





As humanitarians, our ultimate job is to help survivors restore their well-being. After more than 30 years at it, we know that means more than just ensuring people have lifesaving necessities.

Restoring well-being is to restore the way people view themselves.

A survivor must have access to basic necessities for survival, but they must also know that they matter to someone or something and recognize their own agency to affect change in their own life or future.



To All Our Partners,

We have a bias for action.

Many of the world's problems require careful, lengthy study if they are to be effectively addressed and meaningful progress is to be made.

But the problems we face are often a matter of life and death. We believe there is no other choice than to initiate relief quickly and figure the details out as we go. When the lives and safety of children and vulnerable people are at stake, it's imperative we act immediately.

That's not to say we step blindly.

Over three and a half decades of providing humanitarian relief, we've learned that it isn't enough to just act fast.

We know that we must co-create with communities – with those who need help and those who want to help. In designing relief programs alongside other groups and individuals, our responses are richer and more effective. $1 + 1 = 7$.

Above all, we know that restoring well-being – our ultimate goal as humanitarians – is about changing the way people view themselves, not just about whether they have basic lifesaving and life-giving necessities. It is true that the people who need our help have not – they need shelter, water, food and protection. But even after they get the basic essentials they need, a refugee may not be ready to rebuild their life.

Disasters rob us of so much potential. They can even strip away the belief that you have the agency to make a difference in your own life or for your family. Communities are turned upside down in a minute, and people are left searching for how they fit. A survivor may lose the feeling that she matters. To her family. To her community. To the world.

We believe that the 21st century humanitarian's job doesn't end with providing life-saving care or relief. That is where it begins. We must give people the opportunities to build back the belief that they are agents of their own destiny. And they have to have the opportunity to meaningfully contribute to their community, to show themselves that they still matter.

Sincerely,
Daniel & Peter



Daniel Wordsworth
President, American Refugee Committee



Peter Bell
Board Chair, American Refugee Committee



Overseas programs. Built from the inside, out

People suffering during the most vulnerable times of their lives know better than anyone what they need. That's why our programs start with refugees and their unique experiences. They let us know what needs to happen to make meaningful change in their communities, and we work together to make it so. Most commonly, people need health care or they want the opportunity to make a decent living for their families. ARC brings expertise in these areas. But it is refugees themselves who tell us how to put that expertise to work in a way that makes sense for them.

On the following pages, you'll see how these people are working through the most challenging times they've seen. You'll get a snapshot of each of the different groups of people we're working with and how they're struggling for a better future. Our partners are diverse, and so is the work we do. But it's all for the same goal – to help people take back control of their lives.

The ways we work

- | | | |
|--|---|---------------------------------------|
| Agriculture & Food Security | Gender-based Violence Prevention & Response | Primary Health Care |
| Camp Management | HIV/AIDS Prevention and Treatment | Protection |
| Capacity Building & Training | Immunizations | Psychosocial Support |
| Community Development | Income Generation | Rapid Emergency Response |
| Community Health Education | Infectious Disease Prevention | Refugee Return & Reintegration |
| Community Reconciliation & Reintegration | Legal Assistance | Reproductive Health Care |
| Disaster Preparedness | Microenterprise Development | Savings & Loan Associations |
| Disease Prevention and Control | Microfinance | Shelter Construction & Rehabilitation |
| Emergency Health Care | Mother and Child Health Care | Small Business & Vocational Training |
| Emergency Obstetrics | | |

Our programs are made possible through our donors, including partnerships with governmental and non-governmental organizations, including:

United States Agency for International Development (USAID)
 USAID Office of Foreign Disaster Assistance (OFDA)
 U.S. Dept. of State, Bureau of Population, Refugees and Migration (BPRM)
 United Nations High Commissioner for Refugees (UNHCR)

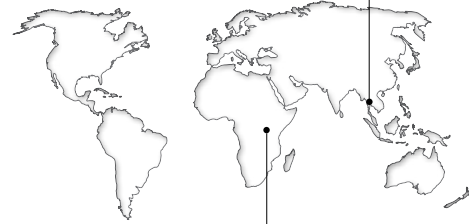


Burmese refugees and migrant workers

For decades, persecution and poverty have forced people from Burma to cross from their homeland into neighboring Thailand. Some live as refugees in camps in the north. Others come for opportunity as migrant workers further south. Recent reforms and economic progress will hopefully stem the exodus from Burma. In the meantime, those who've fled are struggling to protect their health, strengthen their adopted communities and develop skills to support themselves and their neighbors.

