



# 2019 Annual Report

## **Humanity & Inclusion**

# Maintaining our operational agility in an increasingly unstable world

2019 was a remarkable year for our social mission. Our teams brought assistance to more than two million beneficiaries around the world in a context marked by cyclone Idai in Mozambique, the conflict in Yemen, the constantly deteriorating living conditions of hundreds of thousands of people in northern Syria and the enduring chronic crises in countries such as the Democratic Republic of Congo, Mali, Burkina Faso and Colombia.

protect our beneficiaries. In 2019, we rolled out a campaign of “zero tolerance” for sexual exploitation and all forms of harassment across the whole organisation and with our partners to strengthen our existing safeguarding policy.

Given the violence encountered in many of today’s intervention settings and the exclusion still experienced by vulnerable people, our advocacy campaigns remained as relevant as ever in 2019.

populated areas, it entered its final phase. A diplomatic process is due to begin in 2020, aimed at producing an international political declaration. Meanwhile, in the autumn of 2019, HI erected a Monument to the Unknown Civilian in Paris (France), in Geneva (Switzerland) and Vienna (Austria) in honour of the countless forgotten victims of these weapons.

Finally, after the collapse in private giving in 2018, especially in France, 2019 was a record year for private fundraising. But the end of the year saw the appearance of COVID-19, which has since become a pandemic threatening the health of populations throughout the world and severely undermining economic systems everywhere. International aid and development organisations such as ours are now managing this major humanitarian crisis simultaneously in all the countries in which they work, while the financial consequences pose an increasingly serious threat to their functioning.

We would like to take this opportunity to thank and congratulate all of HI’s teams for their tireless mobilisation and capacity to rise to these complex challenges. ■

**Jean-Noël Dargnies**, Chairman  
and **Manuel Patrouillard**, Managing Director

## Our abiding ambition being to achieve greater efficiency and proximity and strengthen our support to local partners, we implemented presence and intervention models adapted to each country

With the volume of our operations increasing by more than 10% in 2019, additional regional programmes were set up to provide them with more robust support. Our abiding ambition being to achieve greater efficiency and proximity and strengthen our support to local partners, we implemented presence and intervention models adapted to each country. Our response to donors’ demands for localised aid was to apply the principle of subsidiarity – professionalization of local organisations and nationalisation of jobs –, while ensuring the necessary oversight and enforcing policies that

On 1ST April, we addressed the United Nations Security Council to denounce persistent and targeted attacks on aid workers. Also in April, we organised the Harkin International Disability Employment Summit in Paris. And in November, we presented the IASC (Inter-Agency Standing Committee) guidelines on the inclusion of persons with disabilities in humanitarian action at the United Nations’ headquarters in New York – guidelines that we helped to write.

As for our EXIPA campaign to prevent the use of explosive weapons in





#### WORLDWIDE PRESENCE

**441** projects in **61** countries

#### DIRECT AND INDIRECT BENEFICIARIES

**2,871,722**

##### DIRECT BENEFICIARIES

People having received goods or services as part of a project implemented by HI or its operating partners in 2019.

**11,489,950**

##### INDIRECT BENEFICIARIES

People benefiting from the effects of goods or services received by HI's direct beneficiaries in 2019.

#### BENEFICIARY DATA BY SECTOR OF ACTIVITY<sup>1</sup>

##### HEALTH

**919,103** people

##### SOCIAL & ECONOMIC INCLUSION

**674,975** people

##### REHABILITATION

**271,019** people

##### ACTION AGAINST MINES AND OTHER WEAPONS

**825,715** people

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

**283,316** people

#### GLOBAL WORKFORCE<sup>3</sup>

**4,237** people

including:

- **3401** national staff on the ground
- **347** international staff on the ground
- **273** headquarters staff working for programmes and on programme monitoring
- **216** staff working in support services, fundraising and communication

#### HI NETWORK BUDGET

**€ 217 million**

1. Beneficiary data by sector of activity: number of people having benefited directly from the actions of HI and its partners in 2019. Some people benefited from a number of services and/or activities. Consequently, despite our best efforts, a few of them may have been counted more than once. Non-exhaustive data that does not include all sectors of HI's activity

2. Basic needs: water, sanitation, shelter and livelihoods.

3. Global workforce: expressed in annual full-time equivalent positions.



## Part 1 | Who we are?

### 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 choice. 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, altruistic and transparent manner.

## Handicap International - Humanity & Inclusion network

In 2018, the global Handicap International network became Humanity & Inclusion (HI).

The HI global network is made up of a Federation, which implements programmes in **54 countries**, eight national associations and the HI Institute on Humanitarian Action.



Ouganda © Quinn Neely/HI

### The HI Organisation

The HI Organisation is comprised of the Federation, established 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 Organisation's social mission in around 60 countries under the name "Humanity & Inclusion" or "Handicap International", depending on the country. Depending on the country in which they are based, 19 of these programmes and national associations bear the name "Handicap International" and 34 are called "Humanity & Inclusion" in 2019.

Our 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.

