



AIRD Annual Report 2019



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Cover photo- A dance to celebrate the inauguration of Bouemba Primary School in the Republic of Congo following rehabilitation work by AIRD.

A message from the CEO

When AIRD was founded by a small group of individuals in 2006, our vision was for an African initiated organisation that would inspire others to see the potential that we all have to resolve the development concerns in our own communities. Over time the vision has grown, and we now believe we can use our skills and compassion to help those displaced by man-made and natural disasters anywhere. In 14 years, AIRD has grown to meet the needs of displaced people and the communities that host them in ten African countries. We have grown not just to serve in more countries, but also in the services we are able to provide.

AIRD's guiding strapline is '*Empowering Communities, Growing Together*'. We have chosen to do this primarily through delivery of humanitarian construction, logistics and infrastructure services in all our areas of operation, and we are proud of our people for making a real difference in these communities. In 2019, we were entrusted by our donors to transport thousands of people to safety and to put in place infrastructure like schools, roads and hospitals to provide much needed services. This is what we are known for in all our areas of operation. But the increasingly dire needs of displaced people mean that we must challenge ourselves to do more. When we see reports stating that over 79.5 million people worldwide were forced from their homes in 2019 (including 45.7 million internally displaced persons and 26 million refugees), we know our work is far from done. When we talk about empowering communities, we really mean what we say. To us, empowerment means that after we have transported people to safety and supported in delivering basic essentials to them, we must then ask 'now what'? The 'now what' question is what drives us to develop strategies that really meet the medium and long term development needs of displaced people. Asking ourselves 'now what' means that we put ourselves in

the shoes of people who may have lost their homes or access to their land, income and basic services, but not their hopes for a future. A future in which they are able to have more control over their lives and provide a good education, home and healthcare for themselves and their families- whether they are able to return home or not. Some of our projects, such as in the Dem. Rep. of Congo and Liberia, provide livelihoods training and support for displaced people. This is how we see AIRD building on what we've already done.

In order to build on the achievements of years past, it was necessary in 2019 to review our strategy. Planning ahead for the next five years (2021-2025) gave us the opportunity to decide how we want to make more of a difference. What we remain cognizant of is the importance of remaining openminded, flexible and adaptable to meet needs that we might not have been able to anticipate. The early months of 2020 and the spread of the coronavirus have certainly shown us just how important it is to be ready to quickly pivot. No one can know with any certainty what challenges or opportunities the next five years will bring...climate change, rapid technological advances... but we intend to remain an organisation ready to meet these head on.

We are beyond grateful to our donors who make our important work possible. And to every single partner and government that we work with to help individuals going through some of the toughest situations imaginable. Working together, we believe that we can truly make a difference in the lives of those who are displaced, and support them from the moment they are forced to leave their homes until they are able to return, prepared to thrive.

We welcome you to read about the work our wonderful teams were able to accomplish in 2019.