The American Refugee Committee partners with Burmese refugees and migrants working to keep their communities healthy. Fighting tuberculosis and malaria are among their top priorities. We're supporting them as they create systems to diagnose and treat these diseases and educate their communities in preventing their spread. With refugee communities in border camps at Don Yang, Mae La Oon, Mae Ra Ma Luang, Nu Po and Umpiem Mai, we're partners in providing basic primary health care, clean water and sanitation services and violence prevention services that keep families healthy and secure.

Burma & Thailand



Congolese refugees

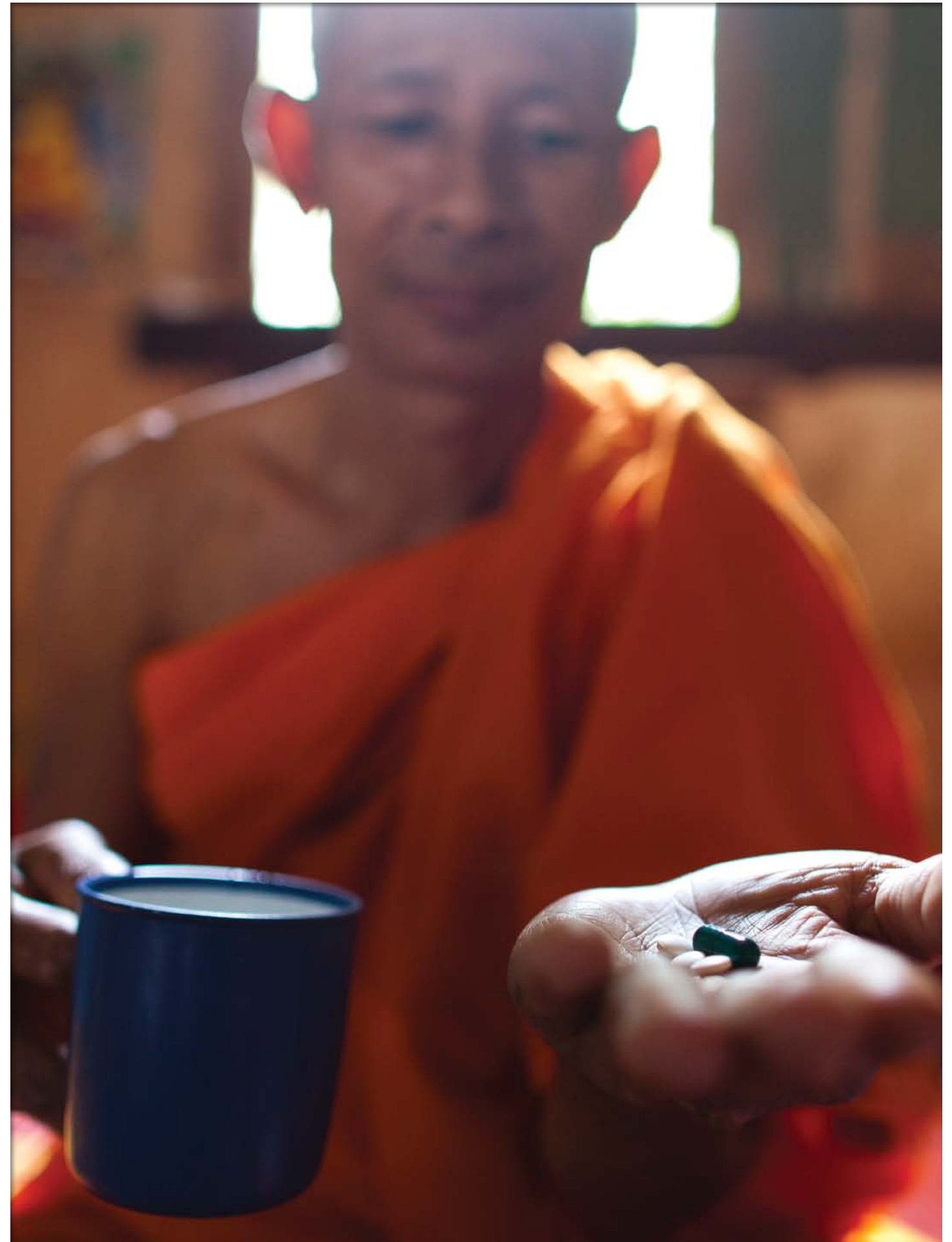
Home is something many of us take for granted. Families from the Democratic Republic of Congo know firsthand how priceless home is. Violence has forced them to flee... quite literally for their lives. They've left everything behind – sometimes in the middle of the night – to seek refuge in another part of their country or across the border.

