,065
United Nations Grants	15,004,511
Private and other support contributions	5,660,575
In-Kind goods and services	43,695
Interest and investment income	7,780
Other Income	898,066
<b>Total revenue and support</b>	<b>45,075,829</b>

<b>Expenses</b>	(in dollars)
Program Services:	
International Programs	45,347,470
Supporting Services:	
General and Administrative	4,391,532
Fundraising	1,070,791
Total Supporting Services	5,462,323
<b>Total Expenses</b>	<b>50,809,793</b>
<b>Change in Net Assets</b>	<b>(5,733,964)</b>

<b>Net Assets at Beginning of Year</b>	<b>26,212,470</b>
<b>Transfer of Net Assets</b>	<b>696,824</b>
<b>Net Assets at End of Year</b>	<b>21,175,330</b>

## Statement of Financial Position

March 31, 2016

<b>Assets</b>	(in dollars)
Assets	
Cash:	
<b>Total Cash:</b>	<b>5,219,576</b>
Investments	571,397
Grants receivable	16,748,110
Other receivables	253,671
Pledges receivable	384,001
Inventory	16,301
Prepaid expenses	916,133

Property, furniture and equipment, net of accumulated depreciation and amortization of \$487,145 and \$429,232 at March 31, 2016 and 2015, respectively	641,558
<b>Total Assets</b>	<b>24,750,747</b>

<b>Liabilities and Net Assets</b>	(in dollars)
Liabilities	
Accounts Payable	427,651
Grants Payable	809,459
Accrued salaries & benefits	2,338,307
<b>Total Liabilities</b>	<b>3,575,417</b>

Net Assets	
Unrestricted	2,593,055
Temporarily restricted	17,734,020
Permanently restricted	848,255
<b>Total Net Assets</b>	<b>21,175,330</b>
<b>Total Liabilities and Net Assets</b>	<b>24,750,747</b>



We've formed smart partnerships with institutional and corporate partners to extend your support for refugees 14 to 1.

We are proud to be recognized for our effectiveness and our efficiency by the world's leading charity review organizations.



Our latest IRS Form 990 and audited financial statements are available on our website: [www.ARCrelief.org](http://www.ARCrelief.org)

*Photo: ARC staff walk through fields planted by Sudanese refugees in Kyangwali Refugee Settlement in Uganda.*

# We couldn't do it without you.

Thank you so much for your support!

*Please stay in touch*

(800) 875 -7060

WWW.ARCRELIEF.ORG



American Refugee Committee



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IN 2016, WE  
HELPED OVER  
3 MILLION  
PEOPLE IN  
10 COUNTRIES  
AFFECTED BY  
CONFLICT AND  
DISASTER.

Adilla	Juba	Minneapolis
Aleppo	Kajo Keji	Mogadishu
Amman	Kanchanaburi	Mon
Aweil	Kampala	Mudaka
Bago	Kapoeta	Mugombwa
Bangkok	Karambi	Nakivale
Buhanga	Kayin	Nyabiheke
Bukavu	Khartoum	Nyala
Chumphon	Kigali	Oruchinga
Damascus	Kigeme	Phetchaburi
Dhobley	Kinshasa	Quetta
El Daein	Kismayo	Ranong
Gereida	Kiziba	Somaliland
Gihembe	Kyangwali	Tak
Hama	Loralai	Tanintharyi
Homs	Magwi	Yangon
Islamabad	Mahama	Za'atari