



ANNUAL
REPORT
2016
**HANDICAP
INTERNATIONAL
NETWORK**

**HANDICAP
INTERNATIONAL**

ADAPTING TO MEET THE CHALLENGES AHEAD

02



JACQUES TASSI, CHAIRMAN OF THE HANDICAP INTERNATIONAL FEDERATION



MANUEL PATROUILLARD, EXECUTIVE DIRECTOR OF THE HANDICAP INTERNATIONAL FEDERATION

The conflicts in Syria, Yemen and Iraq continued unabated in 2016, and the fighting triggered yet more massive population displacements. Meanwhile, the unacceptable use of explosive weapons in populated areas persisted. Handicap International's report, *Qasef: Escaping the bombing*, published in 2016, confirmed that large-scale and indiscriminate bombing and shelling were forcing millions of Syrians to flee their homes, leaving aid organisations like ours to cope with one of the worst humanitarian crises in decades.

In 2016, Handicap international launched a campaign denouncing these practices, now the leading cause of death among Syrian civilians, and demanding that parties to the conflict halt their use. Our organisation is also urging the international community to condemn, in the strongest terms, the use of explosive weapons in populated areas and to commit to putting an end to such practices.

The year also saw its share of natural disasters. Haiti was particularly hard-hit, with Hurricane Mathew making landfall on the island on 4 October, only to be followed by devastating flooding. With back-up from our emergency response specialists, our teams on the ground brought immediate assistance to the victims and rapidly implemented a wide range of initiatives, such as rehabilitation care in hard-to-reach areas, psychological support, distribution of emergency kits and household items, rubble clearance and a logistics platform for the transport of aid by road and sea.



In 2016, we launched our new, ten-year strategy, which will bring about a major transformation in our organisation. We are not seeking to change our social mission, but rather to enhance and broaden it so we can address the sharply escalating needs. Finally, we want to increase our organisation's efficiency still further in order to effectively meet the humanitarian challenges that lie ahead.

Because our strategy's success is intrinsically linked to our staff's level of engagement, we introduced an extensive training programme for our managers in 2016, based on a learning, support and experience-sharing model. We also launched a lean management project, aimed at simplifying our operating methods and procedures and optimising our time and energy.

To encourage and enhance internal communication, in 2016 we rolled out "Hinside," a web-based collaboration and communication platform on which all Handicap International staff, board members and voluntary workers can contribute and share knowledge.

Demonstrating the impact of our actions is another critical element of our reforms. With funding from the Ikea Foundation, Handicap International has developed ScoPeO (Score of Perceived Outcomes) and ScoPeO kids. These tools enable us to measure the quality of life of our beneficiaries - adults, young people and children - regardless of their gender, age, and the cultural context in which they live. We're glad to say that the quality of people's lives is now a key priority at the

international level, and its improvement is seen as an indicator of positive change.

We have also agreed to act as the lead agency in a number of activities implemented in cooperation with other humanitarian aid actors. We are currently leading a number of major new consortia (as in Mali, for example) in which a large number of local and international partners work together under our supervision.

Finally, to help us fulfil our ambitions, we have been reviewing the Handicap International brand. As a result, from 2018, our organisation will adopt a new name - one that's more aspirational - to pave the way for welcoming yet more partners and support under our banner and establishing new alliances. ▶

1. *Qasef: Escaping the bombings: report published by Handicap International on 28 September, 2016.*

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03



Our vision

Outraged by 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

Handicap International 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.

A federal network

The Handicap International network is made up of a Federation and eight national associations: the French association – which founded the network in 1982 and has since been officially recognised as a public utility organisation – and the associations that have formed subsequently in Belgium (1986), Switzerland (1996), Luxembourg (1997), Germany (1998), the United Kingdom (1999), Canada (2003) and the United States (2006). The Handicap International Federation is entrusted by its members with implementing programmes on behalf of the entire Handicap International federal network.

In 2014, Handicap International Foundation was created by decision of the Board. The Foundation is conceived as a think tank on political and ethical issues confronting the federal network actors. As such, it is mandated

by the Federation to define the ethical framework underlying the action of all the entities of the Federal network.

In January 2016, Handicap International began working with IDEAS [Institute for the Development of Ethics and Action for Solidarity] with a view to improving our practices and obtaining the IDEAS label. This required exposing our management and transparency tools to IDEAS' 120 evaluation indicators and undergoing an independent audit. Our efforts paid off as Handicap International has now been awarded the IDEAS label!