Banteyehun Haile
Board Chairperson



Mathias Temesgen Daniel
Chief Executive Officer



The refugee status and our reason for being

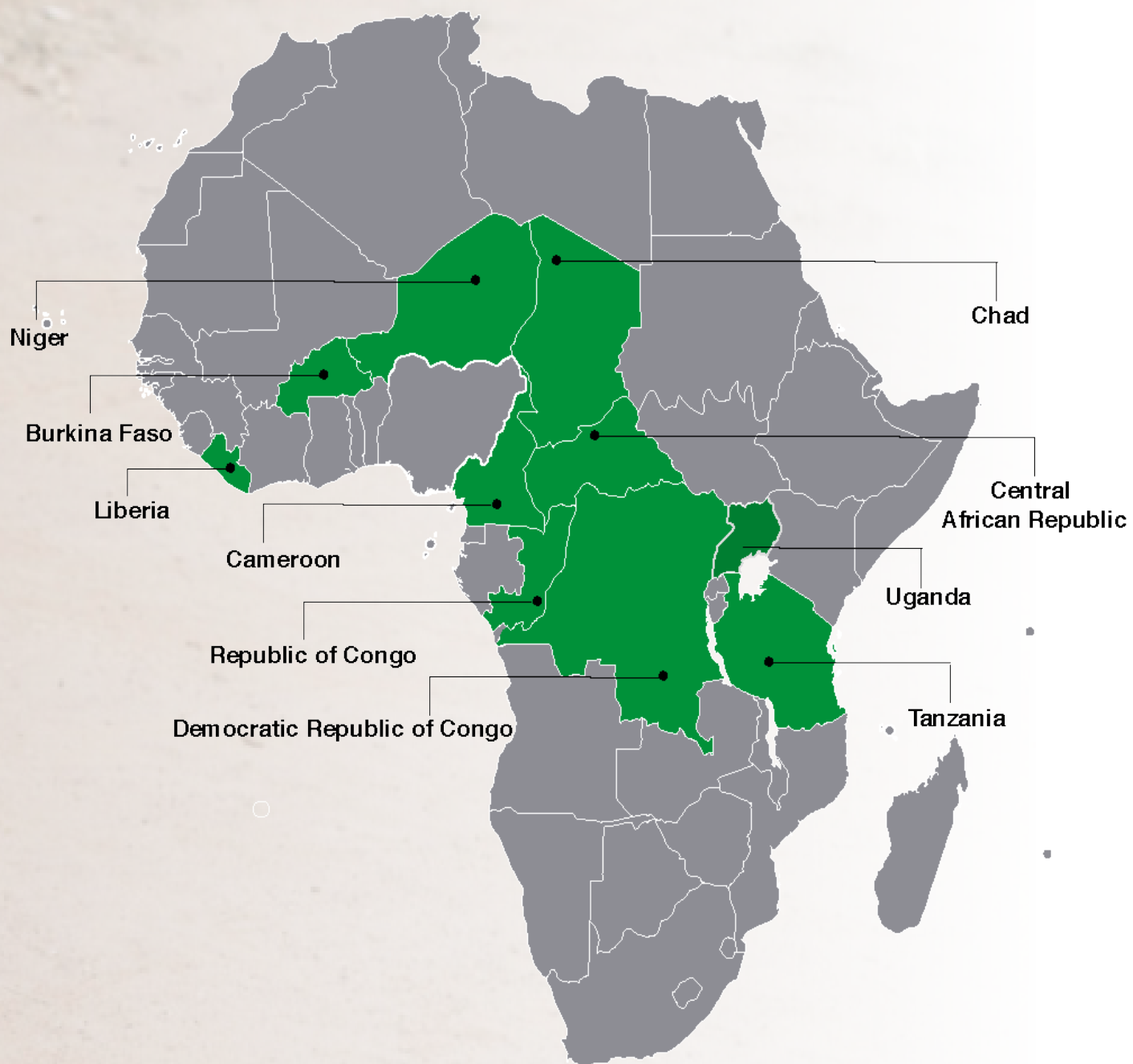
There have never been more refugees or displaced people in the world as there are today according to UNHCR. Tens of millions of people have been forced from their homes and require substantial support as they struggle to make sense of the dismal situations they find themselves in. Many of these individuals are forced to seek safety and refuge in new areas or countries. UNHCR reports that as at the end of 2019 there were an estimated 79.5 million forcibly displaced people globally due to conflicts, persecution and human rights violations. This number includes 26 million refugees who must be supported to reach safety, and to rebuild their lives. It is a monumental task that requires the partnership, cooperation and coordination of many bodies acting together to provide for the many needs of those displaced.

AIRD works with donors and partners such as UNHCR to provide some of these much needed services. The services AIRD provides include; Refugee and Non Food Items (NFIs) transportation, Construction, Infrastructure & Rehabilitation, Fleet Management, Workshop Management, Warehouse Management, Fuel Management and Water Sanitation & Hygiene (WASH). Our desire is to do even more for Persons of Concern (PoCs) by growing our activities and capacity in the areas of livelihoods, WASH and environmental interventions.

AIRD has grown, since its establishment in 2006, to work in 10 African countries.

Above: A young refugee boy looks on at a Rhino Settlement Camp, Omugo in North Western Uganda

Where we work



Our Impact in 2019

2,635
transitional shelters
constructed

356
kilometres of road
rehabilitated

69
new classrooms built for
learners



107,754,220
litres of water trucked

290
latrines with sanitary
facilities set up

11,623,823
litres of diesel issued out

177,482
litres of petrol issued out

65
fuel stations issuing fuel
managed





66
work shops repairing &
servicing assets

17,953
job cards completed

3
days average for asset
repair

1,407,284
tons of Non-Food Items
transported

200,323
displaced people
transported with
compassion



997
light vehicles
repaired

706
motorbikes fixed and in
service

640
generators repaired and
providing power

The future is female - No girl left behind

When we see the incredible strides that have been made towards educating girls globally over the last few decades, one can be forgiven for thinking that this is a battle that is nearly won. The reality is that for refugees and other displaced people, this struggle continues. It is hard enough to receive a decent education as a refugee, but even more so as a refugee girl.

