



# 2017 Annual Report Humanity & Inclusion

# Making aspirational and meaningful transformations to address humanitarian needs more effectively

When defining our strategy for 2016-2025, we made a forecast that has since been confirmed: population movements and the needs of vulnerable people are indeed increasing exponentially. Hence, two years into this 10-year strategy, 2017 saw numerous humanitarian crises that, while attracting little media attention, continued to generate high levels of activity for our teams. The situations in the Kasai region of the Democratic Republic of Congo, the Central African Republic and Yemen were prime examples of this, contributing to another year of significant growth on our programmes (17%). A number of large-scale projects, often run in consortium, such as those launched in Mali and Chad, also contributed to this growth. To adapt to these ever-changing contexts and constraints, we continued to radically transform our organisation. In fact, we have launched around 15 transformation projects since 2016, encouraging leaner management, reorganising support services and strengthening managerial skills. These adaptations have also involved innovation and digitalisation. In October 2017, we launched an ambitious and original project called Hizy (pronounced "easy"). Hizy is an online platform that, with the help of a number of quality partnerships, provides information, experience-sharing interfaces and specialised services for anyone concerned by disability, illness and old age. Internally, we launched Hinside, a new collaborative platform offering accessible work and communication spaces to all our teams in more than 60 countries. On the communication and private fundraising front, we improved our websites in 2017 and began developing a new IT tool for managing donor relations. Finally, some major technological advances were made in the field, with the development of tele-rehabilitation and 3D-printed prosthetics, as well as a preliminary study on the use of drones in mine clearance operations.

HI celebrated its 35th anniversary in 2017 — an occasion for some in-depth reflection on our organisation's identity. Over the year, we identified the four key values that best define our movement's strengths and personality: humanity, inclusion, commitment and integrity. We then drew on these values in choosing a new name for our international movement, Humanity & Inclusion, launched internally in April 2017.

The year gave us numerous opportunities for promoting the value of inclusion. At the end of November, in Washington, D.C., for example, we helped organise the Harkin Summit on Global Disability Employment, which focused on access to decent, waged employment in major international companies for people with disabilities. In France, our Sport Ensemble event, which promotes well-being for all through sport, incorporated more sports and cities to attract even more people. And in August, we were lucky enough to recruit the Brazilian footballer, Neymar Jr, as our first Global Ambassador. When he symbolically kicked a football from the top of the Broken Chair monument opposite the United Nations headquarters in Geneva, he helped us send a powerful message for greater inclusion worldwide.



**Jacques Tassi & Manuel Patrouillard**  
Chairman and Managing Director of  
Humanity & Inclusion

"I would like to take this opportunity to say a few words of my own. Firstly, at this time of profound transformation for HI, I would like to express my sincere thanks to all our employees and voluntary workers for their extraordinary mobilisation and commitment. Secondly, I wanted you to know that this editorial will be the last for Jacques Tassi who, after devoting 18 years to our organisation, is stepping down as our chairman. A huge thank you to him for all these years spent serving HI, as well as for the crucial role he played in establishing the Federation. I would also like to thank him for the trust he placed in the Directorate as HI embarked upon an ambitious strategy of transformation, development, innovation and alliance."

**Manuel Patrouillard**

- 02 / Editorial
- 04 / The Humanity & Inclusion network
- 07 / Advocacy: 2017 highlights
- 08 / Flagship programmes
- 16 / Worldwide presence
- 18 / 2017 Financial report of the Humanity & Inclusion network
- 28 / HI Federation: financial report
- 31 / HI's financial partners in 2017



© Lucas Veuve/Hi

# The Humanity & Inclusion network

## Our vision

Outraged at the injustice faced by people with disabilities and vulnerable populations, we aspire to a world of solidarity and inclusion, enriched by our differences, where everyone can live in dignity.

## Our mission

HI is an independent and impartial aid organisation working in situations of poverty and exclusion, conflict and disaster. We work alongside people with disabilities and vulnerable populations, taking action and bearing witness in order to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

## Our values

### Humanity

Our work is underpinned by the value of humanity. We include everyone, without exception and champion each individual's right to dignity. Our work is guided by respect, benevolence and humility.

### Inclusion

We advocate inclusion and participation for everyone, upholding diversity, fairness and individual choices. We value difference.

### Commitment

We are resolute, enthusiastic and bold in our commitment to developing tailored, pragmatic and innovative solutions. We take action and rally those around us to fight injustice.

### Integrity

We work in an independent, professional, selfless and transparent manner.



## The Handicap International network becomes Humanity & Inclusion

On its 35th anniversary, the international Handicap International network changed its name to Humanity & Inclusion. This new name is based on the affirmation of a value that is central to our organisation, that of humanity. It also reflects an ambition that has driven our action for the last 35 years: the inclusion of people with disabilities and vulnerable people, so often left behind. For the first time in our history, our logo contains a very powerful symbol — a hand. This hand is a universal symbol representing dialogue, support, protection and care. It also says "Stop!", expressing our advocacy mission loud and clear.

## The HI organisation

The HI organisation is comprised of a Federation, created in 2009, and eight national associations, founded between 1982 and 2006: Belgium, Canada, France, Germany, Luxembourg, Switzerland, the United Kingdom and the United States. The Federation implements the network's social missions in around 60 countries, either under the name "Humanity & Inclusion" or "Handicap International", depending on the country. The national associations are called "Handicap International" in Belgium, France, Germany, Luxembourg and Switzerland, and "Humanity & Inclusion" in Canada, the United States and the United Kingdom.



## Our Foundation, safeguarding our ethical principles

Since 2015, the Handicap International Foundation has been responsible for defining and defending the ethical framework of HI's action. It analyses the ethical and political issues facing the HI movement in particular and the aid sector in general.

## IDEAS label

Since January 2016, the HI Federation has been engaged in strengthening its governance, financial management and efficiency practices, with the help of IDEAS, Institute for the Development of Ethics and Action for Solidarity. After an independent audit based on 120 IDEAS criteria, our organisation was awarded the IDEAS label in recognition of the quality of our governance, financial management and the efficiency of our actions.



## Institutional policies and code of conduct

HI's institutional policies establish the principles to be respected by all of its employees and partners. In 2017, HI compiled them into a code of conduct, applicable to all our employees, whether at HQ, in our national associations or working on our programmes. Whenever local legislation allows, HI integrates this code into employment contracts and internal rules of procedure.

- Our institutional policies are available online:
- Policy for the Protection of Beneficiaries against Sexual Exploitation and Abuse
- Child protection policy
- Gender policy
- Policy for the Prevention of and Fight against Bribery and Corruption
- Safety and Security policy



## Key figures 2017

### Beneficiaries<sup>(1)</sup>



#### HEALTH

**460,344**  
people



#### SOCIAL & ECONOMIC INCLUSION

**341,043**  
people



#### REHABILITATION

**277,194**  
people



#### ACTION AGAINST MINES AND OTHER WEAPONS

**656,351**  
people



#### BASIC NEEDS<sup>(2)</sup>

**197,215**  
people

### Global workforce<sup>(3)</sup>

**3,278 people,**

including: **2,522** national staff on the ground  
**307** international staff on the ground  
**246** headquarters staff working for programmes and on programme monitoring  
**203** staff working in support services, fundraising and communication

### HI network budget



**178**  
million

1. The number of people having benefited directly from the actions of HI and its partners in 2017. As some people benefit from more than one service or activity, this data cannot be aggregated. Non-exhaustive data: does not include all sectors of HI's activity.