International recognition

Handicap International was co-laureate of the Nobel Peace Prize in 1997 for its role in the International Campaign to Ban Landmines. In 1999, the organisation obtained special consultative status with the United Nations. 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. These deminers included three Handicap International teams. In 2011, our organisation received the Conrad H. Hilton humanitarian prize for our actions in support of people with disabilities coping with situations of poverty, exclusion, conflict and natural disaster.

In December 2016, NGO Advisor published its annual ranking of the world's top non-governmental organisations. Handicap International was ranked 8th. The criteria used to evaluate NGOs were transparency, accountability, governance, impact and innovation. ▶



KEY FIGURES 2016

NUMBER OF PEOPLE TO HAVE BENEFITED DIRECTLY⁽¹⁾ FROM THE ACTIONS OF HANDICAP INTERNATIONAL AND ITS PARTNERS IN 2016



HEALTH:
915,608
people



INCLUSION:
233,779
people



REHABILITATION:
132,774
people



ACTION AGAINST
MINES AND OTHER
WEAPONS:
599,534
people



BASIC
NEEDS⁽²⁾:
235,679
people

GLOBAL WORKFORCE⁽³⁾



3,233
PEOPLE,
INCLUDING:

- 2,522** national staff on the ground
- 287** expatriate staff on the ground
- 230** staff working for programmes and programmes' monitoring in the head offices
- 194** staff working in fundraising, communication and general services

BUDGET OF THE HANDICAP INTERNATIONAL NETWORK



€152
MILLION

1 – 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 Handicap International's activity.
2 – Water, sanitation, shelter and livelihoods.
3 – Expressed in annual full-time equivalent positions.

2016 HIGHLIGHTS



STOP THE BOMBING OF CIVILIANS!

Handicap International has launched a campaign denouncing and seeking to prohibit the use of explosive weapons in populated areas—a horrifying and increasingly common practice in the current conflicts in Syria, Afghanistan, Yemen, Iraq and Ukraine. 90% of casualties are civilians.

Explosive weapons continue to kill and maim thousands of people. They cause disability and psychological trauma. Their use in populated areas triggers massive population displacements. Many of these weapons do not explode on impact and remain a threat – a danger lying in wait for people returning home after a conflict. Our petition urges governments to acknowledge the suffering caused to civilians

by the use of explosive weapons in populated areas and condemn their use. We are hoping to collect one million signatures, which we will use to persuade political decision-makers to draft a statement calling for an end to the use of explosive weapons in populated areas. ▶

2016 FIGURES



More than **33,000** civilians were killed or injured by explosive weapons in 2016.

When explosive weapons are used in densely populated areas, **92% of the victims are civilians.**

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INCLUDING PEOPLE WITH DISABILITIES IN HUMANITARIAN ACTION: AN URGENT PRIORITY

Several million people with disabilities are living in situations of acute humanitarian crisis and are particularly vulnerable. Their disability makes it harder for them to flee a disaster zone or conflict and access humanitarian aid. Handicap International played an active part in the May 2016 World Humanitarian Summit in Istanbul, Turkey, ensuring that humanitarian aid stakeholders understood how to provide rapid and appropriate assistance to people with disabilities and encouraging them to work with us on addressing this issue. In advance of the Summit, Handicap International and several of our partners helped draft the Charter on Inclusion of Persons with Disabilities in Humanitarian Action. The charter was rapidly endorsed by numerous governments, most of the United Nations agencies, the European Union, International Committee of the Red Cross, international networks and many

international NGOs and organisations of persons with disabilities. Signatories commit to respecting five core principles for delivering aid that is more inclusive of people with disabilities.

The United Nations Secretary General described the charter as one of the Summit's major advances. To help make the commitment more tangible, the Charter includes an action plan. Handicap International is now actively working on its implementation in order to improve access to services for people with disabilities and increase their participation in the humanitarian response. ▶

2016 FIGURES



156 Governments, Organisations of Persons with Disabilities, NGOs and United Nations agencies signed the Charter.

IRAQ HELPING DISPLACED PERSONS TO COPE

The fighting between armed groups and government forces in Iraq in recent years has led to the displacement of 3 million people. Around 80% of them live in camps and, since the launch of the offensive to retake Mosul in October 2016, their numbers have increased considerably. At the end of 2016, it was estimated that some 11 million Iraqis are in need of humanitarian assistance.

Handicap International is part of a network of operators working both in the camps and in the communities where the remainder of this population is

now living. Our teams identify people with disabilities or injuries who are particularly vulnerable and have specific needs.

