



# ADTS

Association pour le Développement et la Transformation Sociale

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## ANNUAL REPORT 2024

JANUARY 12, 2025

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## ACKNOWLEDGEMENTS FROM LEGAL REPRESENTATIVE



Dear Partners, Beneficiaries,  
and Stakeholders,

On behalf of Association pour le Développement et la Transformation Sociale (ADTS), I extend my gratitude to all who have contributed to our journey in 2024. This year has been marked by resilience, growth, and impactful transformation, made possible through the support of our dedicated team, partners, donors, and the communities we serve.

I sincerely appreciate the trust and collaboration of all stakeholders who have stood with ADTS. Your commitment inspires us to continue advocating for positive change and fostering an inclusive society where everyone has the opportunity to thrive.

As we move forward, I call upon each of you to continue supporting our initiatives, sharing our vision, and working together toward a more just and prosperous world.

Thank you once again for your dedication and partnership.

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## THE WORD OF GRATITUDE FROM EXECUTIVE SECRETARY



I extend my heartfelt gratitude to our Board members, Korea Hope Foundation, GIZ, Profemmes Twese Hamwe, and their mentors for their unwavering support and collaboration throughout 2024. Your dedication and partnership have been truly invaluable, and we deeply appreciate your commitment to our shared mission.

I am also deeply grateful to the ADTS staff for their goodwill, hard work, and commitment, which have been instrumental in enabling us to continue working together toward the resilience and growth of ADTS.

Finally, I would like to express my appreciation to our umbrella organizations, CCOAIB and RCCDN, for their thoughtful advice and guidance in shaping a bright and sustainable future for ADTS.

**With sincere gratitude,  
Chrisserie Niyonsenga  
Executive Secretary**

## I. ORGANIZATIONAL BACKGROUND

The Association pour le Développement et la Transformation Sociale (ADTS) is a Non Gouvernemental Organisation (NGO), categorized as an organisation aimed at general public interest, meant to promote activities benefiting the public. It was established on April 1<sup>st</sup>, 1998 by a group of 18 people comprised of individuals, professionals and trainers of adult learning methodology known at that time on the name of the Development Education and Leadership Teams in Action (DELTA), with a passion of contributing to social cohesion, peace building through trust building among Rwandans, unity and reconciliation, social justice, effective leadership self-reliance, social transformation and sustainable development. ADTS was legally recognized in 2003 by the Government of Rwanda and was granted the Legal Personality No. 092/11. Through a thorough assessment and evaluation of its activities and reports, and after having complied with the requirements of the new NGO law N°04/2012 du 17/02/2012, governing the organization and the functioning of national non-governmental organizations in Rwanda, it was granted a certificate of compliance by the Rwanda Governance Board on May 29th 2013.

The creation of ADTS was mainly motivated by the following reasons:

- ✓ The context of after Genocide against Tutsi in 1994 where there was a huge need of rebuilding trust, social cohesion, unity and reconciliation,
- ✓ A need for mind set and behaviour change to be able to promote sustainable development, social transformation, human rights protection, peace, leadership, good governance and gender equality,
- ✓ A need for critical thinking and consciousness of community members, groups, organizations and the society for a better and justice world.

### 1.1.Vision, Mission and values





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## Our core values

2. **Innovation:** We encourage creativity and use of new ideas and methods in all aspects of our work.

1. **Participation:** We value and promote participation in our processes and in communities where we work.

4. **Integrity:** We attach a great value to the quality of being honest and have strong principles that promote integrity in all aspects of our work.

3. **Self-reliance:** We attach great value to self-reliance to promote the habit of independence and interdependence

6. **Mutual respect:** We attach great value to mutual respect among our staff, membership and partners

5. **Solidarity:** We value and promote solidarity to reach equality, inclusion and social justice in cooperation with others in all aspects of our work

7. **Credibility:** We strive to be a credible, being believable and trusted organization in the eyes of our members, partners, communities and the society in general.

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## 1.2. Strategic Directions 2024 – 2029

### 1.2.1. Strategic goal

To achieve lasting change and sustainable development in the lives of people and their respective communities we work with and to improve service delivery to vulnerable groups.

### 1.2.2. Pillars



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## **II. EXECUTIVE SUMMARY**

This report highlights the ADTS 2024 Annual Achievements and Results.