# HI Institute on Humanitarian Action: safeguarding our ethical principles

Since 2015, the HI Institute on Humanitarian Action (the new name of the Handicap International Foundation) has been responsible for defining the ethical framework that underpins HI's actions. The Institute analyses the ethical and political issues facing the HI movement and the aid sector in general.

## IDEAS LABEL

With the help of the Institute for the Development of Ethics and Action for Solidarity (IDEAS), in January 2016 HI engaged in enhancing its governance, financial management and effectiveness. After an independent audit conducted on the basis of 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 set out the principles to be respected by all of its employees and partners. Its gender, protection of beneficiaries and child protection policies are accompanied by a code of conduct which applies to all those representing HI (employees, people accompanying expatriate staff, consultants, service providers, partner organisations, interns and voluntary workers. Whenever local legislation permits, HI incorporates this code of conduct into employment contracts and internal rules of procedure.

Our institutional policies are available online: [www.hi.org/en/institutional-policies](http://www.hi.org/en/institutional-policies)

- Policy for the Protection of Beneficiaries against Sexual Exploitation and Abuse, which also prohibits recourse to prostitution
- Child protection policy
- Gender policy
- Policy for the Prevention of and Fight against Bribery and Corruption
- Safety and Security policy

## International recognition

**1996**

In 1996, the United Nations High Commissioner for Refugees awarded HI the Nansen prize "for its outstanding work with refugees."

**1997**

HI was co-laureate of the Nobel Peace Prize in 1997 for its role in the International Campaign to Ban Landmines.

**1999**

In 1999, HI obtained special consultative status with the United Nations.

**2008**

In 2008, the Nansen prize was awarded to the United Nations Mine Action Coordination Centre for South Lebanon in recognition of the work of its deminers, who included three teams from HI.

**2011**

In 2011, HI received the Conrad N. Hilton Humanitarian prize for its actions in support of people with disabilities.

**2018**

In 2018, HI was rated 8th in NGO Advisor's ranking of the world's top 500 non-governmental organisations.

## They support our causes

HI's causes are supported by a number of prestigious ambassadors. They include Jessica Cox, Ulrike Folkerts, Mario Galla, Rachel Kolly d'Alba, Elisabeth Lanz, Anthony Lemke, Queen Mathilde of Belgium, Eddie Ndopu, Axelle Red, Christa Rigozzi, Diane Tell and Celine van Till.

## Programmes and key events in 2019

### Inter-NGO resource pooling: an opportunity to provide more and better assistance to our beneficiaries

Growing humanitarian needs and dwindling financial resources present humanitarian organisations with the dual challenge of raising more funding while finding ways to make more efficient use of what they have. One solution for aid operators seeking to increase their impact and provide more and better assistance to their beneficiaries is to pool their means and expertise.

HI is a key player here, leading some resource-pooling projects directly and contributing to others. Any area of activity, whether human resources, logistics, purchasing or even private fundraising in humanitarian emergencies, can be revised to incorporate this approach. For example,

HI is about to introduce a taxation management system for expatriate staff in collaboration with a number of other French organisations. We have also launched Alliance Urgence with five other NGOs in France (Action against Hunger, Care, Doctors of the World, Plan International and Solidarités international) for the purpose of joint fundraising in humanitarian emergencies. And through our operational unit, Atlas Logistique, we provide inclusive logistics solutions for other aid operators.

#### ADVOCACY

### “On the road to Dublin”: putting an end to the bombing of civilians

Every 24 minutes, a civilian is injured or killed by a bomb or explosive weapon used in a populated area. There is an urgent need to protect civilians from these barbaric practices.

HI and the other members of the International Network on Explosive Weapons (INEW) are currently engaged in a dialogue with governments to persuade them to endorse a strong political declaration aimed at stopping the use of explosive weapons with wide-area effects in populated areas. This declaration, which HI is intending to make as ambitious as possible, will be based on two pillars: putting an end to the use of the most destructive weapons in urban areas and obtaining recognition by governments of their duty to assist and provide reparation for victims.

To increase pressure on governments, HI has launched a campaign asking citizens to sign a petition and to lobby their members of parliament to support this declaration. Significant progress was made at the October 2019 Vienna Conference on the Protection of Civilians in Urban Warfare, with 84 of the 133 states in attendance announcing their willingness to work on this political declaration.

The consultations continue. A political declaration will be opened for signature at the Dublin Conference in 2020.





## YEMEN

# HI's teams working on all fronts

Yemen is suffering from the world's worst humanitarian crisis. Out of a population of 30 million, an estimated 24 million are in need of assistance.

Some 19.7 million people require medical treatment in a country where only half of the country's health facilities are fully functional. And

Yemen is also experiencing one of the world's most severe food crises. All this against a backdrop of relentless bombs.

HI is bringing assistance to the victims of this brutal conflict in the governorates of Sanaa, Amanat Al Asimah and Aden. Our teams work in six health centres where they treat and care for people with

disabilities and injuries, providing them with functional rehabilitation services, hygiene kits, orthopaedic devices and walking aids (prostheses, orthoses, wheelchairs, crutches, etc.), as well as much-needed psychosocial support.