Many people with injuries arrive in the secure zone, where our teams provide them with physical rehabilitation treatment to prevent serious complications or permanent disability, as well as mobility aids, such as crutches or wheelchairs. People with disabilities receive the same assistance. We are also working with other humanitarian actors to ensure their responses take into account the specific needs of

people with disabilities and other vulnerable people.

Most of the displaced have had terrifying experiences. Many have survived bombings or lost loved ones and are suffering severe psychological distress. Handicap International provides support services open to all, including psycho-social support and sessions with a psychologist when required.

Iraq has one of world's highest levels of contamination by explosive remnants of war. Our teams run risk education sessions to teach displaced people how to recognise the danger and protect themselves against these weapons. This massive contamination is one of the factors preventing civilians from returning safely to their homes. Our teams are therefore conducting surveys to locate these weapons, marking and documenting contaminated areas and carrying out mine and UXO clearance operations in preparation for releasing land back to the population. ▶

2016 FIGURES



More than **120,000** beneficiaries.

105,000 people benefited from mine/ERW-risk education sessions.

5,111 people benefited directly from protection or psychological/mental health services.

5,073 benefited directly from rehabilitation services.



07

SYRIAN CRISIS PROVIDING SUPPORT FOR PEOPLE SUFFERING THE CONSEQUENCES OF THE WAR IN SYRIA

08

Since the beginning of the conflict in Syria in 2011, more than 300,000 Syrians have been killed and more than one million injured. Almost 5 million people

have fled the violence and sought refuge in host countries, and a further 6.5 million have been displaced —sometimes more than once— within the country.



Handicap International is helping thousands of Syrian refugees in Jordan, Lebanon and Iraq. We are also working directly or via support to local partners within Syria, where 13.5 million people are dependent on emergency humanitarian aid. Despite the insecurity, we are supporting the rehabilitation services of numerous local partners, which allows thousands of people with injuries or disabilities to receive physical therapy, an orthopaedic device, mobility aid or psychological support.

Not only are we treating Syrians' visible and invisible injuries, we are also protecting them as best we can from the explosive remnants of war littering their country, and from the conventional explosive weapons used widely since the beginning of the conflict. Information sessions are organised to teach people how to avoid these dangers.

With our local partners, we also distribute food and essential items, such as blankets, mattresses and cooking utensils, to those people worst-affected by the conflict. Finally, as part of our emergency response, we are training and supporting other humanitarian aid operators so that people with disabilities, older people and the most impoverished are not forgotten.

Handicap International is developing similar activities with Syrian refugees in Jordan, Lebanon and Iraq. Since 2012, we have brought assistance to more than 900,000 vulnerable people in the region. ▾

2016 FIGURES



20,328 people received physical therapy, orthopaedic devices or mobility aids.

194,283 people benefited from risk education activities (mines, light weapons and cluster munitions).

165,714 people benefited from the distribution of essential items.

8,384 refugees in Jordan and Lebanon also received direct assistance.

YEMEN ADDRESSING HUGE AND URGENT NEEDS

For the past two years, Handicap International has been actively assisting victims of a regional conflict that is taking a heavy toll in Yemen. With more than 50,000 people killed or injured and 3 million displaced, the need for humanitarian aid is huge. Since the suspension of the peace negotiations in August 2016, the fighting has intensified and airstrikes have become more frequent. Civilians are severely affected, and the explosive remnants of war, antipersonnel landmines and improvised

explosive devices left behind by the warring parties are a serious danger for the country's population.

Rehabilitation needs are considerable, so scaling-up assistance to the injured is a priority for Handicap International. Our teams are working in a specialised centre and in the rehabilitation units of two hospitals in Yemen's capital. In spite of the dangers, the injured continue to arrive from all over the country. The most common injuries are open fractures, amputations, spinal cord injuries and peripheral nerve

damage. In 2016 the organisation trained 95 people in rehabilitation techniques and provided mobility aids, such as wheelchairs and crutches and supplies for medical personnel.

In 2016, almost six thousand people benefited from psychological support after falling victim to an explosion, getting caught in crossfire or losing a loved one. To help them recover from the trauma, Handicap International organises individual and group discussion sessions where they can talk about their difficulties, be listened to and meet people who have been through similar experiences.

Handicap International also teaches at-risk communities how to spot, avoid and report the landmines and explosive remnants of war they find. ▾

2016 FIGURES



3,469 direct beneficiaries of rehabilitation services. Everyone who benefited from these services, along with their caregivers, also received psychosocial support, making a total of **5,923** people over the year.