### **2.1.Strengthened organizational Legitimacy, Transparency and Accountability (LTA)**

The year 2024 marked significant progress and accomplishments for the Association pour le Développement et la Transformation Sociale (ADTS). The organization achieved notable strides in strengthening its organizational legitimacy, transparency, and accountability (LTA). These efforts empowered institutional frameworks, enabling a thorough review and establishment of new organizational strategies and policies. As a result, the board members demonstrated greater engagement and commitment, contributing meaningfully to the process of rebuilding the organization's future.

### **2.2.Sustainable Employability Opportunities for Teen Mothers Project (SEOTMP)**

ADTS successfully mobilized and supported 300 teen mothers across ten self-support groups located in the Gisozi, Kacyiru, and Kinyinya sectors of Gasabo District. Through integrated strategies addressing diverse domains such as sexual and reproductive health, capacity building, women's transformative leadership, and income-generating activities, ADTS enabled these young mothers to meet their basic needs and take charge of their personal and community development.

By the end of 2024, a significant majority of these teen mothers reported transformative outcomes, including self-reliance, restoration, mental healing, and improved self-esteem a testament to the impact of ADTS's four years' partnership with them.

### **2.3.Launch of the EmpowerHer Initiative**

This year, ADTS launched the EmpowerHer Initiative, dedicated to equipping young single mothers with sustainable livelihood opportunities to support themselves and their children. This initiative aims to address critical socio-economic challenges while fostering independence and resilience among teen mothers' beneficiaries of ADTS.

### **2.4.Overall Achievements**

In 2024, ADTS accounted for substantial achievements across all its activities and initiatives. These accomplishments have further solidified its role as a transformative force, empowering vulnerable populations and promoting sustainable development in the communities it serves.

### III. HIGHLIGHTS AND ACHIEVEMENT OF 2024

#### 3.1. Organizational and institutional capacity strengthening



In 2024, ADTS, in partnership with Profemmes Twese Hamwe, passed in a transformative 12-months of coaching and mentorship program focused on enhancing legitimacy, transparency, and accountability (LTA) within the organization. This initiative marked a significant milestone, enabling ADTS to strengthen its institutional frameworks and refine its operational strategies. With this program, we reached the following milestones:

##### 3.1.1. Reflection and Renewal

The LTA sessions provided ADTS members with opportunities to reflect on the organization's journey and reignited energy and passion among members especially Board of Directors. It was an opportunity of fostering an appreciation for past achievements as contributions to sustainable development.

##### 3.1.2. Empowered Institutional Frameworks

The coaching and mentorship program facilitated a comprehensive review of ADTS's existing organizational procedures, policies and development of new policies such as the Safeguard Policy, Volunteer Policy, and Resource Mobilization and Fundraising Strategy.

##### 3.1.3. Strategic Planning

With the previous strategic plan nearing its end, the program provided invaluable support in the development of a new five-years strategic plan covering July 2024 to June 2029. This strategic plan reflects a forward-looking vision, aligning ADTS's goals with social transformation and sustainable development priorities.



### 3.1.4. Enhanced Member Engagement

The open mentorship approach allowed members to meet frequently beyond formal meetings, fostering deeper collaboration. Board members demonstrated increased engagement and commitment, actively contributing to rebuilding the organization's future.



### 3.1.5. Motivated for the Future

By the end of the program, ADTS had established key documents and policies to promote LTA across the organization. These foundational tools positioned ADTS to operate more effectively and transparently, ensuring long-term impact.

### 3.1.6. Recognition



The appreciation of these efforts was marked by the receipt of a Certificate of Completion, acknowledging ADTS's commitment to organizational excellence and continuous improvement.

The LTA coaching and mentorship program not only equipped ADTS with essential tools and policies but also worked its members' dedication to the organization's mission. As ADTS moves forward, these achievements leaved behind a strong foundation for sustained growth, resilience, and impactful contributions to social transformation and sustainable development.

## **3.2. Staff Capacity building trainings:**

### **3.2.1. Training on strategic foresight**

Three participants from the ADTS attended a comprehensive six-day online training on Strategic Foresight with a Justice-Based Approach, organized by United Edge. The program aimed to equip participants with forward-thinking strategies to address social challenges while emphasizing justice, equity, and inclusion.