In Rwanda, we've been working hard to provide a home away from home for people who have experienced unimaginable atrocities. We manage the three major refugee camps in Rwanda that serve more than 55,000 people. People who arrive at one of the camps receive a roof over their heads, access to clean water, medical care and other essentials. Those who have been the victims of violence can receive counseling and begin to heal. And while they wait to return home, they engage in vocational training, learn new skills and earn some income.

We also work with Congolese refugees who've fled to Uganda and South Sudan. At the Lasu Refugee Settlement in South Sudan, we're helping people protect themselves from HIV/AIDS and domestic violence, and we're working with small groups to enhance their self-reliance through the setup of voluntary savings and loan associations. At Kyangwali Camp in Uganda, we're focused on preventing and responding to violence. We work with Congolese refugees to prevent violence against women and children in the camp and to ensure that survivors of violence have access to the services they need to recover.

While the camps help ensure basic necessities are met, they will never be a true home. When the violence subsides in the Democratic Republic of Congo, we'll help people return. Our job will only be complete when families are back home with access to basic services and a way to provide for their children.

Congo & Rwanda



Conflict-affected Darfuris

The past ten years have been devastating for most Darfuris. War, disease, drought, and hunger have made life excruciatingly difficult. But today, with a little support, many are overcoming these challenges and rebuilding their lives.

Each month, more and more families return to communities they fled during the war. They're replanting their farms and rebuilding their homes. Other farmers are stepping up to help – providing returning families with seeds and improved farming techniques. Together, they're improving the nutrition and food security of their communities, while building a livelihood.

The American Refugee Committee is also partnering with Darfuri communities to protect their health. While our teams drill wells and erect water stations, village water committees take on responsibility for protecting those wells. They learn to maintain taps and educate their communities on appropriate use, ensuring the sustainability of those water sources. We're also providing primary health care and training local midwives and health professionals to ensure that Darfuri communities are able to care for themselves into the future.