2. Water, sanitation, shelter and livelihoods.

3. Expressed in annual full-time equivalent positions.

## International recognition

HI was made co-laureate of the 1997 Nobel Peace Prize for its role in the International Campaign to Ban Landmines. In 1999, we obtained special consultative status with the United Nations. In 1996, the United Nations High Commissioner for Refugees awarded HI the Nansen prize "for its outstanding work with refugees". In 2008, the Nansen prize was awarded to the United Nations Mine Action Coordination Centre for South Lebanon in recognition of the work carried out by its deminers, including three HI teams. In 2011, HI received the Conrad N. Hilton Humanitarian prize for its actions in support of people with disabilities.

In the NGO Adviser's 2017 ranking of the world's top non-governmental organisations, HI rated 8<sup>th</sup>. The criteria used to evaluate NGOs were transparency and accountability, governance, impact and innovation.



## Our ambassadors

In August 2017, the Brazilian footballer Neymar Jr became HI's first international Ambassador. He joined us in the square opposite the United Nations headquarters in Geneva and was then hoisted onto on top of the 12-metre (39 foot) Broken Chair monument, erected by HI in 1997 to symbolise our fight against antipersonnel landmines. From there, he kicked a football down the Palace of Nation's flag alley, sending a message of support to people with disabilities throughout the world.

Other prestigious ambassadors, such as Jessica Cox, Mario Galla, Rachel Kolly d'Alba, Anthony Lemke, Queen Mathilde of Belgium, Axelle Red, Christa Rigozzi, Diane Tell and Céline van Till support HI's programmes and advocacy efforts.



## Advocacy: 2017 highlights



### STOP Bombing Civilians!

In 2017, HI continued its fight to end the use of explosive weapons in populated areas. In September, we launched the worldwide "STOP BOMBING CIVILIANS" campaign. Since then, almost 500 people have written the word "STOP!" on their hand and posted a photo of it on the social networks, including VIPs such as Neymar Jr, Herman Van Rompuy and Anthony Lemke. Meanwhile we continued our advocacy with governments to put an end to the bombing of civilians. In November, we organised the Maputo Summit in Mozambique which was attended by representatives from 19 African countries. Each country committed to signing an international political declaration against the bombing of civilians.

**15,399**

civilians were killed by explosive weapons in 2017, an increase of 42% on 2016. More than **389,000** people have signed the "Stop Bombing Civilians" petition.

### For the inclusion of all in humanitarian action

In a crisis, people with disabilities are often left behind. This injustice, which affects millions of people, drove HI to take part in the launch of the *Charter on the Inclusion of Persons with Disabilities in Humanitarian Action* in May 2016. The aim of this charter is to ensure that all interventions implemented by humanitarian aid organisations are inclusive of people with disabilities and allow them to participate in decisions concerning them and guarantee their access to aid provision.

More than **160** states, humanitarian aid organisations and institutional donors adopted the *Charter on the Inclusion of Persons with Disabilities in Humanitarian Action*. In 2017, **500** Syrian refugees, all volunteers, learned about disability and inclusion to help make their communities more inclusive.

In 2017, HI put this charter into practice, notably in Syria where our organisation provided disability and inclusion training for 230 employees from 10 NGOs. As children with disabilities are particularly marginalised in times of crisis, HI worked with UNICEF to draft a practical guide designed to help aid organisations adapt to the needs of children with disabilities.

### The Mine Ban Treaty is 20 years old, but we mustn't lower our guard!

In 2017, HI celebrated the 20th anniversary of the Ottawa Mine Ban Treaty. Our role in the drafting of this treaty made us co-winners of the Nobel Peace Prize in 1997. In the wake of this unprecedented victory, the number of casualties declined, millions of anti-personnel mines were destroyed and their use was brought to a virtual halt. But since 2014, we have seen a renewed increase in the number of victims! For HI, this anniversary was therefore an occasion for reminding states that they need to maintain vigilance against these "cowardly weapons".



© Philippa Foussereau/HI

Pakistan, Thailand, Bangladesh

## Giving each child the right to play

HI is a first-hand observer of the day-to-day existence of the thousands of children living in refugee camps. Fleeing from war is a terrible ordeal, especially for children. And growing up in a camp is a brutal experience. Children born in refugee camps have never known anything else. They are exposed to poverty, disease, violence and malnutrition — an existence that leaves little room for play and personal development. For children with disabilities, it is particularly difficult to find somewhere to play in camps that do not cater to their needs. This is why HI has launched the “Growing Together” project in refugee camps in Bangladesh, Pakistan and Thailand, with the support of the IKEA Foundation.

So that refugee children can play and make the most of their childhood, safe play areas have been created in the camps. All children, with or without disabilities, now have a place to meet and play, and the opportunity to talk to each other and with a professional about their traumatic experiences. They can feel safe, relax, play games and just be

carefree children again, which is essential to their mental and physical well-being. HI also carries out the early detection of diseases, infant stimulation therapy and rehabilitation sessions with the children to prevent disabilities. Our teams train parents, carers and community volunteers to stimulate young children through daily play. In 2017, staff trained more than 40 community volunteers in three refugee camps in Thailand, close to the Myanmar border. They have learned how to ensure that children maintain good hygiene and how to feed, stimulate, and to encourage them to play from a very early young age. Seventeen people have also been trained in the rights and protection of the child in order to refer victims of violence to organisations offering appropriate services.

**13,000**

vulnerable displaced or refugee children and their families benefit from the project. Duration of the Growing Together project: 4 years.

Bangladesh

## Rohingya: Providing psychological support to refugee mothers and children

In August 2017, more than 625,000 Rohingya began to flee Myanmar and arrived in Bangladesh. Alongside other organisations working in the area, HI rapidly launched emergency response actions in support of these refugees who have left everything behind, been through horrific conditions, and are now living in appalling conditions. Many of them are women and children, and many of them have lost loved ones. Some are injured. They arrived with nothing and in desperate need of food, shelter,

latrines and access to water. Without these, diseases related to proximity and a lack of hygiene will kill the weakest among them. Mothers and children, already among the most vulnerable, are particularly at risk. To support them, in addition to providing material assistance and rehabilitation care, HI is running a specific psychosocial support project. The aim is to help them overcome their stress or their trauma and cope with life in a refugee camp. As part of this project, HI’s teams organise parents clubs. These are safe places where parents can talk about their fears for their children, the trauma caused by the violence they suffered and the loss of loved ones and the stress of becoming a refugee. In a culture where these

concepts are foreign, HI’s teams explain psychological distress, depression and trauma and provide solutions for dealing with them. They also talk to these parents about good hygiene practices, their children’s health, life in the camp and the humanitarian assistance available. HI has also set up safe places for the children to play and just be children again. Their lives have been devastated by the events which forced them to flee their homes in Myanmar for an unknown and unmerciful destination. They have experienced war and hunger and lost their homes and their loved ones. These safe places provide them with somewhere to talk and play. Playing contributes to their well-being and mental equilibrium and, for many of them, proves to be an excellent therapy!