### **3.2.2. Training on Climate Change Mitigation, Resilience, and Adaptation**

Two staff members from the ADTS participated in two impactful trainings organized by the Rwanda Climate Change and Development Network (RCCDN), this training equipped participants with knowledge and strategies to address climate change challenges. The focus was on fostering resilience and adaptation within communities, as well as implementing effective mitigation measures.

### **3.2.3. Training on Resource Mobilization and Fundraising**

This training, conducted by CCOAIB in partnership with GIZ, provided participants with practical skills to develop sustainable resource mobilization strategies and fundraising techniques. The training emphasized building partnerships and diversifying funding streams to support organizational goals.

### **3.2.4. Project Development and Presentation Training**

The ADTS participated in a coaching and mentorship program facilitated by GIZ in collaboration with CCOAIB, aimed at enhancing their skills in project development and donor engagement. These trainings have further positioned ADTS as a proactive and adaptive organization capable of driving meaningful change in its communities.



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### **3.3. Board of Directors activities**

The Board of Directors played a pivotal role in guiding our organization toward achieving its milestones in 2024. Their leadership and strategic oversight were instrumental in ensuring effective governance and fostering organizational growth. Below, we highlight some of the Board’s key contributions over the year of 2024:

#### **3.3.1. Development of a Five-Year Strategic Plan (2024–2029):**

The Board spearheaded the creation of a comprehensive strategic plan, outlining priorities in key areas such as program expansion, resource mobilization, and operational efficiency. This roadmap serves as a foundation for sustainable growth and impact over the next five years.

#### **3.3.2. Quarterly Progress Monitoring:**

Through quarterly meetings, the Board provided consistent oversight, ensuring that the organization stayed on track with its goals and objectives while addressing challenges proactively.

#### **3.3.3. Resource Mobilization Strategy:**

The Board contributed significantly to the development of a resource mobilization strategy, focusing on diversifying funding streams to strengthen financial sustainability and support programmatic priorities.

#### **3.3.4. Field Visits to YMAC:**

Board members participated in field visits to Young Mothers Actions Center (YMAC) in Batsinda Center, gaining firsthand insights into project implementation. These visits informed key discussions on the way forward.

#### **3.3.5. Representation at Strategic Events:**

The Board represented the organization at various events, fostering meaningful partnerships and enhancing the organization’s visibility among stakeholders.

#### **3.3.6. Stakeholder Engagement:**

Through regular meetings and consultations with stakeholders, the Board ensured that decision-making processes were informed by diverse perspectives, fostering collaboration and alignment with the organization’s mission.

#### **3.3.7. Looking Ahead**

Reflecting on these accomplishments, the Board of Directors reaffirms its commitment to providing strategic leadership and ensuring the sustainability and growth of the organization. In 2025 and beyond, the Board will continue to prioritize innovation, stakeholder engagement, and the implementation of the strategic plan to achieve lasting impact.

### 3.4. Community resilience, women empowerment and sustainable Development

#### 3.4.1. Sustainable Employability Opportunities for Teen Mothers project detailed milestones 2024

##### 3.4.1.1. Quarterly review meetings



Four quarterly meetings were held throughout the year to exchange information on progress and identify areas for improvement. Regularly scheduled quarterly review meetings played a crucial role in keeping our project on track by comparing actual progress against planned milestones. These meetings provided an opportunity to evaluate both the performance of the project team and the effectiveness of the project plan. By identifying potential risks early, the team could develop mitigation strategies before these risks became critical issues. Additionally, these meetings kept

stakeholders informed about the project's progress, ensuring their continued support and alignment with the project's objectives. Representatives from CBCs in Kacyiru, Gisozi, Kinyinya and local authorities attended these meetings, offering valuable feedback and insights that improved project outcomes. Regular review meetings maintained the quality of deliverables by ensuring adherence to the set standards and requirements of our beneficiaries. These meetings also provided a platform to discuss and implement process of improvements to enhance project performance. Furthermore, quarterly reviews improved communication among staff and project beneficiaries, ensuring everyone was aware of their responsibilities and the project's status. They became an opportunity to celebrate progress and successes, address challenges, build team morale, and foster a collaborative working environment. By incorporating quarterly review meetings into the project management process, we enhanced our ability to deliver a successful project this year.