Our rehabilitation professionals are trained to meet wide-ranging needs. Many of their patients have been injured in bomb attacks or landmine explosions, Yemen being one of the most landmine-contaminated countries in the world.

Our teams also train staff from other NGOs to increase the inclusiveness of their relief efforts.



**8,188 people were supported by HI**

## BANGLADESH

# Assistance for the Rohingya: an ongoing priority

In Bangladesh, almost one million stateless refugees, members of Myanmar's Rohingya Muslim minority, are entirely dependent on humanitarian assistance. They live in appalling conditions in camps with vastly inadequate sanitation and beset by violence, insecurity and human trafficking.

Since 2017, HI's mobile teams have been working in 15 of these camps, providing integrated services adapted to the needs of the most vulnerable and isolated refugees. They provide immediate and direct assistance in the form of functional rehabilitation, psychological support, recreational activities or education on protection



**122,232 people were supported by HI in 2019, and 199,023 in 2018\***

issues (early marriage, education for girls, human rights, sexual violence, etc.). Team members include physical therapists, nurses, psychosocial and social workers, safeguarding specialists and sports educators.

HI also has also set up fixed facilities to increase its coverage and the effectiveness of its actions, and is providing support to members of the Bangladeshi host communities, also living in great poverty.

\*Some beneficiaries having benefited from services offered by different projects may have been counted more than once.

## MADAGASCAR AND HAITI

# A bold tele-rehabilitation project to provide access to home care

When a shortage of physical rehabilitation centres and professionals is compounded by a problem of geographical distance, the chances of isolated people receiving care are much reduced. Moreover, the cost of transport and taking days off work to accompany someone to a physical rehabilitation centre can place a significant financial burden on the families concerned. So testing new technologies to improve access to physical rehabilitation services for isolated people living with disabilities is paramount. HI's teams in Madagascar and Haiti are meeting the challenge.

To find solutions for the thousands of people living in situations of physical and financial vulnerability, HI is exploring new avenues such as tele-rehabilitation. An innovative tele-rehabilitation project is currently being piloted with about 50 people with disabilities living in remote areas of Haiti and Madagascar. The objective is to make rehabilitation care accessible to these people and directly involve them in their own care. Therapists and patients communicate by phone or internet. The patients are given instructions and videos to help them do their exercises at home. Clinical assessments are done remotely.

In areas with no direct internet access, a different approach is used. Patients attend a health centre where health workers use tablet computers to channel information back and forth between the physical or occupational therapist and the patient.

**2,023 people benefited from physical and functional rehabilitation services in Haiti and Madagascar in 2019**

## DEMOCRATIC REPUBLIC OF THE CONGO

# Food security: a matter of survival

Since 2016, repeated outbursts of violence involving militia, armed groups and security forces have seriously undermined the food security of people living in the Kasai region of the Democratic Republic of the Congo. As a contributor to the Food for Peace programme, funded by USAID, HI provides in-kind support in the form of food parcels for households affected by the conflict in the Demba and Dimbelenge territories.

Between 2017 and 2019, almost 93,000 people – some repatriated after seeking refuge outside the country, others displaced within the country or members of the host communities – received a 27-kilo parcel. To ensure access to this aid for vulnerable people unable to make their own way to the distribution sites (people with disabilities, older people, pregnant women, etc.), HI arranges

transport for them or delivers food parcels to their homes. By reducing people's spending on food, the project

has indirectly contributed towards improving their access to health, hygiene and education.



**92,549 people received food aid between 2017 and 2019**



## NEPAL

# School for girls and boys with disabilities

In Nepal, children with disabilities, especially girls, are marginalised and many of them have no access to education.

HI is currently running an ambitious project in three underprivileged districts of Terai region with 2,300 young girls with disabilities aged 6 to 19 years. Some 900 of these girls had never attended school and the remaining 1,400 had previously dropped out. The project is seeking to change mentalities and encourage parents to defend their children's right to education. Its end goal, of course, is for each of these girls to begin or return to education or learning. They attend mainstream classes and receive extra tuition to help them catch up with their reading and arithmetic.

**1 228 benefited from HI's inclusive education projects in Nepal**

HI is also running a "Reading for all" project designed to improve the foundational reading skills of children with disabilities from the first to the third grade. Their teachers are helped to adapt their practices to provide support that meets their students' needs.

This project reaches children in 5,104 schools in the 16 districts targeted by the National Early Grade Reading Programme.

## CHAD

# Drones for demining northern Chad



Since the conflict with Libya in the 1980s, northern Chad has been heavily contaminated with explosive remnants of war. To reduce the impact of these weapons on the population, HI has launched a vast mine clearance and economic development project in consortium with a number of other organisations. Our goals are to rehabilitate roads to help open up the Faya-Largeau region and to release land back to the communities.