**300**

employees and volunteers in the emergency response team, including seven people to provide psychosocial support. 8,287 people benefitted from emergency psychological support sessions.



© Lucas Veau/HI



**Burkina Faso**

## Enabling children with disabilities to go to school

In West Africa, millions of children either don't go to or never finish school. One-third of them have disabilities. HI runs inclusive education programmes in nine of the region's countries, enabling 170,000 children with disabilities to learn and be part of their society. In Burkina Faso, the objective is to identify and support children with disabilities who are not attending school.

The first challenge is finding these children, who tend to be hidden away. Their families often keep them at home and off official registers. There are a number of reasons for this, but the most common is a fear that society will reject their child. HI has been working with the government for a number of years to improve the methods used for identifying and

registering people with disabilities. Our teams also work with village leaders and representatives of local associations to overcome people's

**959** schools supported by the project  
**18,056** children with disabilities accompanied  
**230** teachers trained

prejudices and create a favourable environment for children with disabilities. Among the children identified by the project, some have no access to social assistance and health care. The priority is to help them become both physically and psychologically capable of attending school by providing them with the services or devices they

need to thrive. This might be a brace or artificial limb, or even a wheelchair, for example. For children with learning difficulties, our teams encourage their parents to consider sending them to school. Some parents think that their children are incapable of learning and that there is no point in trying to teach them. They need help to appreciate what their children could achieve with the right support.

Teachers are sometimes reluctant to include children with disabilities in their classes. HI has been working to ensure that national teacher training institutes incorporate a module on inclusive education in their curricula. The aim is to give a majority of teachers a clear understanding of how to include children with disabilities in their classrooms.

**Egypt**

## Including people with disabilities in the world of work: HI takes up the challenge!

Creating equal employment opportunities for people with disabilities in a working-class neighbourhood of Cairo is the challenge HI has set itself with its "Idmag" project ("Inclusion" in Arabic). The unemployment situation among people with disabilities is critical in Egypt, despite ratification of the Convention on the Rights of Persons with Disabilities. Many employers find ways around a law requiring them to include at least 5% of people with disabilities in their workforce. What is more, other major barriers exist, such as discrimination within the company and non-accessible work places. To create a more welcoming environment, HI offers employers training in how to make their company inclusive. They inform them of the

**102** young people with disabilities received personalised support to find employment.  
**256** people took part in training on the inclusion of people with disabilities in the workplace.

benefits of inclusion and encourage them to hire more people with disabilities. HI has also established partnerships with chambers of industry and associations of business executives in order to extend the inclusive professional network. Lastly, HI has opened information and guidance centres where people with disabilities can carry out a skills assessment, get help with their job search and connect with potential employers.

**Syria and Jordan**

## Syrian crisis: Promoting inclusion to ensure accessible services for all



Jordan is now home to 655,000 of the five million Syrian refugees in the Middle East. Around 80% of them are living in urban areas and 20% are in refugee camps. To lessen the impact of the Syrian crisis on the most vulnerable refugees, our teams help aid organisations make their responses to humanitarian crises inclusive of people with disabilities. Among the beneficiaries of our actions in Jordan, 53% have disabilities and 10% are war-wounded.

Inclusion specialists and psychosocial workers, core members of the team, work in close collaboration with local and international aid organisations throughout the country to ensure that all the initiatives and services provided take into account disability issues. Evaluations of installations and facilities such as schools, latrines or registration points are carried out with partner organisations on a regular basis to help them improve physical accessibility. These inclusion specialists also explain to people wanting to set up a project how to make it accessible for all. The most interesting initiatives are encouraged and supported, such as the opening of a shop accessible to people with physical disabilities, and an educational support centre for children with learning difficulties.

In Jordan, HI provided more than **185,000** people with assistance between May 2012 and December 2017.  
**941** workers from various aid organisations were trained in inclusion.  
**1,248** people from local communities or refugees were sensitised to inclusion.  
**10** international NGOs helped make 11 projects accessible for all.

## Ethiopia

# Using innovative methods to accelerate the recovery of children with malnutrition



The food crisis in East Africa is generating an unprecedented number of refugees, about 80% of whom are women and children. In Ethiopia, Somalia, Uganda and South Sudan, almost 820,000 children were in danger of severe acute malnutrition in 2017. In Ethiopia, in collaboration with health services, HI has been using innovative methods to accelerate their recovery.

Children under the age of five with severe acute malnutrition suffer serious trauma at an age when their physical and intellectual capacities should be developing. Instead of learning how to sit up, observe and think, they have to focus all their energy on survival. These children are at risk of developmental delays and even disabilities. HI's functional rehabilitation experts have developed effective physiotherapy techniques based on physical stimulation which are used in conjunction with emergency nutrition and rehydration treatments and essential medical care.

**254**

children under the age of 5 years received such care in Ethiopia.

HI also works closely with the families to enable them to help their children. Interactive games and physiotherapy exercises with their parents and the care staff help these children to recover their motor skills. This solution doesn't just enable children to survive, but also to grow up healthy.

## Bolivia

# "Step by step": treating clubfoot in young children

In partnership with Chuquisaca health department in south-east Bolivia, HI has launched a project called "Pasito à Pasito" ("step by step"), which provides free treatment of clubfoot in children under the age of five. Clubfoot is an orthopaedic malformation which generates a developmental anomaly of the foot. It occurs during the foetal stage of development and worsens as the child grows. For the best results, doctors like to begin treatment as early as possible after birth and families should follow the full course of treatment.

**181**

health professionals trained in early detection.  
6 specialists trained in the Ponseti approach.  
51 children treated.

Since receiving training in the Ponseti method with the support of HI, several hospitals in this region are now competent in the early detection of clubfoot in new-borns. The objective of the project is to detect and treat as many children as possible by scaling up access to treatment throughout the country. Eventually, health professionals from about 15 rehabilitation centres will receive Ministry of Health-approved training, along with intervention tools for the early detection of impairments and the treatment of clubfoot.



## Togo, Niger, Mali

# Tele-rehabilitation and 3D-printed orthoses: remote orthopaedics in inaccessible areas

HI is using innovative techniques to improve access to physical rehabilitation services for all. More than 30 million people are in need of a prosthesis or orthopaedic device in low-income countries, but according to the World Health Organization, only 5% to 15% have access to such services. This is why, after starting to introduce 3D printing technology in the field of physical rehabilitation in Togo, HI launched a project in West Africa designed to reach numerous children and adults with disabilities living in isolated areas. The objective is to significantly increase production capacity and make up for the shortage of ortho-prosthetic technicians, while testing a new intervention method to address the problem of hard-to-reach areas.