09

HAITI ADDRESSING THE DISTRESS OF VICTIMS OF HURRICANE MATTHEW

10

In October 2016, Handicap International mobilised its emergency response teams to bring relief to the victims of Hurricane Matthew. The storm affected more than 2 million Haitians, especially in Grand'Anse and Sud departments, leaving many without a roof over their heads, access to health care or drinking water. Our teams distributed hygiene items, as well as emergency kits containing tools and plastic sheeting to help families repair their homes. They also provided rehabilitation care and supplied wheelchairs and walking aids to people with disabilities and injuries.

The most vulnerable people (lone heads of household, pregnant women, older people or people with disabilities) were identified and then referred to other aid organisations for other essential services, such as health care and education.

Lastly, to ensure relief could reach the most isolated communities, Handicap International set up a logistics platform to transport humanitarian supplies by road or sea. With the help of other partners, teams delivered 270 tonnes of humanitarian supplies, mainly shelters, tools and hygiene kits. This logistical expertise, acquired when Atlas Logistique merged with Handicap



International ten years ago, is a critical asset in current crisis contexts where teams are often racing against the clock to reach those affected by natural and man-made disasters.

Our teams also helped clear water channels in several departments and reopened main roads to allow aid trucks through and help get the region's economic activities up and running again. ▴

2016 FIGURES



4,753 people received hygiene kits and emergency kits.

400 people benefited from protection and mental health services.

209 people benefited from rehabilitation sessions.

23 humanitarian aid stakeholders (including NGOs, local associations, UN agencies and municipalities) benefited from Handicap International's logistics services.



CENTRAL AFRICAN REPUBLIC FACILITATING THE TRANSPORT OF HUMANITARIAN SUPPLIES TO THE MOST VULNERABLE

One of the poorest countries in the world, Central African Republic has been struggling to cope with a situation of violence and insecurity since 2012. This situation has a direct impact on transport conditions and is preventing humanitarian aid from reaching those most in need.

Via its logistics platform, Handicap international ensures aid reaches these people. Our teams are helping repair damaged runways, making them serviceable enough to transport aid workers and dispatch tonnes of supplies to the most isolated regions.

They are also working with humanitarian air services, centralising humanitarian freight

and storing it at the airport until it is needed.

Finally, Handicap International centralises and optimises — free of charge — the flow of humanitarian aid deliveries throughout the country. 22 towns are thus served from storage points in Bangui and the provinces. In 2016, the equivalent of 2,500 tonnes of cargo was made available to partner NGOs and United Nations agencies. ▴

2016 FIGURES



In 2016, **43** NGOs, **10** UN agencies and **6** Central African associations benefited from the services provide by Handicap International's logistics platform.

NEPAL STRENGTHENING DISASTER RISK RESILIENCE

Since the earthquake that hit Nepal in April 2015, Handicap International teams have helped more than 18,000 people. They continue to work with people injured in the disaster who are still in need of post-operative care to prevent permanent disability. They are also supporting local rehabilitation services and training health care actors to guarantee the provision of long-term treatment and care of satisfactory quality.

As Nepal is at high risk of natural hazards, Handicap International is also pursuing its disaster risk preparedness programme, first launched in 2008. This programme proved its worth during the earthquake in 2015. To mitigate the consequences of future natural disasters, our teams are training many local actors in risk assessment and reduction and in the crisis management of landslides, earthquakes and flooding. They are also raising the awareness of at-risk communities and empowering them to take action should the need arise. Across these actions, the emphasis is on the inclusion and participation of people with disabilities and consideration of their needs in adapted emergency and post-emergency responses. ▴

2016 FIGURES



12,622 people benefited directly from rehabilitation services.

9,884 local stakeholders were trained in disaster risk preparedness.

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SENEGAL GUARANTEEING DECENT WORK FOR ALL

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© E. Fite-Duval / Handicap International

Handicap International has been working in Senegal for more than 20 years. We are currently helping people with disabilities to find work. It is very difficult for people with disabilities to find salaried employment in Senegal. Yet for these people, successful vocational inclusion means the chance of a future.

Inaccessible workplaces, no lifts and poor security conditions are

real barriers to the inclusion of employees with disabilities. But, more importantly, people with disabilities are victims of prejudice. Convinced that they do not have the necessary skills and have nothing to offer a company, many employers prefer not to employ them.