### 3.4.1.2. Transformative leadership training



A training sessions were organized for 60 representatives from 10 Community-Based Cooperatives (CBCs) from Kacyiru, Gisozi and Kinyinya. The aim of this training was to inspire



transformative leadership and help participants recognize their unique capabilities and talents. By the end of the



training, participants had not only gained an awareness of their individual strengths but had also developed the skills needed to generate transformative ideas that can positively impact their CBCs and their broader communities. The emphasis on self-confidence acted as a catalyst for personal growth, fostering a strong belief in their ability to bring about positive change. Moreover, the training equipped participants with tools to guide and support their respective CBC members, encouraging openness and collaboration towards common goals. By fostering a collective vision for a better future, the trainees are now empowered to serve as catalysts for change within their CBCs and families.

In summary, the transformative leadership training was a powerful tool for both personal and collective growth. It inspired trainees to embrace their potential and lead their CBCs, families, and communities towards a brighter and more prosperous future.



### 3.4.1.3. Initiation of Young Mothers Action Center at AGAKIRIRO BATSINDA



This year, the center was established, installed and equipped with all necessary tools and materials to help graduated teen mothers apply what they have learned and use these skills to generate income, addressing their challenges effectively. This significant initiative aimed at empowering and supporting teen mothers in various aspects of their lives. It fostered stronger social networks and support systems for the teen mothers. During this year, efforts have been made to improving the efficiency and productivity of the YMAC to make a positive and lasting impact on the lives of teen mothers, beneficiaries of ADTS. Now in YMAC, all activities are running well, with a concerted effort to both produce quality goods and actively seek out clients in the near them areas. The dedication and hard work of the team in the centre have not gone unnoticed, as customers have started to appreciate and purchase their products. They have become proactive advocates for the products. Whenever an opportunity arises, they engage in advertising efforts to attract more Clients.



#### **3.4.1.4. The quarterly workshop on monitoring for CBCs and YMAC committees**



This year, four workshops were organized to enhance the monitoring, evaluation, and management processes specifically tailored for Inter-CBCs and the YMAC Committees. These workshops aimed to optimize the overall management of YMAC and its associated activities. In these workshops, members of CBCs and YMAC received valuable training to enhance their ability to monitor YMAC activities effectively. The sessions not only equipped them with skills and knowledge but also provided them with practical tools for monitoring purposes and developed tools are specifically designed to facilitate the monitoring process. As

a result of these workshops, the centre is now efficiently managed.

#### **3.4.1.5. Visit YMAC and CBCs by inter-CBCs committee**



This year, members of the Inter-CBCs committee visited the YMAC and different CBCs in their respective fields to observe and monitor ongoing activities. This year, the visits conducted by the inter-CBCs committee members proved to be highly significant. They visited all 10 CBCs and the center, offering essential guidance to improve daily operations within each CBC. These on-site visits provided tailored advice that encouraged CBC members to collaborate more effectively and learn from one another. Consequently, the advice from colleagues in other CBCs led to increased savings in every CBC. Members are now more committed to saving, borrowing, and continuing their individual micro-projects. Additionally, at YMAC, the day of the visit was an excellent opportunity for members to sell their products, further enhancing their economic activities.



### 3.4.1.6. Participatory follow up and monitoring



Intensive participatory follow-up and monitoring visits are systematically conducted in both Community-Based Cooperatives (CBCs) and Young Mothers Actions Centre (YMAC) to assess progress. This activity helped ADTS to follow a structured, systematic, and results-oriented approach. It led to the successful achievement of project goals and the continuous enhancement of organizational practices. During follow-up and monitoring, visits were conducted to observe the activities of various teen mothers, examining their progress from inception to their current state. It was found that many of these teen mothers have initiated profitable ventures that support their livelihoods and the well-being of their children. Out of 300 teen mothers,

264 have started their own income-generating activities. Furthermore, 147 of them have managed to pay school fees for their children attending nearby baby classes. Many parents have testified that these teen mothers are now making significant contributions to their families. In addition, within their CBCs, these teen mothers have set annual savings goals, which have shown substantial growth. Their savings meetings, now held on a weekly basis, have resulted in cumulative savings amounting to 6,542,000 Rwandan Francs. This impressive progress highlights the determination and resilience of these teen mothers in improving their circumstances and contributing to their communities.