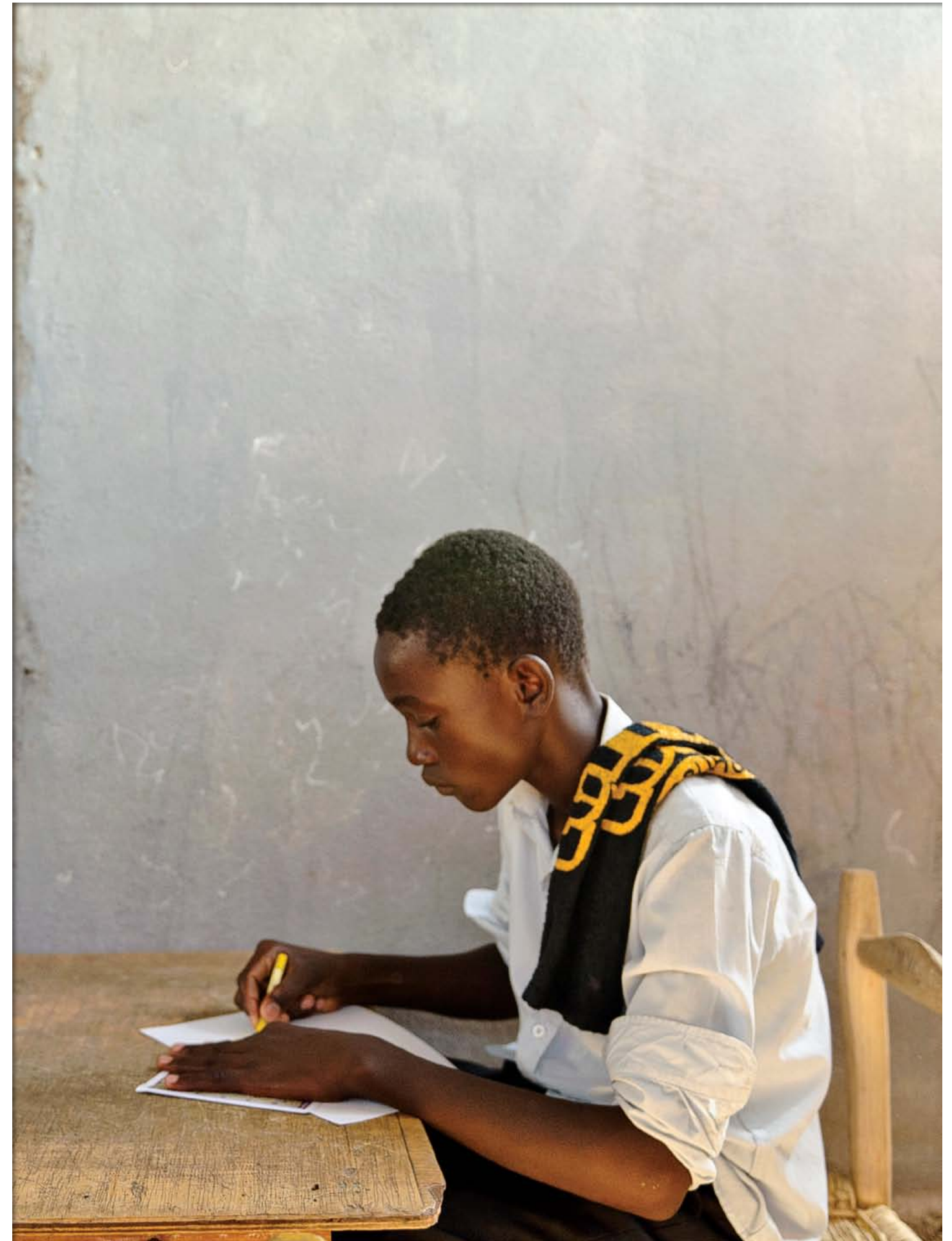
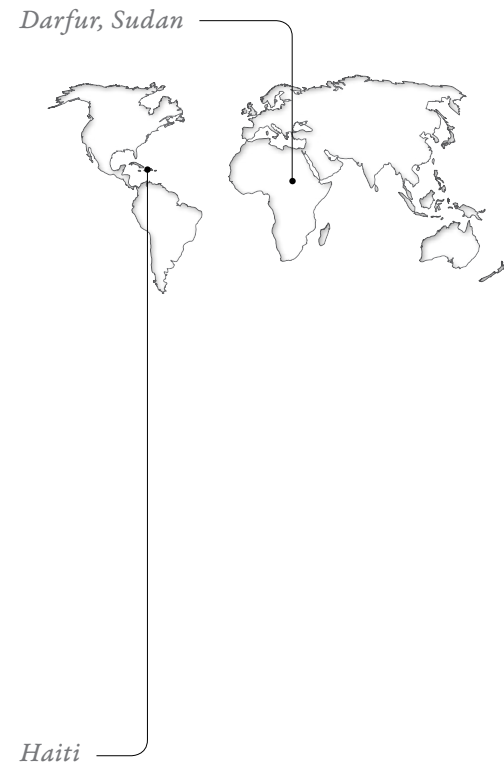
Haitian Earthquake Survivors

It's been more than two years since the devastating earthquake that forever changed a country. Everyone lost someone...or knows someone else who did. And the painful memories have yet to fade.

But the people of Haiti are resilient. They're picking themselves back up and working hard to rebuild their families, homes and communities. We've been supporting them along the way, first by providing lifesaving medical care and essentials immediately after the earthquake.

More recently, we constructed 2,000 shelters to get families out from the tents they were living in and into a more secure environment. About 500 Haitian workers were employed under our shelter program, acting as leaders for their community and receiving a wage to help support their families.

We've also worked together with the American Red Cross to provide water and sanitation to promote health and prevent disease. We constructed latrines, hand washing stations and water kiosks, and created new water access points and bathing cubicles. We helped provide health education so families could learn to keep diseases at bay.