HI plans to demine 1.5 million m<sup>2</sup> of land in Chad within four years. With almost 500,000 m<sup>2</sup> now cleared, we have already achieved a third of our objective. To speed up our evaluations and interventions, we are currently testing a solution for localising landmines by means of drones equipped with infrared cameras. These tests are possible

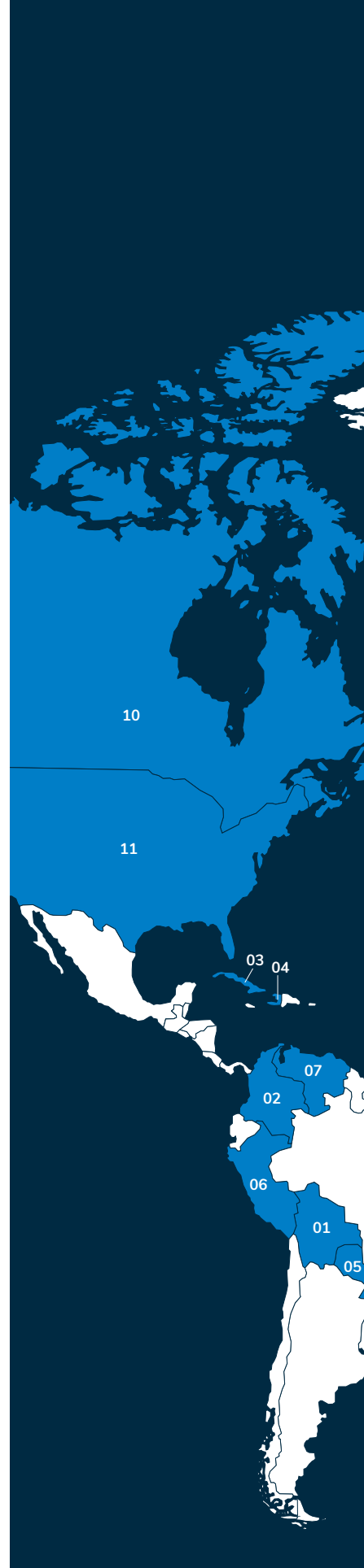
**1,165,849 m<sup>2</sup> of land contaminated by mines or explosive remnants of war was released back to the inhabitants**

**59,914 people benefited from HI's demining actions in Chad**

thanks to the support of the European Union and an operational test site provided by the local authorities. If this test phase proves conclusive, drone technology should enable us to reduce the duration and cost of demining operations - and make the work of deminers safer all over the world.