AIRD recognises the importance of gender equality and the empowerment of women and girls, and the key role that education plays in enabling this. We want to invest in the communities we serve and give back. We believe in people and in the power of giving opportunities to individuals, and devote our own resources towards making this a reality. Upon the request of UNHCR, in 2015, the AIRD Education Scholarship Program was launched in the Nakivale and Bidibidi settlement camps in South and North Western Uganda respectively. The goal of this initiative was to identify and sponsor refugee girls and provide them with opportunities to receive quality secondary school education. As a result, five girls from Burundi and Rwanda attended Nakivale Secondary School, while five from South Sudan attended St. Mary's Assumpta Girls' Secondary School.

We truly believe in the potential ripple effect of educating even one girl who might have otherwise not had the chance to remain in school. Girls who stay in school longer are less likely to marry very young and will often have far fewer children than their counterparts who have less schooling. They are also far more likely to advocate for more years of education for their own children. This is in addition to the increased employment opportunities and resultant socio-economic benefits that having an education brings for families and communities.

By December 2019 the first cohort of 10 refugee girls benefiting from AIRD scholarships completed their Ordinary-Level secondary education. We are so proud of them and will continue to sponsor them as they continue with their Advanced-Level secondary education. AIRD is pleased to walk the journey with these wonderful girls, and look forward to seeing what doors will open for them as a result.

*"I am a refugee with no parent. I live with a foster family that supports me with the little they can since the family is big with not so much income. When I completed senior three, there were some people who advised me to get married which was not my interest. My dream is to become a lawyer and I am hopeful that when I work hard I will live my dream. Without the AIRD scholarship, I don't think I would be in school now. The scholarship has helped me so much with fees and basic requirements without which I can't figure out how life would have been". **Shadia Iradukunda** (Rwandan refugee- Nakivale settlement camp)*

"...I can't figure out how life would have been."



Above: An AIRD staff member checks in on the girls at St. Mary's Assumpta Girls' Secondary School, Arua Uganda



1 NO POVERTY



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



Aligning our work to the Sustainable Development Goals means we are serious about effecting positive, lasting global change.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Even as we strive to promote all SDGs, AIRD's work especially aligns with goals 1,5,6,8,9,12,13 and 15.

Our Operations

Refugee and NFI transportation

- **200,323** people transported to safety
- **1,407,284** tons of NFIs delivered
- **77,114** repatriated back to their home land



When people are forced by conflict or natural disasters to leave their homes and find safety, many times their journeys will take them to the borders of neighbouring countries. Exhausted and in desperate need of protection, food and clothing amongst many other requirements, they can only hope to receive a warm welcome. AIRD, in close collaboration with donors and government agencies, provides humanitarian logistics support in all its areas of operation and ensures the compassionate movement of displaced people to safety.

Delivering essential Non Food Items (NFIs) is also a critical activity carried out to guarantee that beneficiaries receive some of the basics including items like jerry cans, basins, hoes, mosquito nets and wheelbarrows. In some areas, our staff receive and transport displaced people fleeing conflict and persecution every single day. In Uganda alone, 155,384 individuals were provided with safe transportation in 2019 fleeing conflict, with most hailing from South Sudan. It is not only cross border settlements that happen but increasingly, internal displacements as well. By the end of 2019, there were over 50 million IDPs globally, according to the Norwegian Refugee Council's Internal Displacement Monitoring Centre (IDMC), with the highest number recorded in sub-Saharan Africa.

Refugees transportation needs do not end with simply moving from borders to settlement camps. AIRD supports refugees in travelling back and forth to address other issues that might crop up. Our teams on the ground ensured maximum care and protection of displaced people was observed during transportation for events out of the settlement camps such as court cases, prison visits, resettlement and any other movements requested by UNHCR. Appropriate transportation of the Persons of Concern (PoC) was provided with different factors taken into consideration such as; age, gender and diversity, persons with specific needs including the elderly, women, children and vulnerable people living with disabilities.

Returning home is very important for many displaced people. In 2019, 855 refugees were repatriated from Burkina Faso to their home country in Mali. In Cameroon, 1,190 refugees were transported from Lolo refugee transit center to Berberati in the Central African Republic. In the Central African Republic 12,218 Central African refugees were repatriated from Betou in the Republic of Congo to Mougoumba in the Central African Republic.