This is why, in 2014, Handicap International began helping people with disabilities living in the Dakar

region to develop a professional project leading to employment. First, beneficiaries are given personalised support in the form of interviews with a social worker and an employment counsellor. After completing a skills assessment, they are then given help drawing up an action plan to meet their aspirations and needs. Finally, each person receives individual assistance tailored to their particular requirements, such as training or meetings with potential employers.

Meanwhile, our teams work with companies to inform them about inclusive employment practices. Handicap International works with a local network of more than 90 employers and a dozen or so organisations from the employment and training sector. Our teams help partner companies to adapt the workplace and make it accessible, and sensitise their personnel to facilitate integration of employees with disabilities. Finally, they keep in touch with the people who are recruited to ensure their new jobs are going well.

More than 600 people with disabilities, 40% of them women, have already benefited from this highly successful project. ▴

2016 FIGURES



33,253 beneficiaries.

72 people were given training and **4,550** people were sensitised as part of the vocational inclusion project in Dakar.

COLOMBIA PREVENTING ACCIDENTS, CLEARING LANDMINES AND ASSISTING VICTIMS: AN INTEGRATED APPROACH

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© M. A. / Handicap International

For decades, Colombia has suffered greatly from armed violence and 31 of its 32 departments are contaminated by landmines and explosive remnants of war. Eighty percent of the people who have fallen victim to these weapons are now living with disabilities. To reduce the impact of these weapons

on the population and assist victims, Handicap International has adopted a coherent and comprehensive approach, combining mine clearance, risk awareness and victim assistance.

In the wake of the peace agreements reached in 2016, Handicap International received official

authorisation from the Colombian government to clear three of the country's departments of landmines. We have since rolled out a project to be implemented in stages. The first stage involves training large numbers of deminers to work in the departments of Cauca, Meta and Caquetá. Teams of specialists then carry out surveys prior to the mine clearance operations. These specialists verify and crosscheck government data on the location of mines against information obtained from local villagers. They also use metal detectors to identify areas to be cleared.

Meanwhile, Handicap International runs mine risk awareness sessions in the worst-affected communities and provides support to mine victims in Antioquia, Cauca, Caquetá, Córdoba, Nariño and Meta, the six most heavily-contaminated departments. The teams also provide medical and psychological care and access to rehabilitation and orthopaedic care as well as support with socio-economic inclusion. ▴

2016 FIGURES



17,315 beneficiaries of mine victim assistance activities.

INDIA HELPING THE MOST ISOLATED



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In India, Handicap International works on the border with Pakistan in Jammu and Kashmir State. This mountainous region is afflicted by a chronic conflict and the presence of landmines and explosive remnants of war. Working in partnership with the Hope Disability Centre, we ensure that people with disabilities have access to good-quality rehabilitation services and that their needs are taken into account.

We are particularly keen to ensure access to these services for the most isolated communities. Most of the functional rehabilitation centres are in towns that are hours' or even days' walk from the mountains, and so impossible to reach for people with disabilities. As a result, most

of them receive no care. To address this problem, our teams teach their families and friends simple techniques to provide them with rehabilitation care in their homes. Thousands of people, including several hundred mine victims, have thus benefited from functional rehabilitation treatment at the Hope Disability Centre and in their villages.

Handicap International also provides prosthetic and orthotic devices, along with wheelchairs, crutches, walking frames and other mobility aids.

In border areas, many of the villagers are not sufficiently aware of the dangers of these weapons or where they are located, and

fatal accidents are common. To mitigate the risk, our teams also teach communities about the risks of mines and explosive remnants of war. In collaboration with a local association, HELP Foundation, they run awareness-raising activities in communities, train volunteers and distribute training tools in order to reduce the number of accidents and prevent fatalities. ▴

2016 FIGURES

3,090 beneficiaries of rehabilitation services.

182 villages, with a total population of **371,000**, benefited from the mine action project.



LAOS ENSURING SAFER ROADS

With road accidents the 8th leading cause of death worldwide, the World Health Organization considers road safety to be a major public health issue. In Laos, the motorisation of transport has developed exponentially, resulting in a sharp increase in traffic accidents. Drawing on its 15 years of experience in this area, Handicap International is preventing fatal accidents and the occurrence of disabilities among road users while improving overall road safety.

Our teams in Laos run public campaigns to raise awareness to the dangers of the road. They inform the public about risks related to traffic, not wearing a helmet, drunk driving, using a telephone or texting while driving and speeding. As road safety education for children and young people is one of the project's main priorities, a programme has

been developed for students in primary and secondary schools. Education sessions are also run in colleges and universities.