This is an operational research project run in partnership with the African Organisation for the Development of Centres for People with Disabilities (OADCPH), the National School for Medical Auxiliaries (ENAM) and Mobilab at the Thomas More University in Belgium. In four rehabilitation centres in Togo, Mali and Niger, ortho-prosthetic technicians and physiotherapists are learning to use 3D printing technology and are testing tele-rehabilitation methods for use in their day-to-day work. The laboratory for the production of 3D-printed orthotic devices is based in Togo, but the taking of measurements, which involves the use of 3D scanners, and the fitting and rehabilitation sessions are done in each local orthopaedic

centre. Some stages are carried out via videoconference. This clinical and technical study is being conducted with about 100 patients. HI is also strengthening the capacities of the OADCPH teams. Based in Lomé, Togo, the OADCPH network is made up of 68 rehabilitation centres in 22 African countries. It is responsible for organising training for specialists in 3D printing-supported rehabilitation, managing the stock of 3D printers and transporting the printed devices to the rehabilitation centres.

**100**

patients involved in the clinical and technological trials.  
8 ortho-prosthetic technicians  
and 8 physiotherapists trained.

## Yemen

# Supporting the hospitals at the heart of the crisis

The war that has been raging in Yemen for the last three years has already killed more than 5,000 civilians and injured 9,000 others. With more than 70% of the population, or 21 million people, in need of emergency assistance, the closing of the borders in November 2017 has worsened an already catastrophic humanitarian situation, with much-needed food items, medical supplies and humanitarian aid stuck at the border. There are thousands of people with injuries awaiting treatment. The city of Sanaa and the surrounding area, where HI works, suffered about 50 aerial attacks in the space of one week. According to the United Nations, the Yemen crisis is becoming the "world's worst humanitarian disaster in half a century".

**2,098**

beneficiaries of rehabilitation sessions.  
**3,853** mobility aids distributed, including wheelchairs, crutches, etc.  
**31** medical personnel (nurses, care assistants, etc.) trained in the fundamentals of rehabilitation care and psychological support.

Despite the deteriorating situation, HI has continued its support to people with disabilities or injuries caused by the conflict. Our teams work in five rehabilitation centres and hospitals, providing direct care to patients or support to the functional rehabilitation teams, distributing mobility aids (crutches, wheelchairs, etc.) and equipping hospitals. They are also training physiotherapists and medical personnel in rehabilitation care and the treatment of war injuries.

## Democratic Republic of the Congo

# Ensuring logistical support and food security for vulnerable people



In Kasai, two million people are caught up in a crisis on an unprecedented scale. Thousands of people have fled their villages, which have since been pillaged and set alight by armed groups. With summary executions, violence against women and the forced enrolment of child soldiers, this is an extremely brutal conflict. Displaced families have been left traumatised and without any means of subsistence. HI is providing support for these families and the host communities.

Our teams have organised massive distributions of food in two areas placed on alert by the World Food Programme. The food rations, made up of corn flour, rice, beans and salt, are adapted to the eating habits and nutritional needs of the population.

HI has helped other humanitarian agencies to support the relief effort. Transporting the material and food needed for the survival of these displaced populations is very difficult and presents a major logistical challenge. HI has set up and manages a storage and transport system operating out of the main towns and serving the rural areas and using vehicles adapted to the region's rough terrain and poor roads. More than 70% of the aid transported is food items.

**185**

vehicles lent to humanitarian aid organisations by the logistics platform.  
HI food distributions: **8,500** families, or around **51,000** people.  
**3,549** tonnes of aid transported on behalf of all the aid organisations.

## Iraq

# Demining a country in conflict

Iraq is still littered with unexploded devices left from previous conflicts in 1980 and 1990. Today, the level of contamination increases with each new town won back from so-called Islamic State. Indeed, the fighting has seen the extensive use of bombs and improvised explosive devices, presenting HI's humanitarian demining teams with new challenges.

HI works to ensure the security of civilian populations and never in support of parties to a conflict. This is why demining operations in Iraq are carried out in areas where the fighting has ended. The choice of these areas, made by the United Nations, is based on a detailed analysis of the conflict to ensure that interventions are carried out in stabilised areas where civilian populations are trying to return to a normal life. HI is careful to ensure that people know we are neutral and there to protect them from the dangers of explosive devices. As a result, deminers may well be called in to destroy a missile in the kitchen of a family returning to their village, for example.

Before demining a site, the deminers mark the hazardous areas. These markings alert returnees to the presence of danger. They know not to cultivate a field or use a particular path before the clearance operations have been completed.

Most of the explosive devices used recently in Iraq are victim-triggered, meaning somebody trips a hidden wire or opens a door. These improvised explosive devices represent a new challenge for our deminers who have been given special training in "High Risk Search". Each improvised device is unique, so detecting it is a difficult exercise. We have several dozen professionals on site but their task is huge.

**817,656 m<sup>2</sup>**

cleared in 2017.  
30 people in the demining team,  
including 21 deminers.





# WORLDWIDE PRESENCE

## 386 PROJECTS IN 63 COUNTRIES

### Central and South America

- 01 / Bolivia
- 02 / Colombia
- 03 / Cuba
- 04 / Haiti
- 05 / Nicaragua

### Europe and North America

- 06 / Germany
- 07 / Belgium
- 08 / Canada
- 09 / United States
- 10 / France
- 11 / Luxembourg
- 12 / United Kingdom
- 13 / Switzerland
- 14 / Ukraine

### North Africa

- 15 / Algeria
- 16 / Libya
- 17 / Morocco
- 18 / Tunisia

### West Africa

- 19 / Benin
- 20 / Burkina Faso
- 21 / Cape Verde
- 22 / Guinea-Bissau
- 23 / Liberia
- 24 / Mali
- 25 / Niger
- 26 / Senegal
- 27 / Sierra Leone
- 28 / Togo

### Indian Ocean

- 29 / Madagascar
- ### Middle-East
- 30 / Egypt
  - 31 / Iraq (incl. Iraqi Kurdistan)
  - 32 / Jordan
  - 33 / Lebanon
  - 34 / Palestine
  - 35 / Syria
  - 36 / Yemen

### Southern, Central and East Africa

- 37 / Burundi
- 38 / Ethiopia
- 39 / Kenya
- 40 / Mozambique
- 41 / Uganda
- 42 / Central African Republic
- 43 / Democratic Republic of the Congo
- 44 / Rwanda
- 45 / Somalia (incl. Somaliland and Puntland)
- 46 / South Sudan
- 47 / Chad

### Central and East Asia

- 48 / China
- 49 / Democratic People's Republic of Korea

### South Asia

- 50 / Afghanistan
- 51 / Bangladesh
- 52 / India
- 53 / Nepal
- 54 / Pakistan
- 55 / Sri Lanka

### South-East Asia

- 56 / Cambodia
- 57 / Indonesia
- 58 / Laos
- 59 / Myanmar (Burma)
- 60 / Philippines
- 61 / Thailand
- 62 / East Timor
- 63 / Vietnam

- Emergency response / ● Mine action\* / ● Disability rights & policy / ● Social & economic inclusion /
- Rehabilitation / ● Prevention and health / ● Logistics platforms
- HI's National Associations (Germany, Belgium, Canada, United States, France, Luxembourg, United Kingdom, Switzerland).

\* All National Associations conduct advocacy activities, including campaigning against the bombing of civilians.  
**Countries where activities were started in 2017:** Uganda and Cape Verde.  
 The borders and country names shown in this map do not imply an opinion by HI as to the status of these territories.