Voluntary repatriation of Ivorian refugees from Liberia through a transit centre in Tabou

Fleet Management

- **66** work shops in operation
- **997** light vehicles managed
- **38** buses on the move



The wide array of vehicles that make movements possible for displaced people and the people who work diligently to improve their circumstances must be managed and maintained to ensure seamless continuity of these services. Under the right of use agreement, AIRD is entrusted with managing UNHCR's fleet and transportation. AIRD oversees the running of hundreds of trucks, buses, light vehicles and motorbikes to ensure the transportation of refugees, staff, donors and other implementing partners in all our areas of operation. Fleet management is an extremely critical part in international humanitarian work given the high costs involved in transportation and yet it is extremely vital for success in this field. The poor infrastructure and rough environmental conditions faced in the fulfillment of humanitarian work in many places means that the experience and expertise that AIRD brings allows other organisations to have peace of mind.

In 2019, our expertise in fleet and transport management enabled us to effectively maintain 66 work shops that accommodated 196 trucks, 997 light vehicles, 38 buses, 706 motorcycles, 5 speed boats, and 24 tractors. These facilitated the transportation of 1,407,284 tons of Non-Food Items and 200,323 displaced persons across our operations- not to mention hundreds of staff.

To maintain the required fleet management standards, periodic refresher trainings are organized for our 425 drivers (227 in AIRD and 198 for other implementing partners) in defensive driving and fire safety. The trainings organised have improved drivers' skills in vehicle/transport management and safe transportation of Persons of Concern (PoC) and Non-Food Items. These trainings ensure that not only are our drivers maintaining the highest levels of safety and security, but that all their passengers are treated with compassion and transported with dignity.

We appreciate the importance and value of utilising technology to improve the way we work. In that regard, we are pleased to have worked in partnership with UNHCR to introduce the FleetWave management system in 2019 in some of our programs. FleetWave will allow for easier monitoring and reporting on the entire fleet of vehicles we manage including aspects such as total numbers and maintenance status. The system also enables easy and timely reporting through improved and enhanced data management within the system.



Buses are regularly used across all AIRD operations to transport refugees to transit and settlement camps

Fuel Management

- **65** fuel stations managed
- **11,623,823** litres of diesel issued
- **177,482** litres of petrol issued



AIRD provides support for the uninterrupted movement of the hundreds of vehicles under our management for donors, other Implementing Partners and our staff through the strict supervision of fuel issuance and usage. AIRD handles the storage and distribution of fuel (petrol and diesel) for staff and other Partners who trust us to handle all aspects related to this work. Our wide network of staff across all operations are entrusted with the task of storage, distribution, tracking and reporting of fuel usage on a daily basis. The vast majority of refugee and Internally Displaced Peoples camps are located in very remote areas. This means that large amounts of fuel are required to service the vehicles reaching these areas, as well as the generators that help to power equipment, reception centres, hospitals, schools and food storage. AIRD ensured that in 2019, these operations were able to issue, monitor and report on the most effective and efficient usage of fuel to keep vital activities running.

Year on year, AIRD has been able to oversee these operations while ensuring that our partners can get on with the business of delivering goods and services with the confidence that we will manage their fuel needs sufficiently. With systems in place to facilitate monitoring, tracking and reporting, our partners can rest assured that their vehicles and assets will be provided for whenever required.

Our programs consistently managed and monitored operations of 65 fuel stations that effectively issued 11,623,823 litres of diesel to AIRD, UNHCR, and other implementing partners across our country programs of operations.

In looking forward towards environmentally sustainable alternatives, we are pleased to work with our donors in making these options a reality. As an example, the AIRD Burkina Faso program was tasked with putting in place a supply chain mechanism to distribute domestic energy items (gas bottles) to refugees and to further install, monitor and rehabilitate solar energy equipment. The outcome of the activities that have been implemented in Goudebo and Mentaou included 8,916 gas refills benefitting 1,486 families and 287 improved stoves being repaired. Environmental protection and sustainability is of the utmost importance and we look forward to increasingly working on initiatives such as these across our programs.



AIRD fuel stations and distribution enables the movement of partner vehicles across any distance

Warehouse Management

- **69** warehouses in place
- **1,407,284** tons of Non-food Items (NFIs) stored
- **185,144(m3)** storage capacity in warehouses and rub halls



The importance of having humanitarian relief items on hand, in excellent condition and in the volumes required cannot be understated when addressing the needs of PoC who often arrive with nothing but the clothes on their backs. Proper storage of Non Food Items in our warehouses ensures that they are available for dispatch when required. Our warehouses are managed according to very high standards in order to guarantee that the final beneficiaries receive the quality items they need. Conditions in all our warehouses are closely managed to maintain the integrity of all items under our care.