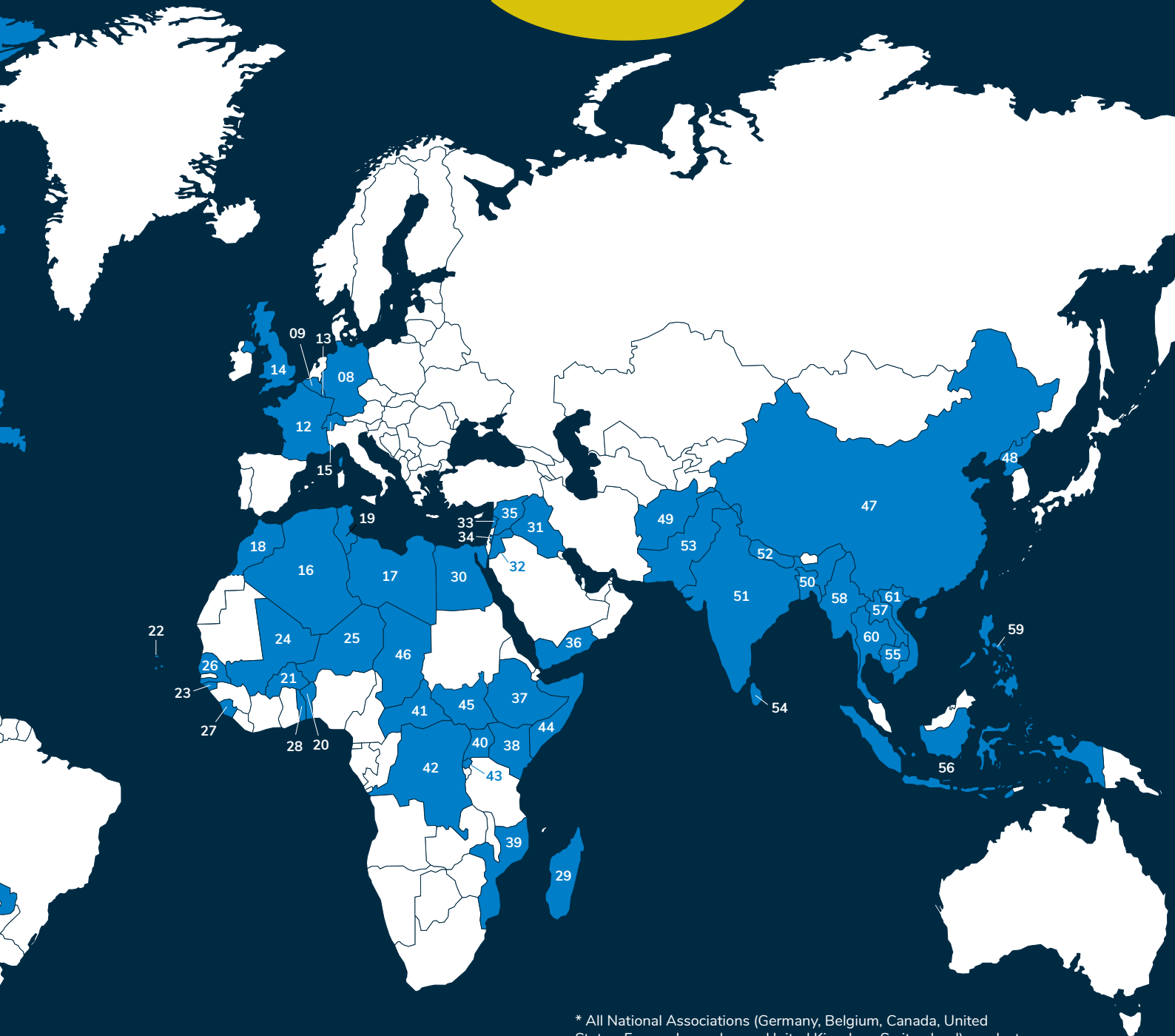
	Emergency response	Mine action*	Disability rights & policy	Social & economic inclusion	Rehabilitation	Prevention & health	Logistics platforms
<b>CENTRAL AND SOUTH AMERICA</b>							
01 / Bolivia			x	x	x	x	
02 / Colombia	x	x	x	x	x	x	
03 / Cuba	x		x	x	x	x	
04 / Haiti	x		x	x	x	x	
05 / Paraguay						x	
06 / Peru			x			x	
07 / Venezuela	x						
<b>EUROPE AND NORTH AMERICA</b>							
08 / Germany		x	x	x			
09 / Belgium		x			x	x	
10 / Canada		x					
11 / United States		x					
12 / France		x	x	x			
13 / Luxembourg		x					
14 / United Kingdom	x	x		x			
15 / Switzerland		x					
<b>NORTH AFRICA</b>							
16 / Algeria	x			x	x		
17 / Libya		x			x	x	
18 / Morocco	x		x	x	x		
19 / Tunisia			x	x			
<b>WEST AFRICA</b>							
20 / Benin							
21 / Burkina Faso		x	x	x	x	x	
22 / Cape Verde	x		x	x	x	x	
23 / Guinea-Bissau			x	x		x	
24 / Mali	x	x	x	x	x	x	x
25 / Niger	x	x	x	x	x	x	
26 / Senegal		x	x	x	x	x	
27 / Sierra Leone	x		x	x		x	
28 / Togo			x	x	x	x	
<b>INDIAN OCEAN</b>							
29 / Madagascar	x		x	x	x	x	
<b>MIDDLE-EAST</b>							
30 / Egypt			x	x		x	
31 / Iraq (incl. Iraqi Kurdistan)	x	x	x	x	x	x	

	Emergency response	Mine action*	Disability rights & policy	Social & economic inclusion	Rehabilitation	Prevention & health	Logistics platforms
32 / Jordan				x	x	x	
33 / Lebanon		x		x	x	x	
34 / Palestine			x	x	x	x	
35 / Syria	x	x		x	x	x	
36 / Yemen	x	x		x	x	x	
<b>SOUTHERN, CENTRAL AND EAST AFRICA</b>							
37 / Ethiopia	x		x	x	x	x	
38 / Kenya			x	x	x	x	
39 / Mozambique	x		x	x			
40 / Uganda	x		x	x	x	x	
41 / Central African Republic	x		x	x	x	x	x
42 / Democratic Republic of the Congo	x			x	x	x	x
43 / Rwanda	x		x	x	x	x	
44 / Somalia (incl. Somaliland and Puntland)	x		x				
45 / South Sudan	x		x	x	x	x	
46 / Chad		x	x	x	x		
<b>CENTRAL AND EAST ASIA</b>							
47 / China			x	x		x	
48 / Democratic People's Republic of Korea				x	x	x	x
<b>SOUTH ASIA</b>							
49 / Afghanistan	x		x	x	x		
50 / Bangladesh	x			x	x	x	x
51 / India				x		x	
52 / Nepal	x		x	x	x		
53 / Pakistan				x			
54 / Sri Lanka			x	x	x		
<b>SOUTH-EAST ASIA</b>							
55 / Cambodia			x	x	x	x	
56 / Indonesia			x	x		x	
57 / Laos		x	x	x	x	x	
58 / Myanmar (Burma)		x	x	x	x	x	
59 / Philippines	x			x		x	
60 / Thailand		x		x	x		
61 / Vietnam					x		





# 441 projects in 61 countries



\* All National Associations (Germany, Belgium, Canada, United States, France, Luxembourg, United Kingdom, Switzerland) conduct advocacy activities, including fighting against the bombing of civilians.

Countries where activities closed down in 2019: Democratic People's Republic of Korea.