## PROJECT RESULTS FRAMEWORK

**Goal:** Identifying opportunities and aspects of employment that can enable teenage mothers as project beneficiaries to continue to be active, creative and labor participation on the long term for their self-resilience sustainability

**Objective 1:** 60 teenage mothers graduated in different vocational trainings are expected to create jobs for themselves through the growth of their vocational skills

@Teen mothers have developed vocational and entrepreneurial skills, enabling them to create their own opportunities for income generation.

@Teen mothers who have graduated applied their learned skills from vocational training, enhancing their future employability prospects.

**Objective 2:** 300 teenage mothers regrouped in 10 CBCs helped to work hard, saving a lot, be motivated and productive to take their life in their hands

@The majority of teen mothers, as project beneficiaries, have started their own businesses or found employment, leading to improved economic conditions for themselves and their children.

@The project has fostered a sense of community, cooperation, creativity, and innovation, contributing to the overall improvement of beneficiaries' lives and creating sustainable change.

**Objective 3:** Save a better image for teenage mother's beneficiaries of the project in their respective family and community in whole

@The project has helped reduce the stigma associated with being a teen mother. Beneficiaries report feeling more accepted and supported in their communities.

@A support network has been created to address psychological and social challenges, forming support groups that foster a sense of community and mutual support among the beneficiaries

**Objective 4:** Young mothers' actions Center initiated (YMAC)

@The Young Mothers' Assistance Center (YMAC) is established and operational.

@Graduated teen mothers are empowered and supported in various aspects of their lives, leading to sustainable employability opportunities and fostering stronger social networks and support systems for them.

### 3.4.2. EmpowerHer initiative



EmpowerHer" is a collaborative initiative between the Association pour le Développement et la Transformation Sociale (ADTS) and Maria Rhie from Korea Hope Foundation (KHF). The initiative is designed to support young single mothers in achieving sustainable livelihoods through providing of rotational goats and by providing them with a reliable source of income as start up capital to run a shop of beauty salon. The initiative focuses on fostering both personal and professional growth, enabling these single mothers to attain financial independence to better support themselves and their children.



### 3.4.2.1. Purchasing goats

21 goats (20 female and 1 male) were purchased from local markets to initiate the project. The members of ITERAMBERE rya MURAMA Kinyinya Sector as beneficiaries were actively involved in the selection process, visiting the markets and choosing goats based on their preferences and suitability. This participatory approach ensured that the goats met the specific needs and expectations of the beneficiaries and empowered them by a sense of ownership and confidence in managing their goats. This stage was crucial in building trust and aligning the initiative with the beneficiaries' goals.



### 3.4.2.2. Distributing goats among 10 selected young single mothers



The 21 goats were distributed among the 10 young single mothers from members of Iterambere rya Murama group after each beneficiary signed a Memorandum of Understanding (MOU). In the MOU, the beneficiaries agreed

to the terms of the EmpowerHer Initiative, which is designed as a rotational support system. Under this agreement, each beneficiary committed to repaying an amount equivalent to the value of the goats received after a two-year period. The repaid funds will then be reinvested to support additional young single mothers, expanding the initiatives project's achievements and impact. This approach ensures the sustainability

of the initiative, creating a continuous cycle of support and empowerment that benefits a growing number of vulnerable young single mothers and their families over time.





#### 3.4.2.3. Providing startup capital for the initial setup of the beauty salon



A startup capital was granted to two young single mothers, to help them to launch their own beauty salon business. The two of them expressed joy and gratitude upon receiving the funds. Using this amount, they purchased all the necessary materials to offer services such as manicures, pedicures, and hairdressing. Working together as a dedicated team of two, they successfully set up the salon and began working. We hope that with their collaboration and hard work, they will be providing them with a sustainable livelihood and a promising future.



#### IV. STORIES OF CHANGE



Providence Bugingo, a 19-year-old teen mother, joined our project three years ago at the beginning of the project, struggling to support her 3-years-old child and unable to continue her education. Through the project's activities, Providence received five months of vocational training in tailoring, followed by a one-month internship. Today, she works at YMAC, where she runs a successful tailoring business. Providence now earns enough to address her personal needs and contribute to her family's income, showcasing the transformative impact of the project on her life.