Our programs continued to manage 69 warehouses and 91 rub halls in 2019. Many of our warehouses and rub halls are located in fairly close proximity to settlement camps to enhance efficiency. In instances where locating a warehouse close to beneficiaries is not feasible due to unfavorable conditions, such as in areas of Chad, our teams have converted trucks into moving warehouses on wheels to ensure delivery at all costs.

There is restricted access to the warehouses and rub halls to prevent losses of NFIs and other items, and all receiving and issuing procedures are adhered to, including monthly stock verification exercises conducted with the joint participation of UNHCR supply staff. Our trained logisticians and other staff in the warehouses also ensured that warehouses are well guarded and kept free of rodents and any other pests by ensuring regular fumigation to avoid damage of the stored items. Warehouse management software systems were used in the warehouses to ensure professional management of warehouse activities. We have been able to maintain warehouses and rub halls with storage capacities of 185,144(m3) that have accommodated 1,407,284 tons of NFIs with clear documentation. Items were stored and issued out in a timely manner and in good condition for distribution to the right beneficiaries.

Drug cold chain management was also undertaken in some of our programs in 2019. In Uganda, guided by the Ministry of Health standards, AIRD continued to support medicine and medical supplies management through establishing and maintaining 2 medical storage facilities. The program transported assorted medicine and medical supplies from these stores to 6 health centers. A total of 1,394,678 refugees / IDPs / asylum seekers and 480,000 members of the host communities were beneficiaries.



The warehouse team at the AIRD office in N'Djamena, Chad ensure documentation is correct

Workshop Management

- **63** workshops in place
- **17,953** job cards completed
- **640** generators repaired and maintained



A non-functioning asset can seriously hamper activities in areas of operation and slow down the delivery of assistance required by Persons of Concern. The road conditions that vehicles in many areas that AIRD and other implementing partners operate in are truly difficult. In addition to vehicles, assets such as generators are used in areas where reliable electricity is but a dream at present. The wear and tear experienced in the use of these assets means that a dependable and experienced team must always be on hand to keep these resources running with minimal downtime. For vehicles and machinery that require repair and maintenance, AIRD workshops are equipped to keep these running at optimal levels to ensure seamless running of activities in the areas of operation where AIRD and Partners are stationed. Spare part management is a critical element in our workshops. Given the generally hard operating conditions in many areas of humanitarian operation, maintenance in the field for vehicles and other assets such as boats and generators pose greater challenges than in commercial garages. AIRD's experience meant that our workshops were able to anticipate the requirements of partners in the field, and reduce the amount of time they would ordinarily take for repair.

Over the course of the year, AIRD programs continued to pay close attention to their fleets in terms of timely servicing, maintenance, and repairs. The program facilitated the operation of 63 regular workshops that have supported regular maintenance and repairs of AIRD and other implementing partners' assets. We also carried out the outsourcing of service providers in the Uganda program for maintenance of AIRD / UNHCR assets.

The unique demands faced by workshops in the humanitarian space have become very well understood by our teams. Workshops are able to deliver whether services are required in the context of relief work (high urgency, short durations) or development contexts (low urgency, long durations). Our engineers and technicians are able to provide assistance through strategically located workshops or in situations when they must travel to remote areas to undertake urgent repairs. In Chad alone, repairs/servicing was undertaken 2,933 times on light vehicles and 1,336 times on generators. In the Democratic Republic of Congo, our team ensured that trucks were repaired/serviced on 140 occasions and 780 instances for motorbikes. Our expertise in maintaining assets for humanitarian organisations is an area we are especially proud of.



AIRD mechanics and technicians ensure that vehicles and other assets are kept in good condition with minimal downtime

Construction, Infrastructure and Rehabilitation

- **2,635** transitional shelters built
- **356** kilometres of road rehabilitated
- **69** classrooms built



A place to stay, a classroom to study in, a hospital for the sick or a road connecting villages. It is difficult to begin to rebuild lives without the right infrastructure in place. In all our areas of operations, we are entrusted with building the structures that enable displaced people and their host communities to access basic needs such as shelters to live in, administration offices and education in appropriate settings.