In addition to lobbying the authorities, Handicap International works with personnel in charge of road safety and road accident prevention in order to enhance their skills. Our teams also provide effective support to government partners and key road safety stakeholders by setting up information centres, collecting data and conducting action research. ▴

2016 FIGURES

Almost **64,000** people were reached by prevention messages disseminated during awareness-raising campaigns.



MADAGASCAR, SYRIA AND TOGO PRINTING THE FUTURE WITH 3D PROSTHETICS



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According to the WHO, only 5% to 15% of people requiring prosthetic or orthotic devices have them. The remaining 85% to 95% represent some 100 million people.

Handicap International is innovating to fill this void and fit more people with a brace or artificial limb. We are working with several partners to harness 3D technology to produce prosthetic limbs and braces. First, the stump to be fitted is scanned using a mobile device. The socket for the prosthesis is then modelled virtually and produced remotely using a 3D printer. The whole device is then ready for delivery to the rehabilitation centre. Without the need to supply plaster, polypropylene, ovens for thermoforming and long professional training courses, prostheses can be delivered much faster. In 2016, several 3D prostheses were successfully produced in Togo, Madagascar and Syria. ▴

WORLDWIDE
PRESENCE IN 2016
337 PROJECTS
IN 56 COUNTRIES

- Emergency response
- Mine action
- Disability rights and policy
- Inclusion
- Rehabilitation
- Prevention and health
- Logistic platforms
- Handicap International network
Germany, Belgium, Canada, United States, France, Luxembourg, United Kingdom, Switzerland.

- Countries where activities were started in 2016: Ecuador
- Countries where activities closed down in 2016: Cape Verde, Tanzania, Kyrgyzstan, Tajikistan, Ecuador.

The borders and country names shown in this map do not imply an opinion by Handicap International as to the status of these territories.

CANADA
UNITED STATES

Europe

- 07 / Germany ● ● ●
- 08 / France ● ● ●
- 09 / Ukraine ● ●

North Africa

- 10 / Algeria ● ● ● ● ●
- 11 / Libya ● ●
- 12 / Morocco ● ● ●
- 13 / Tunisia ● ●

Central and South America

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

West Africa

- 14 / Benin ● ● ●
- 15 / Burkina Faso ● ● ● ● ●
- 16 / Guinea-Bissau ●
- 17 / Liberia ●
- 18 / Mali ● ● ● ● ● ●
- 19 / Niger ● ● ● ●
- 20 / Senegal ● ● ●
- 21 / Sierra Leone ● ● ●
- 22 / Togo ● ● ● ●

Indian Ocean

- 23 / Madagascar ● ● ● ●

Middle-East

- 24 / Egypt ● ● ●
- 25 / Iraq (incl. Iraqi Kurdistan) ● ● ● ● ● ●
- 26 / Jordan ● ● ●
- 27 / Lebanon ● ● ● ●
- 28 / Syria ● ●
- 29 / Palestine ● ● ● ●
- 30 / Yemen ● ●

Southern, Central and East Africa

- 31 / Burundi ● ● ● ● ●
- 32 / Ethiopia ● ● ● ●
- 33 / Kenya ● ● ● ●
- 34 / Mozambique ● ● ●
- 35 / Democratic Republic of the Congo ● ● ● ● ● ● ●
- 36 / Central African Republic ● ●
- 37 / Rwanda ● ● ● ●
- 38 / Somalia (incl. Somaliland and Puntland) ● ●
- 39 / Republic of South Sudan ● ● ● ● ● ●
- 40 / Chad ● ● ●