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

## Significant progress in uncertain times

2018 was a difficult year for HI's private fundraising. A sharp decline in donations, combined with a planned deficit to finance our strategic plan resulted in a €1.6 million deficit in our net income. Moreover, 2019 also saw a significant increase in our institutional funding. Thanks to these excellent results and a strict cost control policy, and despite investing €3m in our strategy projects, we ended the year with a net surplus of €1m.

The distribution of our income remained unchanged in 2019, with 65.7% of our resources coming from institutional funding against 32.8% from private funding (and 1.5% from other sources). In particular, legacy donors, who were committed to fuelling the organisation's future successes, left generous bequests, and private donors in France responded positively to our mass marketing campaigns. All this is a testament to our donors' enduring confidence in HI in an unstable world context where crises and obstacles to humanitarian action continue to proliferate.

Our social mission continued to grow in 2019, with a 13% increase in the volume of our operations, which reached €180 million. This is the same percentage increase as in 2018, despite the closure of all our projects in Burundi. It reflects our involvement in responses to major emergencies such as the Syrian crisis and the conflicts in Yemen and South Sudan, as well as the growth in our activities on the Burkina Faso-Niger programme and in the Central African Republic, for example. This growth is also due to an increase of more than €6 million in the volume of our activity in Mali, a country affected by a multitude of crises.

#### Eric VAN DE KERKHOVE

Treasurer of Humanity & Inclusion

## Part 4 | Financial report HI's network

### Events subsequent to the closing of our 2019 accounts

The COVID-19 control measures introduced in all the countries in which we work have led to a reduction, and in some cases the suspension of some of our activities.

Given the uncertainty surrounding our volume of activity and the impact of this crisis on our private and public funding, the consequences for our organisation's financial health are hard to predict at this point.

However, this difficult context might well have some short-term negative effects on our activity and cash position in 2020. For this reason, and as a precautionary measure, we have already activated all the support schemes available to us in order to preserve our resources as best we can.

## 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.

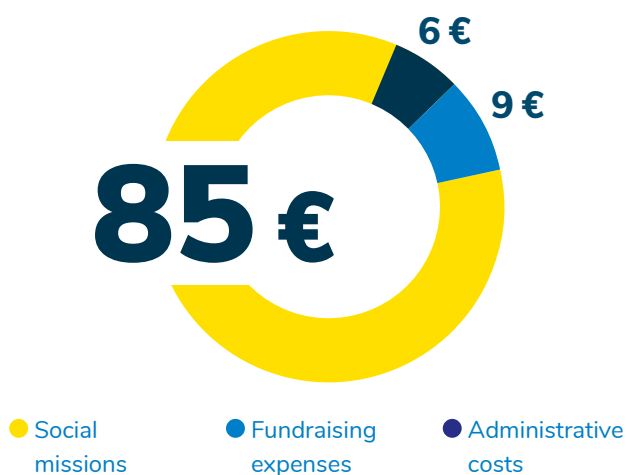
#### **A RESERVES POLICY TO ENSURE FINANCIAL SECURITY**

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.

### **For each €100 spent in 2018 by the HI network\***



In 2019, Humanity & Inclusion once again struck the crucial balance between funds spent on its social missions and those used to meet administrative and fundraising costs.

In 2019, the ratio remained stable, with 85% of funds (180 million euros) allocated to our social missions. Fundraising and administrative costs also remained stable at 9% and 6% respectively. As in 2018, there were no large-scale fundraising appeals for humanitarian emergencies - usually a major source of private funds.

\* The HI network includes the Federation, the HI Institut on Humanitarian Action 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 €1.712 million in direct costs (in the heading "Fundraising expenses") and €94 thousand in operating costs, are not taken into account.

## Origin of funds

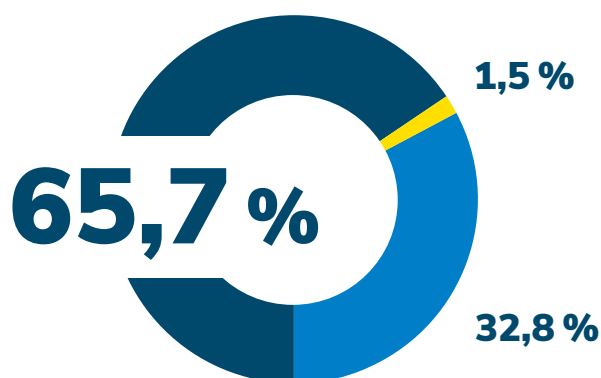
At 31st December 2019 in thousands EUR  
This table is based directly on HI's annual financial statements.  
As such, the figures have been rounded up.

### Income

	Total 2019 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>	—	8 872
Resources raised from the public <sup>2</sup>	52,868	52,868
Other private funds <sup>3</sup>	20,344	—
<b>Total resources raised from the public</b>	<b>73,212</b>	—
Grants and other public subsidies	140,445	—
Other income	3,148	—
<b>Total income this financial year</b>	<b>216,805</b>	—
Provisions write-back	802	—
Unutilised prior period designated resources brought forward	387	—
Change in dedicated funds raised from the public	—	-264
<b>Total income</b>	<b>217,994</b>	<b>61,476</b>
Total uses financed by resources raised from the public	—	-49,370
Balance of resources raised from the public not used and not designated at the period end <sup>4</sup>	—	12,106

### Where our resources come from

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



NB: revenue from solidarity trading (€3.06 million) are not taken into account in this diagram.