The programs in partnership with UNHCR and UNICEF continued to support both new constructions and rehabilitation works in 2019. These construction works have been led by teams of professional engineers consisting both national and expatriate staff. In terms of new construction works, AIRD supported with the building of 69 classrooms, drilling 13 boreholes, 2 bridges, 2,212 emergency shelters, 290 latrines with sanitary facilities, 1,100 upgradable family shelters, and 2,635 transitional shelters. AIRD handed out 3,196 transitional shelters to refugees who were capable of managing their own construction with guidance. Other new constructions included 21 police posts and 150 rub halls. These new construction works were mostly to support refugees, asylum seekers and Internally Displaced Persons in the Central African Republic, Democratic Republic of Congo, Republic of Congo and Tanzania that registered many new arrivals in AIRD's operations.

In terms of rehabilitation works AIRD helped to restore 35 boreholes, 13 bridges, 1,301 emergency shelters, 167 latrines with sanitary facilities, 356 kilometres of roads and 1,010 transitional shelters among others to improve on the movement and accommodation needs of the People of Concern. The different construction and rehabilitation works have continued to support People of Concern with clean and safe water, eased their movements, improved accommodation facilities, and other basic social services leading to improved living conditions. Importantly, provision of sanitation and hygiene facilities helped to promote cleanliness within the refugee settlements resulting in reduced cases of disease outbreak in the year. Shelters contributed to reduction in common safety and protection related risks in settlements camps that mostly affected women and girls. The construction of learning centres enhances opportunities for refugee and host community children to receive a decent education.



A staff member looks on at one of the buildings worked on by the AIRD program in South Western Uganda

Other areas of intervention

Water Sanitation and Hygiene (WASH)

AIRD programs continued to promote access to clean and safe water for refugees' and selected members of host communities. Through water trucking programs in three country programs, a total of 107,754,220 litres of water were supplied to refugee communities, health centers, schools, and reception/transit centers. The Republic of Congo, Tanzania and Uganda trucked 399,000 litres, 637,000 litres and 106,617,800 litres respectively.

To improve access to safe water, our program in DRC drilled 13 new boreholes and also rehabilitated 15. In Burkina Faso, 20 boreholes were rehabilitated to ensure water safety. The programs also supported water quality tests to guarantee safety. In the Republic of Congo, the results from the water points revealed that the physicochemical and bacteriological qualities of water are acceptable and guarantees public health in accordance with WHO quality standards. For all open wells, chlorination was done regularly to guarantee safety for consumption.



Above: Handwashing devices for distribution. The AIRD team in the Republic of Congo has been entrusted with promoting good sanitation habits in various refugee camps through distribution of various items, as well as through undertaking trainings.

Education

The AIRD Education Scholarship program enabled 10 girls to complete their ordinary level secondary education at two schools in North and South Western Uganda. The girls will continue on to Advanced Level Secondary School in 2020, also funded by AIRD.

Livelihoods

Refugees bring valuable skills and experiences into their new communities, but often face barriers in putting these skills to use. Restrictive laws may prohibit them from working, and language or cultural barriers can prevent them from earning an income. Some refugees also struggle with mental and physical health issues stemming from war and persecution. These challenges can hinder their ability to thrive in their new countries. Amidst all the challenges, AIRD is committed to helping refugees overcome these barriers by providing a lasting impact on people's lives through giving them the tools and training required to succeed.

In AIRD's Liberia program, trainings were provided to 508 individuals (319 in Bahn Settlement and 189 in Little Wlebo Settlement) in small business skills management. Small cash grants were also given that have been regularly monitored and managed. In addition to above trainings, AIRD provided mentoring to 226 beneficiaries prior to Cash Based Interventions (CBI) in two phases; 60% of cash assistance at the beginning of project and 40% of assistance given in two months after starting income generating activities that yielded good profits at the end of the year. To grow the refugees' knowledge in vocational skills, a total of 153 individuals were registered and trained in Soap Making, Tie and Dye, Pastry Making, Hair Dressing and Interior Decoration in the settlement camps of Saclepea and Bahn. Of these, 133 (87%) have graduated and 20 trainees (13%) were repatriated before completion of training. 87% of refugees who attended training graduated with certificates.



Above: Market gardens in Chad supported by the AIRD team. These provide additional food and income for refugee and host communities.