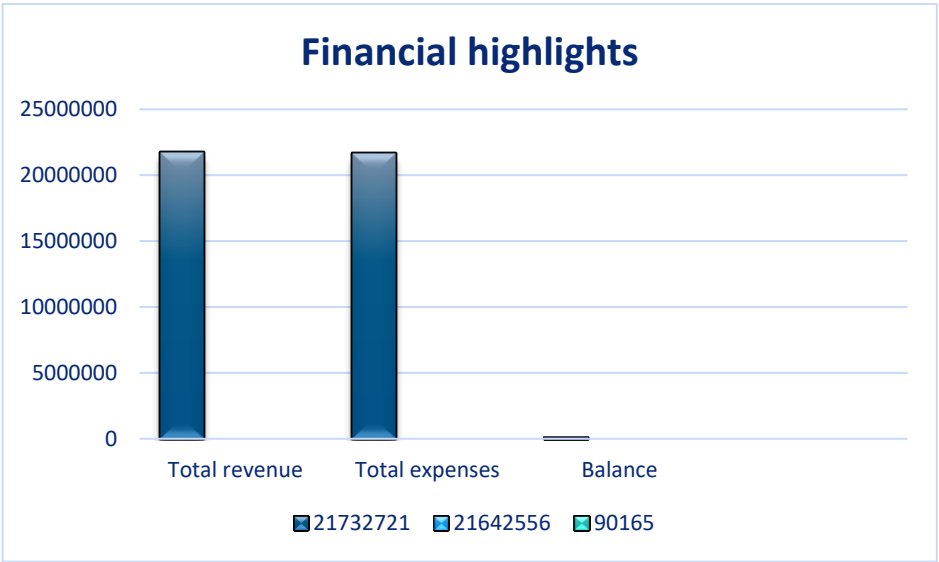
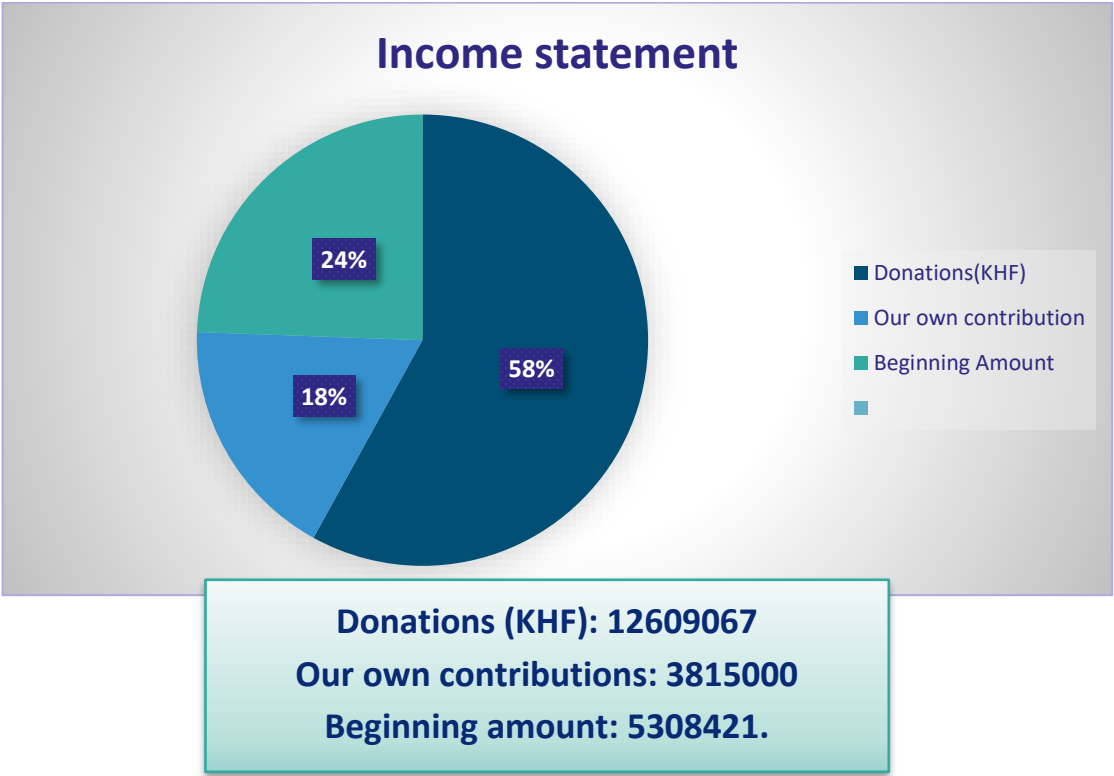