## A word from our treasurer

# Investments in support of our strategy

Our programmes grew by 20% in 2017, mainly due to our emergency interventions in Kasai (DRC), Iraq and in support of Rohingya refugees. These operations were well-funded by our institutional donors and the proportion of institutional funding in our global resources increased correspondingly. We are, however, always careful to ensure that our resources remain sufficiently diversified to guarantee our financial independence, notably through our private fundraising activities. And thanks to the enduringly loyal support of our donors, HI's private fundraising sector performed well again in 2017, despite the absence of any major fundraising campaigns for humanitarian emergencies. Since 2016, we have launched almost 80 projects in support of our ten-year strategy. In 2017, we decided to invest €3.2 million in improving our support services (human resources, logistics, etc.), promoting leaner management and developing private fundraising and disaster preparedness. We also worked on our brand and launched Hizy.org, a digital platform for people with special needs. These investments resulted in a calculated deficit of €1.5 million for 2017. Without them, and despite very unfavourable exchange rates, our net income for 2017 would have been €1.7 million. We were also careful to keep our administrative costs under control throughout the year, and despite the strong growth in our programmes, their ratio did not increase in 2017. In fact, it decreased. Lastly, our cost-control efforts in 2017 meant we only spent a very small proportion of our association funds (which represent a total amount of €32.2 million) and ran no financial risks.

 **Éric van de Kerkhove,**  
Treasurer, Humanity  
& Inclusion



## Sharp increase in institutional funds

In 2017, institutional funding grew by more than 29% to €114 million. This funding, together with our private fundraising, allowed us to respond to the year's humanitarian crises whilst also financing our longer-term development actions.

More than half of our institutional funds came from government-funded grants and subsidies paid through national public bodies in the countries where our national associations are based or elsewhere. Around 37% of our resources came from international public bodies, especially the European Union and United Nations, and 9% were from foundations and companies and intended to finance specific projects.

The European Commission was our principal donor in 2017, providing more than a quarter of our institutional resources. This is a sharp increase in comparison with 2016 (37%), which had already seen an increase on 2015. Most of this funding was for the major international crises in the Middle East and the Sahel, earmarked for emergency projects as well as activities facilitating the transition to reconstruction and development. HI also works alongside the United Nations

which, through their agencies like UNICEF, the World Food Programme and the Office of High Commissioner for Refugees, remained a major financial partner in 2017.

State funding also provides HI with essential support, and this support increased by 18% in 2017. There were major increases in contributions from three countries. The United States almost doubled its funding to HI in 2017, with major financing for big projects in consortium with other NGOs, notably in Mali and the Democratic Republic of the Congo. Germany, a major contributor to development projects worldwide, scaled up its contributions to HI in 2017. France, HI's second biggest contributor, increased its support by 14%. Other states also provided significant contributions, helping to ensure the diversity of donors and to guarantee our financial independence.

In 2017, we also saw significant growth in private institutional funds in Switzerland, the UK and Belgium. And lastly, HI's major partnership with the IKEA Foundation for our "Growing Together" project is ongoing.

## Public generosity: Good performance and broader diversification

HI carries out private fundraising activities in eight countries. Performance in this sector continued its upward trend in 2017, with an increase of 3% against 2016. These results were particularly satisfying as there were no major emergency appeals in 2017, usually a significant source of private funds. With more than 600,000 active donors, HI continues to seek ways of optimising its appeals to the general public, while diversifying its fundraising methods in preparation for the future. After developing relations with major donors, work which is beginning to bear fruit, our fundraising teams are now looking to strengthen online fundraising and develop the use of "big data".

# HI's funding and finance management principles

## Diverse funding sources

To maintain its independence and ensure the long-term future of its actions, HI relies on three main sources of funding:

- funds raised from the general public through donations, solidarity sponsorship, legacies and sales of craft, fair-trade and co-branded products
- grants from institutional donors (United Nations, European Union, the regional or national branches of international cooperation agencies) or private bodies (foundations, associations, companies)
- HI also draws benefit from its expertise and know-how by charging governmental agencies and international bodies for expertise and consultancy services.

As a result of its mixed funding structure (private donations and institutional funding) and international activity in contexts of crisis, disaster, reconstruction and development, HI's financial statements cannot easily be compared with those of other types of organisation.

## Public generosity: a vital source of funding

Funds raised from the general public not only allow the organisation to directly finance the implementation of its programmes, but also to leverage additional funding for implementing actions on a larger scale. In fact, institutional donors are usually only willing to provide funding if the organisation is able to co-finance the programme concerned with funding raised from the general public. Public generosity is therefore the driving force behind the funding of HI's activities.

## Pooling donations for greater equity

HI has always made it a rule not to allocate donations to a given programme (except in the case of solidarity sponsorship), but rather to pool donations so they can be used on all of its programmes. It can thus mobilise funding at any time for wherever needs are greatest and most urgent. This practice of pooling unrestricted funds is complementary to that of institutional donors who designate funds to specific projects.

## A reserves policy to ensure financial security

In order to preserve its financial security and that of its actions, HI builds up reserves of association funds and liquid assets. These reserves enable the organisation to cope with any fluctuations in resources. They also cover the need for working capital caused by the lag time between the implementation of activities and the receipt of institutional funding and allow HI freedom of initiative and independence of action in implementing its social missions. Lastly, these reserves enable the organisation to finance its strategic development projects.

## Financial transparency

HI has made financial transparency one of its key management principles. Its objective is to be capable at any time of accounting for the use of all the funds entrusted to it. In addition to internal controls, the Federation and the eight member associations of the organisation undergo numerous external audits. The accounts of each member association are certified by a statutory auditor in their own country, and then the organisation's combined accounts are signed off by the Federation's statutory auditor, Ernst & Young. The financial reports on the use of institutional funding produced by the organisation are also frequently audited by external auditors. Finally, the French Court of Auditors (Cour des Comptes) can at any time audit the Federation, whose headquarters are in France, or the French national association.

# Methodology used in establishing the statement of utilisation of funds (CER, pp. 24-25)<sup>1</sup>

The Statement of Utilisation of Funds, or CER from the French Comptes d'Emploi des Ressources, is drawn up in conformity with the French decree of 11 December 2008 and using methodology approved by the Federation's Board of Trustees. Using common accounting principles, the CER is established on the basis of the cost accounts produced by each entity in the HI organisation, and in conformity with the regulations in effect.

- Each utilisation heading includes the direct costs and the management costs of the activities concerned.
- International and national staff costs are charged directly to the programme concerned.
- Costs incurred on development education work relate to the social mission and so are classified under that heading. This is the case for the costs incurred by international campaigns to ban landmines and cluster munitions, and the EWIPA campaign aiming to put an end to the bombing of civilians.
- Costs relating to information to the general public (the website, for example) are included under "Administrative costs".
- Exceptional income and expenditure for the financial year are incorporated into each heading of the CER. Provisions and write-backs, together with designated funds, are given after the totals for uses and resources, in accordance with the regulations in effect.

Finally, the heading "Uses of funds raised from the general public" is calculated as the difference between the cost of each utilisation heading and other funding allocated to them (mainly institutional funds).