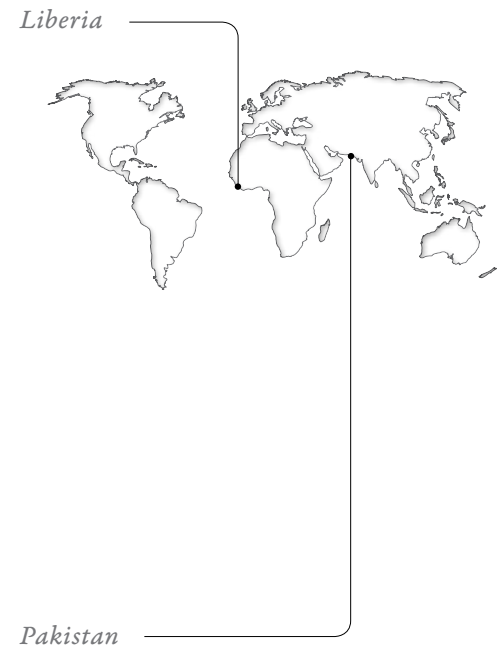


Liberians recovering from war

Liberia is a country that has shouldered much hardship. Its people are still recovering from civil war. While many people are now home, they're still struggling to start their lives over and build back their communities.

While in the midst of rebuilding, the country has also been assisting refugees from Ivory Coast, who fled due to violence. Liberians know all too well how it feels to be displaced and are eager to help their neighbors. Yet, they simply don't have the resources. Last year, we helped communities hosting refugees by building family shelters and community structures to accommodate the influx of people.

At the same time, we're also working to help Liberians get back on their feet. Through job and business development training and job placement assistance, people can develop their own small businesses or work and earn some money to support their families.



Survivors of flooding in Pakistan

Survivors of the 2010 floods in Pakistan are starting over from scratch. For millions of Pakistanis, the floodwaters swept away everything they and their families had built over generations – homes, livestock, crops and entire communities. There is still a lot to do to recover. Survivors must be able to satisfy their basic human needs like water, shelter and health care before they can endeavor to take on rebuilding their homes, livelihoods and communities.

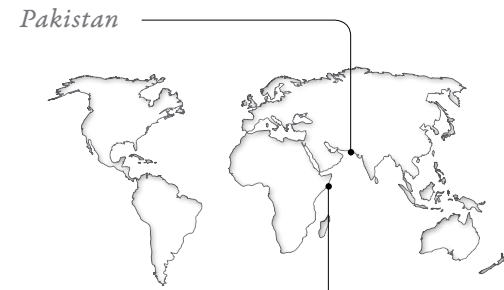
Last year, we worked with flood survivors to make sure they had access to basic essentials. We dug simple village wells that communities are now maintaining on their own. We provided materials and expertise so that families could build temporary shelters and put roofs over their heads. And we rebuilt medical facilities and provided medical care and counseling to help people recover and care for themselves on a day-to-day basis. Without having to worry about these basic needs, communities have been free to replant crops, rebuild their homes and begin reconstructing the fabric of their communities.



Afghan refugees in Pakistan

Today more than 1 million Afghan refugees live in refugee camps in western Pakistan. Many have been there for decades; many children know no other home than a camp. These families would like to return home and resume some semblance of a normal life in the communities they left behind. However, the security situation is still incredibly volatile. With continued violence across the border in Afghanistan, it's hard for them to imagine a time when going home will be possible.

While they remain in Pakistan, Afghan communities are taking an active role in their situation. For instance, we have dug wells and installed water points, but community water committees take ongoing responsibility for their water. They maintain the water points and ensure they're used appropriately. Community members also take part in discussions about HIV/AIDS, domestic violence and reproductive health. Normally sensitive topics, the trust we've built with the community allows us to broach these important topics. We also provide primary health care services and around-the-clock medical care for expectant and new mothers. Together, we work to maintain the basics of a healthy life.



Somalia

Conflict and famine-affected in Somalia

Somalia has suffered two decades of hardship, violence and displacement. It's estimated that 25% of the population have fled their homes, traveling to Kenya and Ethiopia or to other parts of Somalia. Since the summer of 2011, Somalia has also faced a crippling food crisis. People are depending on our support to survive. We're working in Mogadishu, helping people who fled famine and arrived in the city with nothing. Thanks to the generosity of our donors, famine-affected families have access to food, household essentials, sanitary latrines and brand-new wells that provide clean and safe water.