**Ziada Uwimbabazi** "I can hardly find the words to express my gratitude for the support I received to start a shop of beauty salon. As a young single mothers, we dreamed of giving our child a stable and better life, but without the means to start something to do as a business, that dream seemed distant. For myself, when I received the capital to launch a shop of beauty salon, it was as though a new chapter began in my life. I was finally able to put my skills into practice. The salon has already started attracting customers. This opportunity has given me more than just an income, it has restored my confidence and will allow me to provide for my child with dignity. It feels amazing to be independent and to know that I am building a future not just for myself but for my little one too. I want to thank everyone who made this possible. You didn't just give me money; you gave me a lifeline, hope, and a chance to rebuild my life. May God bless you for believing in me and supporting me.



**Claudine Nyiramakuba**. "I am deeply grateful for the gift of 3 goats. As a young single mother, life has been a journey filled with challenges, especially in providing for my child. I hope the receiving of these goats, I will find a more source of income. Even it is short time passed when I received the goats, the things began to change. I am now owner of three goats. These goats represent hope and opportunity for the future to me. I have started to plan how they can provide increased income for my family. This gift has not only brought me joy but has also inspired me to work hard and plan for a better future. It feels like a foundation on which I can build something meaningful for my child and me. To those who made this possible, I want to say thank you. Your kindness reminds me that I am not alone and that there are people who care and believe in my ability to rise above my circumstances. May God bless you abundantly