1. As the Federation's headquarters are in France, French regulations apply.

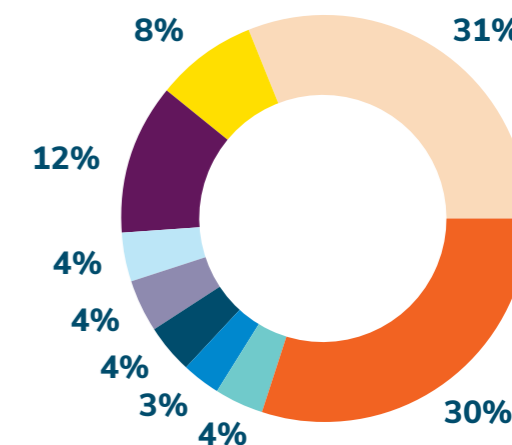


# Contributions of the Federation and National Associations to the international network's resources

The federal network enables HI to develop and diversify:

- its financial, institutional and private resources;
- its human resources, through the recruitment of volunteers and international staff;
- its technical skills, through the acquisition of additional know-how.

- France
- Germany
- Canada
- Luxembourg
- Switzerland
- United Kingdom
- USA
- Belgium
- Federation



# Origin of funds

At 31<sup>st</sup> December 2017 in thousands EUR  
 This table is based directly on HI's annual financial statements.  
 As such, the figures have been rounded up.

Income	Total 2017 income	Monitoring of funds raised from the general public
<b>Non-designated, unused resources raised from the public in previous periods brought forward at the start of the period<sup>1</sup></b>	-	<b>15,544</b>
Resources raised from the public <sup>2</sup>	56,135	56,135
Other private funds <sup>3</sup>	12,267	-
<b>Total of private resources</b>	<b>68,402</b>	-
Public subsidies	104,821	-
Other income	2,222	-
<b>Total income this financial year</b>	<b>175,446</b>	-
Provisions write-back	862	-
Unutilised prior period designated resources brought forward	544	-
Change in dedicated funds raised from the public	-	-52
<b>Total income</b>	<b>176,852</b>	<b>71,627</b>
Total uses financed by resources raised from the public	-	- 59,461
Balance of resources raised from the public not used and not designated at the period end <sup>4</sup>	-	12,166

**1/ Non-designated, unused resources raised from the public in previous periods brought forward at the start of the period:** constitute the 'initial stock of donations'. It corresponds to the part of the associative funds resulting from fundraising with the general public and not used during the previous exercises.

**2/ Resources raised from the public:** one-off donations, regular donations by direct debit, sponsoring, legacies, etc. raised in the year.

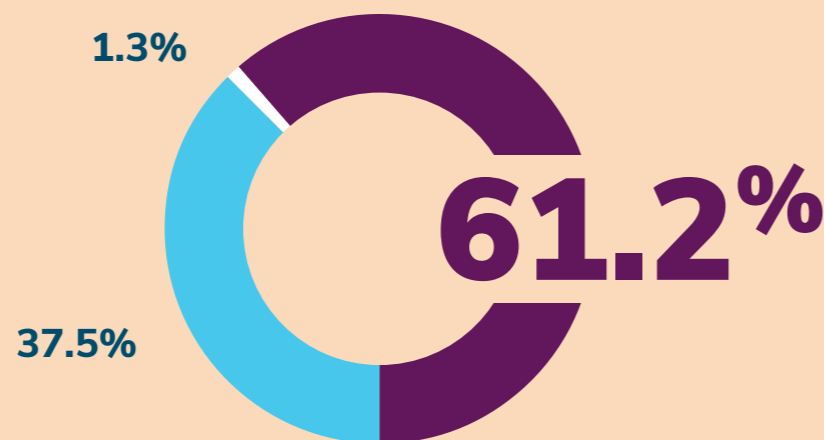
**3/ Other private funds:** institutional financing from foundations, associations, and sponsors.

**4/ Balance of resources raised from the public not used and not designated at the period end:** constitute the 'final stock of donations' not used at the end of the year. This stock, integrated into associative funds, contributes to the financial safety indispensable to the perpetuity of the social missions.

## Where our resources come from

- Grants and other public subsidies
- Private resources collected
- Other resources

NB: revenue from solidarity trading (€4,164 thousand) are not taken into account in this diagram.



# Use of funds

At 31<sup>st</sup> December 2017 in thousands EUR  
 This table is based directly on HI's annual financial statements.  
 As such, the figures have been rounded up.

Expenditure	Total use of funds 2017	Use of funds from resources raised from the public	Use of funds from other resources
Social missions <sup>1</sup>	145,240	36,462	108,778
Fundraising expenses <sup>2</sup>	18,857	18,727	130
Administrative costs <sup>3</sup>	11,912	1,509	10,403
<b>Total expenditure for the financial year</b>	<b>176,009</b>	<b>56,699</b>	<b>119,310</b>
Charges to provisions	1,743	-	1,743
Funds allocated and carried forward to the next financial year	596	-	596
<b>Total expenditure</b>	<b>178,347</b>	<b>58,660</b>	<b>121,649</b>
Gross fixed assets for the period financed from resources raised from the public	-	3,726	-
Reversal of amortisation charges on fixed assets financed from resources raised from the public	-	-963	-
<b>Total expenditure financed from resources raised from the public</b>	<b>-</b>	<b>59,461</b>	<b>-</b>

**1/ Social missions:** implementation of HI programmes throughout the world and programme coordination from headquarters. A programme includes more than one project.

**2/ Fundraising expenses:** includes expenses for general public fundraising campaigns and institutional fundraising.

**3/ Administrative costs:** includes all expenses related to general services, as well as expenses for information and awareness-raising, for example the organisation's website.

## For each €100 spent in 2017 by the HI network\*



\* The HI network includes the Federation and the 8 national associations: Belgium, Canada, France, Germany, Luxembourg, Switzerland, United Kingdom and the United States.

NB: in this diagram, costs from solidarity trade, that is to say €2,347 million in direct costs (in the heading "Fundraising expenses") and €60,000 in operating costs, are not taken into account.

HI again struck the essential balance between funds spent on social missions, more than 80%, and those allocated to administrative costs and fundraising. For many years, we have been doing everything in our power to maintain this ratio, as the end beneficiaries of our social missions are our reason for being. In 2017, this ratio increased to 83.7% thanks to the stability of our administrative costs and a sharp increase in our social mission activities due to humanitarian crises such as those in Kasai (DRC), Iraq and with the Rohingya refugees in which our teams were heavily involved. Public fundraising expenses remained stable despite the absence of any large-scale fundraising appeals for humanitarian emergencies — usually a major source of private funds. As for the slight increase in our spending on administrative costs, it was due to the ongoing implementation of projects linked to our strategy, combined with our permanent focus on cost control.