Central and East Asia

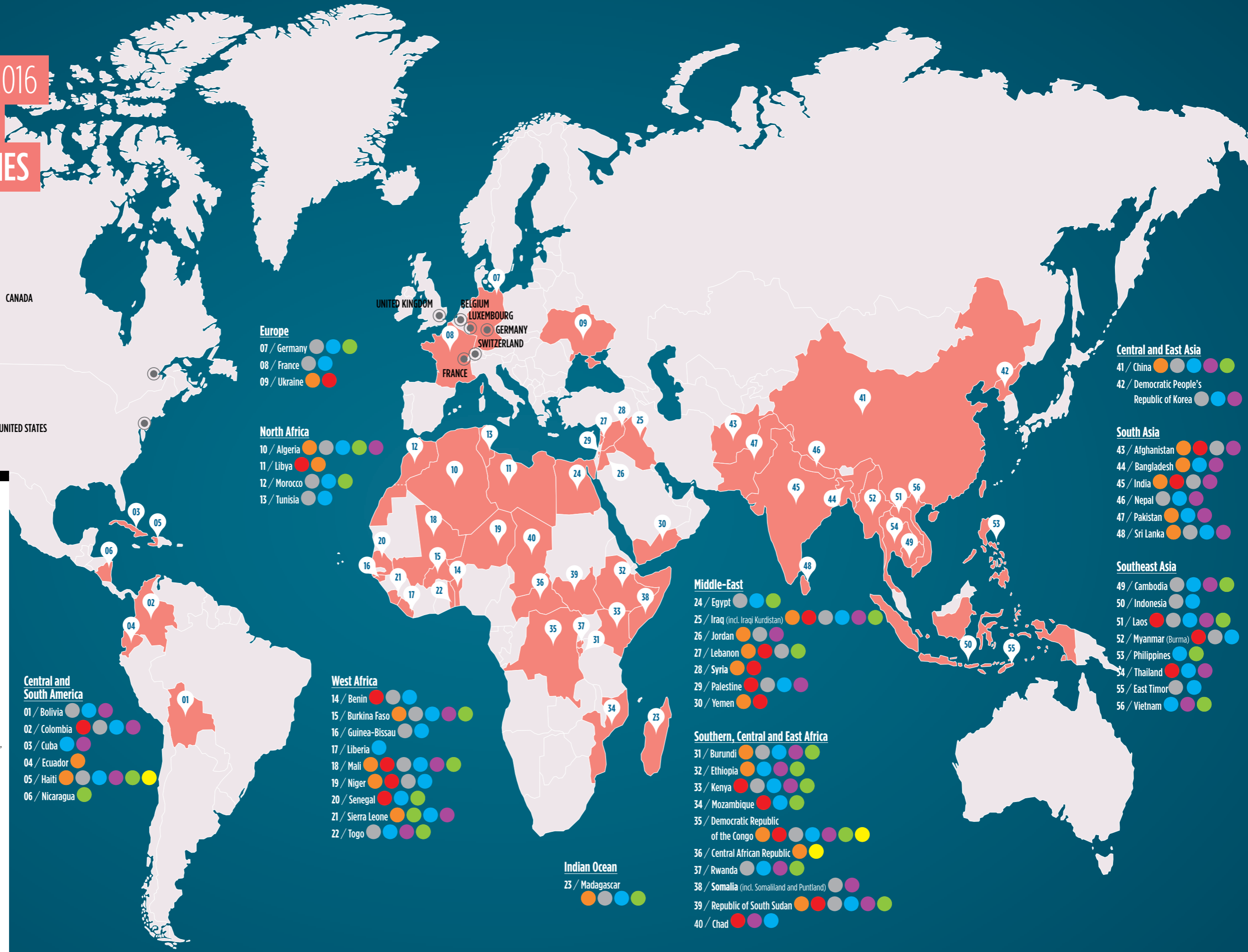
- 41 / China ● ● ● ● ●
- 42 / Democratic People's Republic of Korea ● ● ●

South Asia

- 43 / Afghanistan ● ● ● ● ●
- 44 / Bangladesh ● ● ● ●
- 45 / India ● ● ● ● ● ●
- 46 / Nepal ● ● ● ●
- 47 / Pakistan ● ● ● ●
- 48 / Sri Lanka ● ● ● ● ●

Southeast Asia

- 49 / Cambodia ● ● ● ●
- 50 / Indonesia ● ● ● ●
- 51 / Laos ● ● ● ● ●
- 52 / Myanmar (Burma) ● ● ● ● ●
- 53 / Philippines ● ● ●
- 54 / Thailand ● ● ● ●
- 55 / East Timor ● ● ● ●
- 56 / Vietnam ● ● ●



CONTINUED GROWTH TO CONSOLIDATE OUR STRATEGY

In 2016, the first year of our new ten-year strategy, we reached all of our targets. Our social mission activity increased very slightly by 2% and our income continued to grow.

Despite a year without exceptional donations or solidarity linked to major humanitarian emergencies, our private funds reached a satisfactory level. As for our institutional funding, it increased in support of our major humanitarian response operations. And we succeeded in maintaining the broad diversity of our sources of funding.

Net income in 2016 showed an accounting deficit of -1.2 million euros a deliberate choice on our part. This deficit, partially offset by the sale of our former headquarters in Brussels, is

exclusively due to expenditure decisions linked to the launch of our 2016-2025 strategy. It reflects investments made in strategic projects, such as the development of innovation and social missions (universal access to services and creation of logistics platforms), the introduction of lean management processes, the provision of management training, and improvements to internal communication. If we had not implemented all these strategic projects, we would have achieved slightly positive net income in 2016.