Health

AIRD Uganda continued to partner with Uganda Women's Cancer Support Organisation (UWOCASO) to support in the creation of a task force of 100 cancer survivors to reach out to communities with cancer related information ranging from accessing cancer services, referral pathways and coping with the challenges of treatment. The team was tasked to reach out to their communities in the various districts within the four regions with special focus on rural communities. Three Somali cancer survivors from Tawhid Refugee community in Kampala also joined the task force so as to reach out to the refugee communities within Kampala.

"I don't want people in my community to go through what I experienced. Since I was declared a survivor, I chose to support my community in Soroti to understand the dynamics around cancer as well as accessing Mulago cancer Institute for required services. The training has equipped me with new knowledge and skills I will use to carry on my voluntary role of patient navigation and referral to Mulago cancer institute with ease. The tools and guidelines introduced will ease documentation of my work." **Florence Akello - cancer survivor**
Soroti, Uganda

Beating the toughest odds

Emmanuel Nyuma is the Finance and Administration Manager at the AIRD Chad program. He is a wonderfully efficient and intelligent man with a quick smile that belies the incredible circumstances he has had to overcome to get to where he is now. Emmanuel was once a refugee, and his story is one of resilience, hope, ambition and luck.

Emmanuel is the first born of six, born in Sierra Leone in a town about 45 minutes from the border with Liberia and Guinea. In 1991, at the age of sixteen in form 3, his whole world was turned upside down one day when rebels from Liberia ran into his home town. He recalls seeing soldiers run across his school compound, with the rebels not far behind. That was to be the end of his time at the school. He remembers a time before this, about a year before, when as students they concernedly asked their teacher about the growing insecurity across the border. Their teacher informed them that these were false stories and nothing would come of it. On that fateful day when the rebels overran their town and school, Emmanuel and five other boys were caught and threatened with death if did not join the rebels. It was in fact a cruel game as the boys were taken individually behind a building where the rebels would pretend to shoot them. When it was Emmanuel's turn, he said he would rather die where he was than be shot behind the building. It was at this time that one of the rebels recognised Emmanuel as being the son of his former headmaster and it was revealed that they were not going to be shot, but must still join the rebels. That night, Emmanuel managed to escape the rebels and fled across the border into nearby Guinea. And thus his status as a refugee began.

When Emmanuel crossed into the refugee camps in Guinea, UNHCR and IRC were already there to receive fleeing Sierra Leoneans. His family had already escaped into Guinea, and after several weeks he was relieved to locate his parents who were very worried for him. From this point on, they had to adapt to their new reality. Schooling was able to continue since the same teachers who taught students in Sierra Leone had also fled into the refugee camps. Their lessons began in the afternoons after the French schools had closed.

Following three years in the camp, and after he had completed writing the West African exams, an incredible opportunity came knocking. IRC was initiating a program to sponsor refugees in an institute that would provide 18 months of vocational training. Including several subjects, the course would, very importantly, teach them French which would enable them to join French language universities in Guinea

upon completion. Emmanuel applied and at the age of about 19 began studying French, Business Management, Secretarial studies and Computer Science- he was the only student to opt for all the subjects offered! Although this was a lucky break (Emmanuel and his fellow students were the very first cohort), it did not come completely free. In order to prove their commitment, the students were expected to pay for half of the tuition. Emmanuel worked on a construction bridge project to raise the money. He was often so broke he ate cassava for days on end to save money. He recollects once hanging all his clothes out to dry and finding them missing when he got back. He wept in despair. Later that day, after finding out what had happened to him, a fellow classmate offered him free meals from then on and convinced her partner to give Emmanuel money to buy new clothes. He has never forgotten this act of kindness.

Upon completion of his course, Emmanuel and 20 other refugees were given the chance to further their education at the University of Conakry. He opted to study Accounting and Management at the Institute of Computer Science and Management from 1997 to 2000. UNHCR provided for all their scholarship needs at this point. Following his graduation from the university, Emmanuel was able to find employment immediately and has since worked in finance, administration and grants roles at organisations such as IRC, Centre for Victims of Torture, German Agro Action, Care International, German International Cooperation, Plan International and World Hope International before joining AIRD as the Finance Manager in September 2019.

Emmanuel and the 20 refugees in the first cohort sponsored by IRC are still in touch to this day, and nearly every single one of them works in the same field as an expatriate. Emmanuel, as the first born in his family, took on the responsibility of caring for his siblings and paying for their school fees. Among them now is a Grants Management Specialist, a doctor, a linguistics graduate studying law and a public health graduate. The family has since moved back to Sierra Leone and are so close that they have chosen to live together, even as they start to have children of their own. Emmanuel himself has four children, three of whom he fathered while still a teenager in the refugee camps. His oldest is 20 years old and studying at university while his last born is six.