# Distribution of program-related costs

At 31<sup>st</sup> December 2017

This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

## Africa and the Indian Ocean 60.6 million euros

Burkina Faso / Niger	8.83%
Burundi	3.42%
Central African Republic	3.09%
Chad	4.93%
Democratic Republic of the Congo	14.23%
East Africa	0.91%
Ethiopia	2.20%
Kenya / Somalia	7.61%
Madagascar	2.70%
Mali	24.44%
Mozambique	1.68%
Republic of South Sudan / Uganda	4.97%
Rwanda	5.48%
Senegal / Cape Verde / Guinea Bissau	5.14%
Sierra Leone / Liberia	3.19%
Togo / Benin	5.08%
West Africa	2.10%

## Asia 26.6 million euros

Afghanistan	16.42%
Asia	2.63%
Bangladesh	12.20%
Burma / Myanmar	10.46%
Cambodia / Thailand	6.30%
China	2.42%
Democratic People's Republic of Korea	4.06%
India / Sri Lanka	7.01%
Laos	8.08%
Nepal	10.61%
Philippines / Indonesia / East Timor	8.44%
Pakistan	6.40%
Vietnam	4.97%

## Central and South America 7.6 million euros

Bolivia	8.61%
Colombia	53.93%
Cuba	7.30%
Haiti	27.49%
Nicaragua	2.67%

## North Africa and the Middle East 47.0 million euros

Jordan / Egypt / Yemen / Palestinian territories / Iraq / Lebanon / Syria	89.30%
Libya	2.38%
Morocco / Tunisia / Algeria	8.32%

## Europe 0.2 million euros

Ukraine	100.00%
---------	---------

## Other programme activities 3.2 million euros

100.00%

## Carried out at national level 3.7 million euros

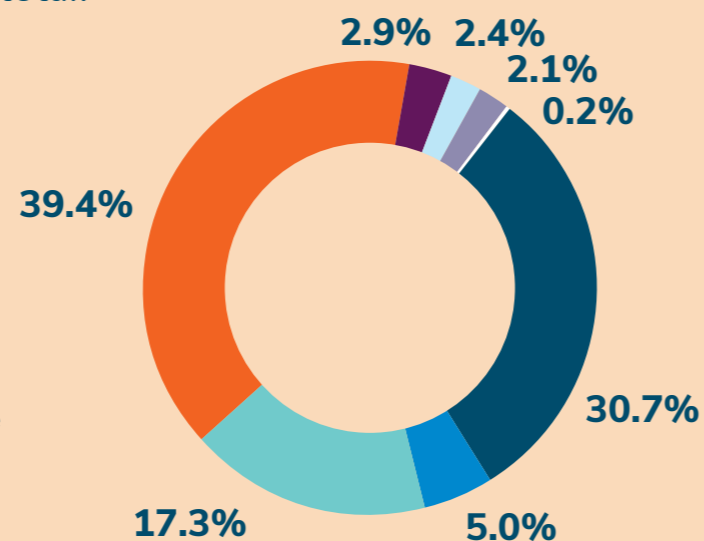
Fondation HI	12.91%
Other programme activities	43.26%
Publications / Magazine Déclic / Hizy	21.87%
Campaign to promote the inclusion of people with disabilities	21.96%

## International campaign to ban landmines and EWIPA\* 4.4 million euros

100.00%

## Programmes total: €153 million

- Africa and the Indian Ocean
- Asia
- Central and South America
- North Africa and the Middle East
- Europe
- Other programme activities
- Carried out at national level
- International Campaign to Ban Landmines



NB: Programme accounts are expressed in full costs, that is, after distribution of administrative costs on programmes, analysed according to a calculation rule validated by HI's auditor.

\* EWIPA: advocacy campaign to reduce the impact of explosive weapons in populated areas.

# International network combined balance sheet

At 31<sup>st</sup> December 2017 in thousands EUR

This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

## Assets

	2017	2016
Fixed assets <sup>1</sup>	14,769	13,816
Institutional donors <sup>2</sup>	17,122	9,672
Current assets <sup>2</sup>	23,193	18,173
Cash disposal <sup>3</sup>	33,126	34,321
<b>Total assets</b>	<b>88,210</b>	<b>75,982</b>

## Liabilities

	2017	2016
Associative funds <sup>4</sup>	32,188	32,613
Provisions for risks and charges <sup>5</sup>	3,194	2,556
Allocated funds <sup>6</sup>	596	544
Institutional donors <sup>7</sup>	28,121	17,615
Current liabilities <sup>7</sup>	23,905	22,540
Exchange rate variation	206	114
<b>Total liabilities</b>	<b>88,210</b>	<b>75,982</b>

**1/ Fixed assets:** buildings, vehicles, computer hardware, and so on, including headquarters and the field.

**2/ Current assets:** inventories of raw materials / client receivables and related accounts, and funding organisations.

**3/ Cash disposal:** cash at bank and in hand. Part of this disposal is placed in SICAV, without risk to financial investments.

**4/ Associative funds:** security funds created when the Association was founded. They are integrated in the treasury and allow HI to finance actions while waiting for funds from institutional donors.

**5/ Provisions for risks and charges:** provisions to cover current disputes or possible risks on funding contracts

**6/ Restricted funds:** allocated funds to specific projects and not used during the period.

**7/ Current liabilities:** include suppliers and other liabilities like tax and social liabilities, as well as funds received from funding organisations but not used during the period.

# HI Federation: financial report

The eight national associations that form the federal network entrust the Federation with exclusive responsibility for the implementation of international aid projects, advocacy and political initiatives at the international level, the preparation of the medium-term strategy and the development of common policies and operating procedures.



# HI Federation balance sheet

At 31<sup>st</sup> December 2017 in thousands EUR  
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

## Assets

	2017	2016
Fixed assets <sup>1</sup>	14,108	13,472
Institutional donors <sup>2</sup>	15,754	8,508
Current assets <sup>2</sup>	37,572	23,071
Cash disposal <sup>3</sup>	15,344	17,827
<b>Total assets</b>	<b>82,776</b>	<b>62,878</b>

## Liabilities

	2017	2016
Associative funds <sup>4</sup>	23,274	23,529
Provisions for risks and charges <sup>5</sup>	3,639	2,644
Allocated funds <sup>6</sup>	246	544
Institutional donors <sup>7</sup>	26,666	16,712
Current liabilities <sup>7</sup>	28,951	19,449
<b>Total liabilities</b>	<b>82,776</b>	<b>62,878</b>

**1/ Fixed assets:** buildings, vehicles, computer hardware, and so on, as well at head-office as on the field.

**2/ Current assets:** inventories of raw materials/client receivables and related accounts, and funding organisations.

**3/ Cash disposal:** cash at bank and in hand. Part of this disposal is placed in SICAV, without risk to financial investments.

**4/ Associative funds:** security funds created when the association was founded. They are integrated in the treasury and allow HI to finance its actions while waiting for the institutional donors funds.

**5/ Provisions for risks and charges:** provisions to cover current disputes or possible risks on funding contracts.

**6/ Restricted funds:** allocated funds to specific projects and not used during the period.

**7/ Current liabilities:** include suppliers and other liabilities like tax and social liabilities, as well as funds received from funding organisations but not used during the period.

# HI Federation income statement

At 31<sup>st</sup> December 2017 in thousands EUR  
This table is based directly on HI's annual financial statements.  
As such, the figures have been rounded up.