We are also helping Somalis get the medical care they need. At Banadir Hospital, we've provided new hospital beds, infant incubators and mosquito nets to prevent disease. We've also brought in Somali-American and Somali-Canadian medical volunteers to train and support hospital staff. Children of sick siblings visit our child-friendly space at the hospital and have a safe place to play, learn and heal from any trauma they endured. For those who can't make it to a hospital, we provide care and medicine through our cholera treatment center and mobile clinics – teams of medical professionals that travel to the different sections of the city.

Beyond providing essentials, we're helping build back a sense of community. The Kitchen Mamas program in Badbaado Camp allowed women to take advantage of community kitchens equipped with cook stoves to prepare their family meals. By doing so, a support network was created, and these women have learned about resources available for their families.

The people of Somalia have endured far more than anyone should have to handle. We'll continue to provide humanitarian aid and work to restore hope.



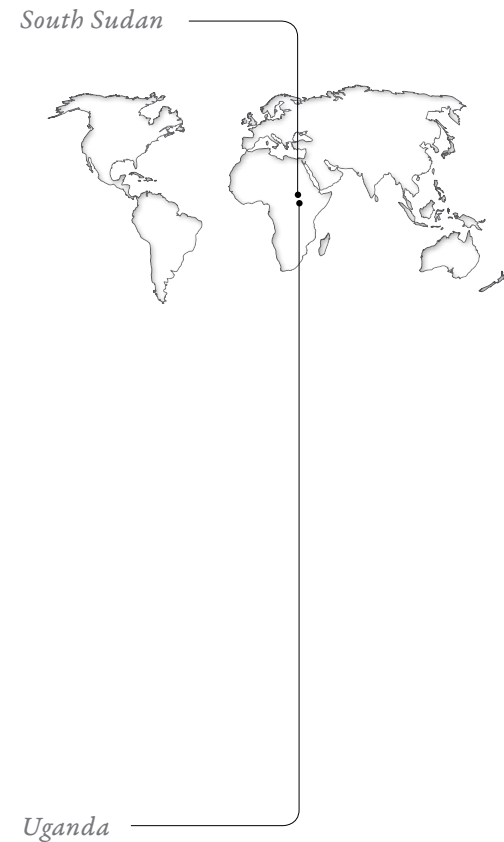
Returnees and communities in **South Sudan**

For the people of South Sudan, a dream came true on July 9, 2011. Their country officially became an independent nation. After decades of civil war, destruction and despair, their country finally had the chance to begin again as a sovereign nation. But they were starting over with literally nothing. Violence and warfare decimated their communities and left them with little in the way of infrastructure, schools and health clinics.

Since 1994, we've helped refugees in South Sudan who are returning home rebuild their lives and communities. In partnership with the new government, we've supported 60 government-run health clinics and a teaching hospital.

South Sudanese are learning the skills to care for their own people. Our staff trains local community health workers, laboratory technicians, nurses, midwives and traditional birth attendants – women who help mothers give birth but often don't have formal medical training. And we also work on HIV awareness, prevention and care, clean water, sanitation and preventing violence against women.

Great opportunity exists in South Sudan. And a little bit goes so far. With a helping hand, the people of South Sudan can start over and build back healthy communities that can one day sustain themselves.



Displaced northern **Ugandans**

The people of Uganda have seen a lot of violence in recent history, but after many years of instability, a relative peace is growing. In the north, Ugandans are beginning to return home and rebuild their lives and their communities.

Staff is reaching out to families and communities to increase stability at the most fundamental levels by building community groups and providing education on reducing gender-based violence. Survivors of violence receive direct aid from health workers and legal counselors. Agricultural leaders mentor farmers, training the most vulnerable in best practices for crop production and market access. Together, staff and community members are working to build a peaceful and abundant future for Ugandans.



2011 Financial Statement

Financial responsibility is always a top priority for the American Refugee Committee. We work as efficiently as possible in addressing the needs of refugees.