Emmanuel is grateful to be where he is today. Not everyone made it out of the refugee camps. He is a true success story and proof of what the future can look like for a refugee child when opportunities are made available.

He is a true
success story and
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Emmanuel in high spirits at his office in N'Djamena, Chad

Financials 2019

AIRD COUNTRY PROGRAMS RECEIPTS AND DISBURSEMENTS FOR 2019 (and 2018 COMPARATIVE)

UNHCR FUNDING

Program	Receipts		Disbursements		Unutilised funds	
	2019	2018	2019	2018	2019	2018
Burkina Faso	1,900,563.00	1,276,534.00	1,882,212.00	1,275,774.00	18,351.00	760.00
Cameroon	2,368,332.00	1,957,979.00	2,368,128.00	1,957,979.00	204.00	-
Chad	2,682,352.00	3,687,564.00	2,682,341.00	3,686,632.00	11.00	932.00
CAR	2,911,087.00	2,658,554.00	2,910,891.00	2,658,543.00	196.00	11.00
DRC	6,099,065.00	6,005,196.00	6,098,429.00	6,004,847.00	636.00	349.00
Liberia	1,746,621.00	1,505,902.00	1,746,621.00	1,505,847.00	-	55.00
RoC	1,552,627.00	501,923.00	1,551,332.00	501,524.00	1,295.00	399.00
Tanzania	3,158,845.00	3,580,932.00	3,143,915.00	3,567,598.00	14,930.00	13,334.00
Uganda	6,383,913.00	17,764,859.00	6,211,526.00	17,411,296.00	172,387.00	353,563.00
Niger	1,657,487.00	-	1,657,311.00	-	176.00	-
Grand Total	30,460,892.00	38,941,461.00	30,252,706.00	38,572,058.00	208,186.00	369,403.00
NON UNHCR FUNDING						
DRC						
MONUSCO	-	95,311.00		95,311.00	-	-
World Bank	-	338,192.00		338,192.00	-	-
UNDP	-	150,003.00		150,003.00	-	-
Tanzania	-	-		-	-	-
AUSAID		-		-		-
Sub Total	-	583,506.00	-	583,506.00	-	-
Grand Total	30,460,892.00	39,524,967.00	30,252,706.00	39,155,564.00	208,186.00	369,403.00



Michael Mawuko Kumabia
Finance and Administration Director



Above: One of AIRD's constructions is Alaba Primary School, BidiBidi in North Western Uganda

Our team

Without the incredible efforts of our staff across all ten operations, we would not be able to create the kind of impact we do for People of Concern (PoC). Our people are our greatest strength.

At the end of 2019, the AIRD family consisted of 1,606 wonderful individuals (60 expatriates and 1,546 nationals) who worked to deliver protection and durable solutions to PoC. Both national and expatriate staff provided extensive technical expertise in managing the implementation of the organisation's objectives. These individuals have helped to form highly motivated and hardworking teams, ready to deliver through good and tough conditions.



Our strategy to do even more...

We reviewed our strategy in 2019 and, in collaboration with our donors, we are looking to do more over the next five years. Our goal by 2025 is to be known as an agency delivering the best humanitarian logistics, construction and infrastructure to a wide range of donors and actors in Africa and beyond; and as an agency providing ongoing and continuous support to displaced people and host communities, from the onset of troubles to refugees and IDPs returning home.

AIRD will do this through delivering **excellent humanitarian logistics, construction and infrastructure support** to donors, agencies and governments.

As conditions in camps and settlements stabilise, including to the point of return for some refugees, AIRD will become increasingly connected to the host communities, IDPs & refugees, through the provision of **sustainable livelihoods, WASH and environmental assistance** to build their resilience, and to help those not in their usual place of abode to return home well and equipped to enhance their own communities.

AIRD also will proactively seek to **grow operational programmes** by considering supporting work in countries neighbouring existing field activity sites as well as those further afield.

As we strive towards excellence in all the above, we will also set our sights on much longer term activity in the area of development. Seeking to enable community members to become more involved in decision-making and finding local solutions to their issues is a key foundation of AIRD's approach.

Last but certainly not least is how we will look to increase funding for our activities through new models. **Business development** will be considered to evaluate the merits of establishing AIRD's logistics, vehicle maintenance etc as a business.

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Empowering Communities, Growing Together