<sup>1</sup> **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.

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

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

<sup>4</sup> **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.



## Use of funds

At 31st December 2019 in thousands EUR  
This table is based directly on HI's annual financial statements.  
As such, the figures have been rounded up.

<b>Expenditure</b>	<b>Total use of funds 2019</b>	<b>Use of funds from other resources</b>	<b>Use of funds from resources raised from the general public</b>
Social missions, <sup>1</sup>	180,293	148,952	31,341
Fundraising expenses, <sup>2</sup>	19,914	3,713	16,201
Administrative costs, <sup>3</sup>	12,816	11,335	1,481
<b>Total expenditure for the financial year</b>	<b>213,023</b>	<b>164,000</b>	<b>49,023</b>
Charges to provisions	3,006	3,006	—
Funds allocated and carried forward to the next financial year	919	919	—
Resources surplus for the financial year	1,046	1,046	—
<b>Total expenditure</b>	<b>217,994</b>	<b>168,971</b>	<b>49,023</b>
Proportion of gross fixed assets for the period financed from resources raised from the public	—	—	1,329
Reversal of amortisation charges on fixed assets financed from resources raised from the public	—	—	- 982
<b>Total uses financed from resources raised from the public</b>	<b>—</b>	<b>—</b>	<b>49,370</b>

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

<sup>2</sup>**Fundraising expenses:** includes expenses for general public fundraising campaigns and other fundraising expenses (other private funds, application for grants and other public subsidies).

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

## Methodology used in establishing the statement of utilisation of funds (CER)\*

The Statement of Utilisation of Funds (or CER from the French Compte d'Emploi des Ressources) is drawn up in conformity with the French decree of 11 December 2008. In 2019, revisions were made to the methodology used in preparing this statement. These revisions have been approved by the Federation's Board of Trustees. Detailed information on these changes can be found in our financial statements available on the [hi.org](http://hi.org) website. 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).

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

## Distribution of program-related costs

At 31st December 2019 in thousands EUR  
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

### Africa and the Indian Ocean

76 M€

Burkina Faso/Niger	12,53 %
Burundi	0,27 %
Central African Republic	4,64 %
Chad	11,53 %
Democratic Republic of the Congo	7,95 %
East Africa	0,73 %
Ethiopia	2,85 %
Kenya/Somalia	6,13 %
Madagascar	3,97 %
Mali	24,63 %
Mozambique	2,39 %
Republic of South Sudan/Uganda	4,91 %
Rwanda	4,93 %
Senegal/Cape Verde/Guinea Bissau	3,60 %
Sierra Leone	3,19 %
Togo/Benin	3,50 %
West Africa	2,25 %

### Central and South America

8,3 M€

Bolivia, Paraguay, Peru	11,84 %
Colombia	50,25 %
Cuba	7,08 %
Haiti	26,30 %
Venezuelan crisis	4,53 %

### North Africa and the Middle East

54,4 M€

Jordan/Egypt/Palestinian territories/Yemen/Iraq/Lebanon/Syrian crisis	84,79 %
Libye	5,65 %
Morocco/Tunisia/Algeria	9,56 %

### Other programmes

activities 2,9 M€

100,00 %

### Carried out at National level

5,3 M€

Publications/Hizy	10,64 %
HI Institut on Humanitarian Action	6,15 %
Other programmes activities	64,05 %
Campaign to promote the inclusion of people with disabilities	19,16 %

### International Campaign to Ban Landmines and

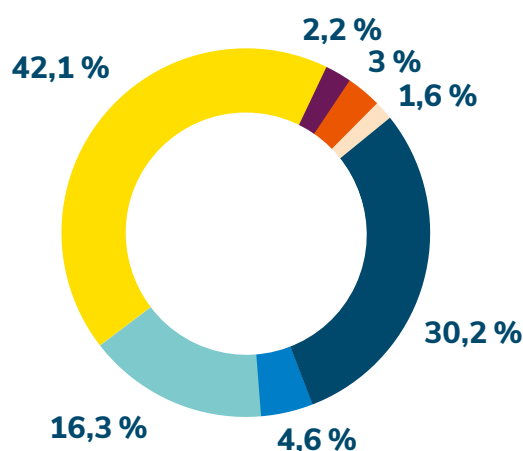
EWIPA\* 3,9 M€

100,00 %

### Asia 29,5 M€

Afghanistan	12,83 %
Asia	1,92 %
Bangladesh	29,08 %
Burma/Myanmar	12,13 %
Cambodia/Thailand	3,01 %
China	3,57 %
Democratic People's Republic of Korea	4,09 %
India/Sri Lanka	5,50 %
Laos	7,33 %
Nepal	8,29 %
Pakistan	4,24 %
Philippines/Indonesia	4,92 %
Vietnam	3,09 %

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



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 31st December 2019 in thousands EUR  
This table is based directly on HI's annual financial statements.  
As such, the figures have been rounded up.