Statement of Activities and Changes in Net Assets April 1, 2011 to March 31, 2012

Revenue and Support *(in dollars)*

Contributions and grants:	
Unrestricted Contributions	1,976,598
Restricted Contributions	1,325,013
U.S. Government Grants	18,282,684
United Nations Grants	11,211,563
Other Governments Grants	5,756,033
Private Grants	2,667,766
Micro-credit interest and fees	255,950
Other income	321,833
Total revenue and support	41,797,440

Expenses *(in dollars)*

Program services:	
General Program	2,133,308
Liberty Finance (net of write-down)	357,084
Liberia	1,080,927
Haiti	4,395,199
Sudan	5,295,018
Pakistan	4,621,456
Rwanda	3,987,607
Somalia	2,132,231
South Sudan	8,743,024
Thailand	2,662,733
Uganda	3,064,544
Supporting Services:	
General and Administrative	3,447,206
Fundraising	958,287
Total Expenses	42,878,624

Change in Net Assets before other items (1,081,184)

Other Items
Provision for Liberty Finance 91,816

Change in Net Assets (989,368)

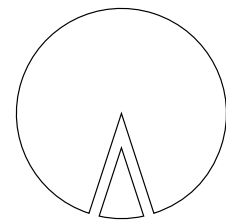
Statement of Financial Position At March 31, 2012

Assets *(in dollars)*

Assets	
Cash:	
Total Cash	3,924,138
Investments	533,629
Grants Receivable	16,989,451
Other Receivable	108,681
Micro-credit receivable	515,610
Prepaid expenses	886,552
Equipment and vehicles net of accumulated depreciation	291,673
Total Assets	23,249,734

Liabilities and Net Assets *(in dollars)*

Liabilities	
Accounts Payable	364,238
Grants Payable	410,148
Accrued Expenses	2,003,191
Capital Lease	96,483
Micro-Credit Liabilities	564,731
Total Liabilities	3,438,791
Net Assets	
Unrestricted	1,020,687
Temporarily restricted	17,942,001
Permanently restricted	848,255
Total Net Assets	19,810,943
Total Liabilities and Net Assets	23,249,734