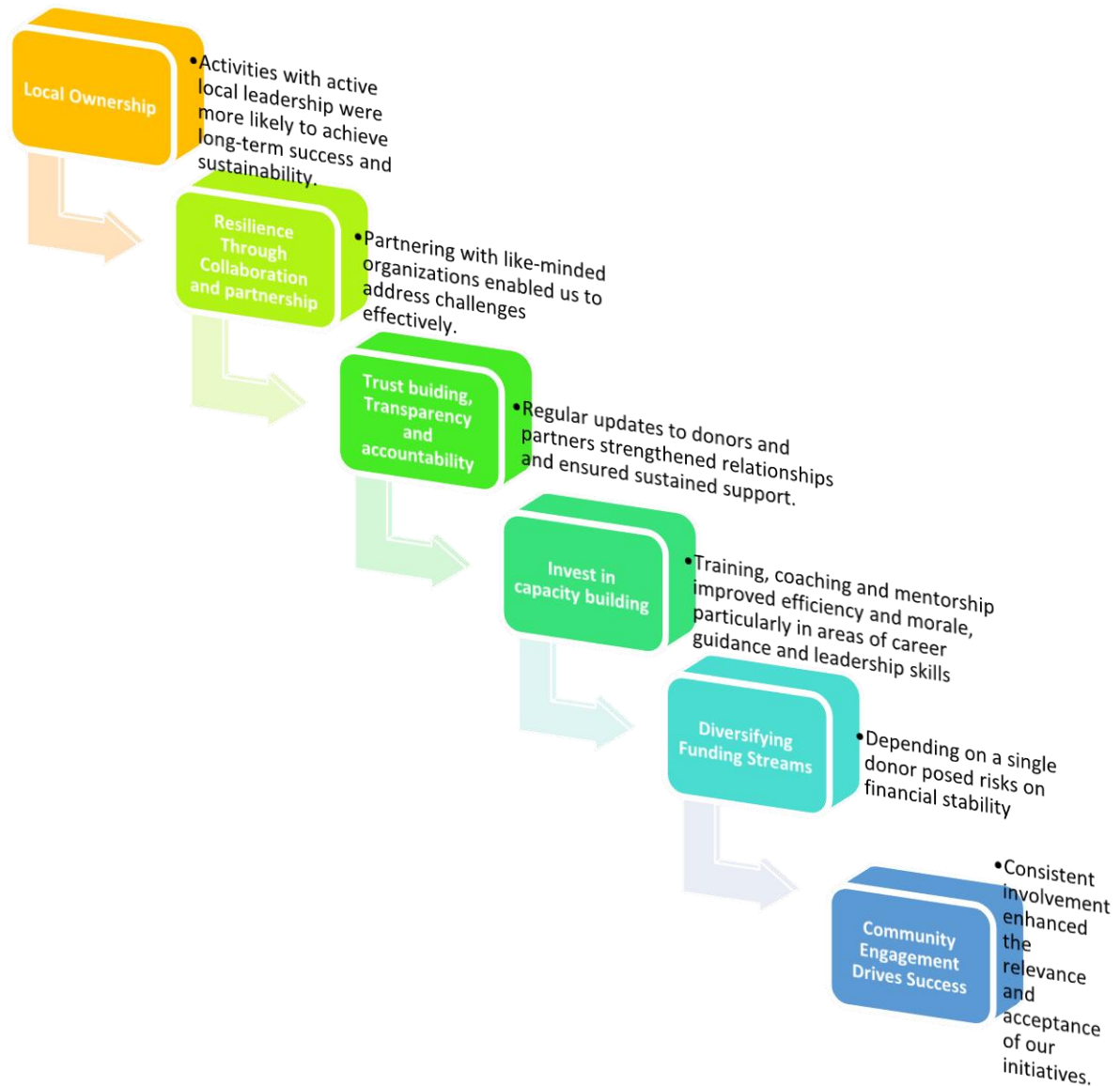
V. FINANCIAL PERFORMANCE





## VI. KEY LESSONS LEARNED, RECOMMENDATIONS AND CONCLUSION

### 6.1. Key lessons learned



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## 6.2. Recommendations

### Enhance Collaboration Across ADTS Structures

Foster strong cooperation among all organizational organs of ADTS to collectively identify and engage potential donors. This unified approach will strengthen efforts to address financial instability effectively.

### Establish Strategic Partnerships

Develop long-term partnerships with like-minded organizations to pool resources and expertise, enabling joint initiatives that align with shared goals.

### Promote Cost-Effective Strategies

Adopt an approach that prioritizes high-impact activities while minimizing costs. Encourage a culture of volunteerism as a sustainable approach to achieve organizational objectives with reduced financial dependency.

### Focus on Self-Reliance and Asset Optimization

Embrace strategies that leverage the organization's internal assets to sustain and expand its operations. By prioritizing self-generated resources and reducing dependence on external funding, ADTS can ensure resilience and continuity in its mission, even during periods without donor support.

## 6.3. Conclusion

The year 2024 has been a testament to the resilience, dedication, and unwavering commitment of our team of staff, members, and beneficiaries. Together, we have navigated challenges, embraced opportunities, and achieved impactful milestones that bring us closer to our shared vision of cohesive, just and prosperous world.

Our focus on empowering individuals and communities through SEOTM Project has not only tangible outcomes but also reinforced our belief in the power of collaboration and cooperation. The stories of lives touched, skills developed, and hope rekindled remind us why we do what we do.

As we look ahead to 2025, we remain committed to building on this year's successes, addressing gaps, and exploring new ways to create sustainable change. Guided by our values and strategic pillars, we will continue to work diligently, with a renewed sense of purpose to achieve our vision and mission.

We extend our heartfelt gratitude to our partners and all who have supported us this year.  
Your contributions have been instrumental in turning aspirations into realities.



KHF, your unwavering support has been a cornerstone of our efforts this year, empowering teen mothers through sustainable employability opportunities project. We deeply appreciate your invaluable contribution.



We sincerely appreciate your invaluable efforts in mentorship and coaching, particularly in fostering legitimacy, transparency, and accountability. Your dedication is truly commendable. Thank you!



As our umbrellas, we sincerely thank you for your dedication in 2024. Your efforts in organizing various trainings and workshops have played a vital role in helping us rebuild and grow. Your capacity building program inspired us deeply. We truly appreciate your commitment. Thank you once again!



We sincerely appreciate the way you collaborated with us in 2024, providing mentorship and coaching in project development, donor presentations, and management. Your guidance has been invaluable, and we have gained knowledge from your expertise. Thank you for your support and dedication!