Expenses	2017	2016
Purchase and changes in inventory	105	-201
Other purchase and external expenses	43,893	40,944
Taxes and similar expenses	1,344	1,624
Wages, salaries, and social charges	64,032	56,508
Fixed asset depreciation and provisions	3,857	2,171
Other operating expenses	37,602	24,352
<b>Operating expenses<sup>1</sup></b>	<b>150,833</b>	<b>125,398</b>
Financial expenses <sup>2</sup>	2,258	1,519
Exceptional expenses <sup>3</sup>	153	756
<b>Total expenses for the year</b>	<b>153,244</b>	<b>127,673</b>
Commitments on restricted funds <sup>4</sup>	246	544
Corporate income tax <sup>5</sup>	18	29
<b>Total expenses</b>	<b>153,508</b>	<b>128,246</b>
<b>Net income</b>	<b>-1,045</b>	<b>-1,281</b>
<b>General total</b>	<b>152,463</b>	<b>126,965</b>

1/ **Operating income and expenses:** purchases, overheads, wages, taxes, depreciations and provisions for expenses, donations and fundings for income.

2/ **Financial income and expenses:** loans, investments and exchange gaps.

Income	2017	2016
Donations, legacies and solidarity	35,550	34,691
Funding from public sources (grants)	101,851	80,648
Private institutional funding	9,920	5,520
Write back of provisions and depreciation, transfer of charges	997	236
Other operating income	3,323	2,070
<b>Operating income<sup>1</sup></b>	<b>151,641</b>	<b>123,165</b>
Financial income <sup>2</sup>	160	1,904
Exceptional income <sup>3</sup>	118	705
<b>Total income for the year</b>	<b>151,919</b>	<b>125,774</b>
Carry over of restricted funds not used from previous year <sup>6</sup>	544	1,191
<b>Total income</b>	<b>152,463</b>	<b>126,965</b>
<b>General total</b>	<b>152,463</b>	<b>126,965</b>

3/ **Exceptional income and expenses:** assets transfer, penalties.

4/ **Commitments on restricted funds:** restricted funds not used in the exercise.

5/ **Income taxes:** taxes on financial operations.

6/ **Carry over of restricted funds not used from previous year:** restricted funds used in the exercise.

# HI's financial partners in 2017

## International public bodies

- European Union: DG DevCo, DG ECHO, Horizon 2020
- United Nations: International Labour Organization, OCHA, UNDP, UNFPA, UN-Habitat, UNHCR, UNICEF, UNMA, UNOPS, UNSCAR, WFP (PAM), WHO (OMS), UNWRA, UN
- Others: International Organization for Migration (IOM), OPEC Fund for International Development (OFID)

## National public bodies

- Ministries, embassies and local authorities: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, Mali, Monaco, Norway, Netherlands, Quebec, Senegal, Sweden, Switzerland, Togo, United Kingdom and United States

## Private bodies

- Action against Hunger
- ACTED
- ADRA United Kingdom
- Agronomes vétérinaires sans frontières
- Ajahma Charitable Trust
- Aktion Deutschland Hilft
- AMREF (Association for Medicine and Research in Africa)
- Australian Red Cross
- Bazar International de Luxembourg

- Big Lottery Fund
- Blom Bank
- Bloomberg (Bangladesh Steel Re-rolling Mills Company)
- Boccard
- Care
- Catholic Relief Services
- Centre missionnaire Sainte-Thérèse
- Chaîne du bonheur
- COOPI
- Danish Red Cross
- DAI
- David and Patricia Morton Family Foundation
- Deloitte
- Doctors of the World
- Dorothea Haus Ross Foundation
- Educate a Child
- ETFO Humanity Fund
- Fifty-One International, Club Guttland
- Finn Church Aid
- Fondation Anesvad
- Fondation April
- Fondation Argidius
- Fondation BNP Paribas
- Drosos Foundation
- Ford Foundation
- Ikea Foundation
- Fondation Isaac Dreyfus-Bernheim
- Fondation Jos & Mimieke, under the auspices of the Fondation du Luxembourg
- Fondation Liberté, under the auspices of the Fondation du Luxembourg
- Fondation du Mont Noir
- Fondation OCP
- Fondation Roi Baudouin
- Fondation Roncalli
- Fondation Rozalia
- Fondation Symphysis
- Fonds Comité 1212
- Fracarita Belgique
- Frank J. Flaman Foundation
- Global Fund
- Google.org
- Grandis SA

- Groupe La Poste
- Helpage International
- Helvetas Swiss Intercooperation
- Hilton Prize Coalition
- Hugh Symons Charitable Trust
- INEW (International Network on Explosive Weapons)
- International Federation for the Red Cross
- John Baldessari Endowment Fund of the California Community Foundation
- John Snow, Inc.
- Johns Hopkins University
- Knodel Foundation
- Laftreff Hesper
- LeasePlan
- Les Ateliers d'Amazoni
- Lycée français du Luxembourg
- Malteser International
- Médecins sans frontières Belgium
- Microsoft Corporation
- Miracle Feet
- Nature & Découvertes
- NEF (Network of European Foundations)
- Oxfam
- Pacific Blue Foundation
- Philip King Charitable Trust
- Plan United Kingdom
- Questions.lu
- Reitzel SA
- Save the Children Australia
- Secours islamique
- Smart Pharma
- Social Point
- Solidarités International
- Start Fund
- Sternstunden Foundation
- The Victor and Christine Anthony Family Foundation
- UCB (Union chimique belge)
- Unifor
- UPS Foundation
- World Diabetes Foundation
- World Education
- World Learning



# HI Federation Board of Trustees 2018-2019

## BUREAU

- **Chairman:** Jean-Noël DARGNIES – Retired
- **General Secretary:** Philippe CHABASSE – Doctor
- **Treasurer:** Éric VAN DE KERKHOVE – Auditeur

## Members

- Abdénour AÏN SEBA – Director
- Lucie BOURGEOIS – Director
- Susan GIROIS – Doctor
- Nidhi GOYAL – Director
- Dominique GRANJON – Director
- Dagué GUEYE NDEYE – Communication officer
- Maryvonne LYAZID – Consultant
- Pascal POLLET – Operational director
- Bernard POUPON – Director
- Jean-Baptiste RICHARDIER – Humanitarian Alternatives manager, co-founder of HI
- Elise SAINT-AUBIN – Consultant
- Benoît SMETS – Director

## 2017 Annual Report - Humanity & Inclusion

Publication Director: Jacques Tassi  
Editorial Director: Manuel Patrouillard  
Editorial Board: Florence Daunis, Pascale Jérôme,  
Marion Josserand, Sabrina Montanvert, Sylvain Ogier  
Layout & execution: In medias res  
Translation coordination: Perle Jonot  
Translation: Mandy Duret, Mica Bevington  
Photo research: Laethicia Lamotte  
Printing: Altavia Saint-Étienne  
Cover photo: Guinea-Bissau © Marta Moreiras/HI  
ISBN: 978-2-37886-000-4 9782378860004

On January 24<sup>th</sup> 2018, the global Handicap International network became Humanity & Inclusion. This network is composed of a Federation, which implements our field programmes in 63 countries, and eight National Associations. These programmes and National Associations operate under the names "Humanity & Inclusion" or "Handicap International" depending on the country.

### Humanity & Inclusion

138, avenue des Frères-Lumière  
CS 88379 — 69371 LYON CEDEX 08  
FRANCE  
Tél. : + 33 (0) 4 78 69 79 79  
Fax : + 33 (0) 4 78 69 79 94  
E-mail : [contact@hi.org](mailto:contact@hi.org)  
[www.hi.org](http://www.hi.org)