### Assets

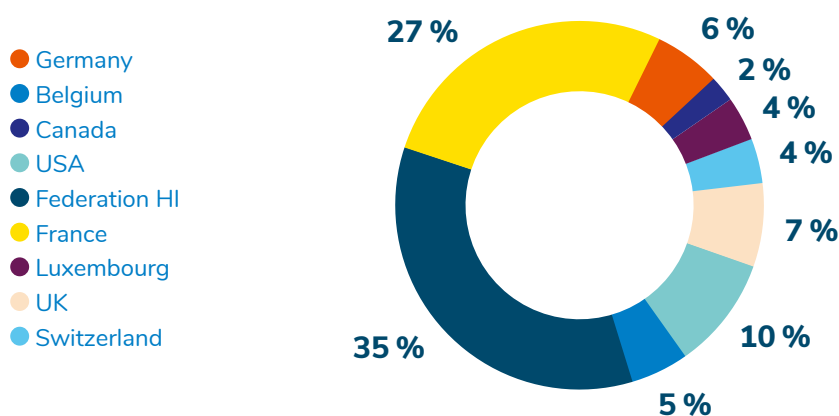
	2019	2018
Fixed assets <sup>1</sup>	16,013	16,925
Institutional donors <sup>2</sup>	15,378	30,774
Current assets <sup>3</sup>	30,616	27,513
Cash disposal <sup>4</sup>	46,473	39,312
<b>Total assets</b>	<b>108,480</b>	<b>114,524</b>

### Liabilities

	2019	2018
Associative funds <sup>1</sup>	32,846	32,524
Provisions for risks and charges <sup>5</sup>	3,118	2,680
Allocated funds <sup>6</sup>	920	387
Institutional donors <sup>7</sup>	43,305	52,622
Current liabilities <sup>7</sup>	27,926	26,119
Exchange rate variation	365	192
<b>Total liabilities</b>	<b>108,480</b>	<b>114,524</b>

## 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.

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

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 31st December 2019 in thousands EUR  
This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

### Assets

	2019	2018
Fixed assets <sup>1</sup>	15,640	16,377
Institutional donors <sup>2</sup>	13,093	29,478
Current assets <sup>3</sup>	50,651	45,960
Cash disposal <sup>3</sup>	33,649	26,033
<b>Total assets</b>	<b>113,033</b>	<b>117,848</b>

### Liabilities

	2019	2018
Associative funds <sup>4</sup>	23,835	23,568
Provisions for risks and charges <sup>5</sup>	3,088	2,762
Allocated funds <sup>6</sup>	920	244
Institutional donors <sup>7</sup>	38,604	50,304
Current liabilities <sup>7</sup>	46,586	40,970
<b>Total liabilities</b>	<b>113,033</b>	<b>117,848</b>

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

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

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

<sup>4</sup>**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.

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

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

<sup>7</sup>**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 31st December 2019 in thousands EUR

This table is based directly on HI's annual financial statements.

As such, the figures have been rounded up.

Expenses	2019	2018
Purchase and changes in inventory	- 9	- 48
Other purchase and external expenses	54 849	49 440
Taxes and similar expenses	2 048	1 628
Wages, salaries, and social charges	80 722	69 983
Fixed asset depreciation and provisions	4 009	3 393
Other operating expenses	48 697	42 505
<b>Operating expenses <sup>1</sup></b>	<b>190 316</b>	<b>166 901</b>
Financial expenses <sup>2</sup>	891	736
Exceptional expenses <sup>3</sup>	384	360
<b>Total expenses for the year</b>	<b>191 591</b>	<b>167 997</b>
Commitments on restricted funds <sup>4</sup>	920	245
Corporate income tax <sup>5</sup>	24	15
<b>Total expenses</b>	<b>192 535</b>	<b>168 257</b>
<b>Net income</b>	<b>1 100</b>	<b>- 1 146</b>
<b>General total</b>	<b>193 635</b>	<b>167 111</b>

Income	2019	2018
Donations, legacies and solidarity	36 781	32 193
Funding from public sources (grants)	140 232	118 620
Private institutional funding	10 154	10 022
Write back of provisions and depreciation, transfer of charges	904	1 868
Other operating income	4 606	3 178
<b>Operating income <sup>1</sup></b>	<b>192 677</b>	<b>165 881</b>
Financial income <sup>2</sup>	569	873
Exceptional income <sup>3</sup>	144	110
<b>Total income for the year</b>	<b>193 390</b>	<b>166 864</b>
Carry over of restricted funds not used from previous year <sup>6</sup>	244	247
<b>Total income</b>	<b>193 635</b>	<b>167 111</b>
<b>General total</b>	<b>193 635</b>	<b>167 111</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.

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.

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In 2018, the global Handicap International network became Humanity & Inclusion. This network is composed of a Federation, which implements our field programmes in 53 countries, and 8 National Associations. These programmes and National Associations operate under the names “Humanity & Inclusion” or “Handicap International” depending on the country.

# HI Federation Board of Trustees 2020-2021

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