90 cents of every dollar goes directly to our international programs



2011 Board of Directors

Neal Ball
Founder and Honorary Chair

Peter Bell
Chair

Sheila Leatherman
Vice Chair

Perry Witkin
Secretary

Ben Boyum
Treasurer

Ward Brehm

David Duclos

John Gappa

Melvin Goldfein

Anne Goldfeld

Mark Lindberg

Svjetlana Madzar

Michael McCormick

Tracy Poe

Holly Robbins

Walda Roseman

Jim Rustad

M. Jay Shahidi

Grace Strangis

Carol Winslow

Management Team

Daniel Wordsworth
President/CEO

Adan Adar
Country Director, Somalia

Frédéric Auger
Country Director, Rwanda

Gary Dahl
Country Director, Thailand

Mahmud Gaznabi
Country Director, Pakistan

Sarah Hartman
Director of Development and Communications

Vince Sanfuentes
Director of Government Affairs

Evariste Sindayigaya
Country Director, Sudan

Chris Smoot
Director of Program Development and Quality

Colleen Striegel
Director of Human Resources and Administration

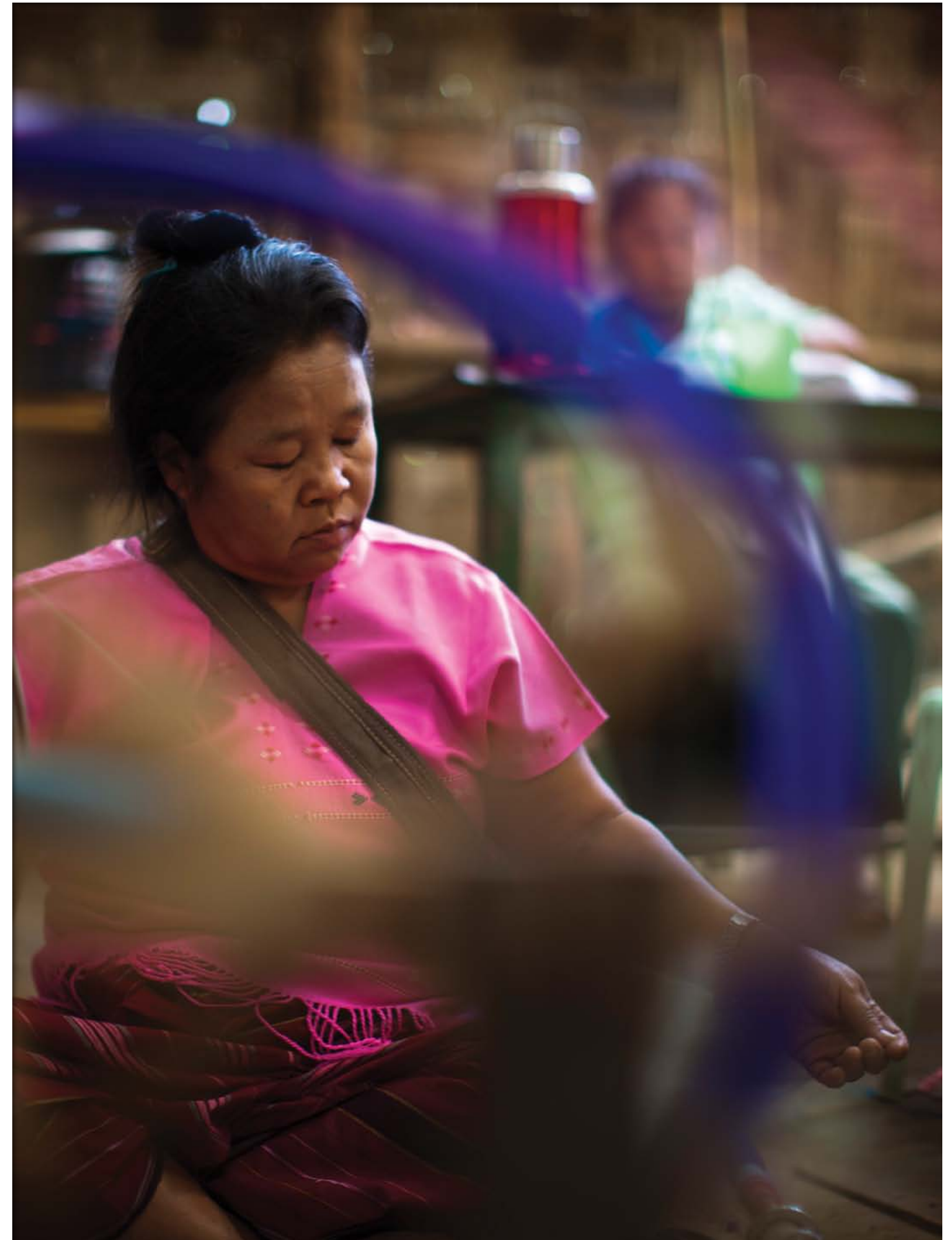
Ralf Thill
Country Director, Uganda

Giorgio Trombatore
Country Director, South Sudan

Mark White
Director of Finance and Accounting

Mike Zeitouny
Chief Financial Officer

We thank recent former board members; Bernie Benson, Susan Briggs, Stephanie Farsht, Walter B. Franz III, and Douglas Penman for their service.



Thank you so much!

Want to make a change in the world?

We want to hear from you and learn about how you want to make the world a better place. We can work together and help you find a way to make a difference.

Let us know how we can help.

We're only a phone call or email away. At our headquarters in Minneapolis, we have an open-door policy. Feel free to stop by anytime during business hours to take a tour or just to talk with one of our staff. You're always welcome.

Website: www.ARCrelief.org

Email: WhatCanIDo@ARChq.org

Call: (800) 875-7060

Address: 615 1st Ave. NE, Suite 500
Minneapolis, MN 55413



Scan and make a secure donation.



Scan periodically, and learn more with our **INSIDER** update



Bangkok	Khartoum	Nyala
Byumba	Kibuye	Port-au-Prince
Chumporn	Kigali	Quetta
Dera Murad Jamali	Kyaka	Ranong
Ganta	Kyangwali	Sangklaburi
Gbarnga	Lasu	Sibi
Gituza	Magwi	Sukkur
Gulu	Malakal	Swabi
Islamabad	Mardan	Umphang
Jacobabad	Minneapolis	Voinjama
Juba	Mogadishu	Washington
Kakata	Monrovia	Wau
Kajo Keji	Nairobi	Yei
Kampala	Nakivale	
Kapoeta	Nimule	

American Refugee Committee