This deficit has used up a very small part of our reserve funds, which today stand at 23.5 million euros, and in no way constitutes a threat to our financial security. ▶

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ÉRIC VAN DE KERCKHOVE,
TREASURER OF THE
HANDICAP INTERNATIONAL
FEDERATION



INSTITUTIONAL FUNDING: CONTINUED BUT SLOWER GROWTH

Institutional funding continued to grow in 2016, but less so than in the previous year: + 1.6% in 2016 compared to + 11% in 2015.

Funding from international institutions, especially the European Union, rose sharply in 2016. The EU continued its support to Handicap International, notably for our emergency response operations via ECHO's humanitarian assistance division.

As a result, one quarter of our public and private institutional funding was provided by the European Union. United Nations agencies such as UNICEF, the World Food Programme or the High Commission for Refugees also scaled up their support.

There was a slight reduction in direct contributions from states, although this still represented almost 60% of our institutional funding. Whereas some national cooperation agencies maintained or slightly increased their support through framework agreements

or broad multi-year development projects (Luxembourg, Belgium and France), others fluctuated somewhat according to developments on more short-term emergency projects (a significant decline in UK funding and an increase in Canada's for our actions in Syria and Iraq). With almost 12 million euros, the United States continued to be Handicap International's biggest contributor. Finally, we saw a significant increase in public funding from Germany (often earmarked for the Democratic Republic of Congo), and a smaller increase from Switzerland. We also received considerable support from numerous private Swiss foundations.

This institutional support is essential to financing Handicap International's extensive operations in the major humanitarian crises currently affecting Syria, Iraq, Mali and Afghanistan. ▽

PRIVATE FUNDING: ROBUST AND STABLE SUPPORT FOR OUR MISSIONS

Our private fundraising, which has steadily increased over the years, once again reached a satisfactory level in 2016. While we received no major exceptional donations this year*, traditional fundraising, i.e. direct marketing, performed well, especially in France, Germany, Switzerland and Luxembourg. This stable income enables Handicap International to preserve its independence, sustain its actions and, above all, respond rapidly to emergency situations pending the arrival of institutional funding. ▽

*An exceptional donation is over €100,000.



HANDICAP INTERNATIONAL'S FUNDING AND FINANCE MANAGEMENT PRINCIPLES

Diversity of funding sources

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

- primarily, funds raised from the general public through donations, solidarity sponsorship, legacies and the sale of craft, fair trade and co-branding products;
- secondly, grants from institutional donors (United Nations, European Union, the regional or national branches of international cooperation agencies) or private bodies (foundations, associations, companies).

– Handicap International 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 its international activity in contexts of crisis, disaster, reconstruction and development, Handicap International's financial statements cannot 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 Handicap International's activities.

Pooling donations for greater equity

Handicap International 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, Handicap International's federal network 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 time-lag between the implementation of activities and the receipt of institutional funding and allow Handicap International freedom of initiative and independence of action in implementing its social missions. Lastly, these reserves enable Handicap International to finance its strategic development projects.

Financial transparency

Handicap International has made financial transparency one of its key management principles. Its aim 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 federal network undergo numerous external audits. The accounts of each member association are certified by a statutory auditor in their own country, and then the 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 audit the Federation and the French national association (as it is headquartered in France) at any time. ▾

METHODOLOGY USED IN ESTABLISHING THE STATEMENT OF UTILISATION OF FUNDS (CER - P.24-25)*

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 and using methodology approved by the Handicap International 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 Handicap International network, and in conformity with the accounting regulations in effect.

– Each utilisation heading includes the direct costs and the management costs of the activities concerned.

– Expatriate and national staff costs are charged directly to the programme concerned.

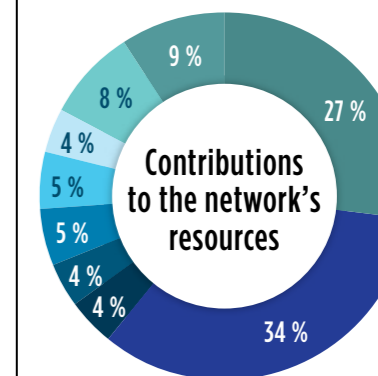
– Costs incurred on development education work relate to the social mission, so are classified under that heading. This is the case for costs related to the international campaign to ban landmines and cluster munitions, and the advocacy campaign to reduce the impact of explosive weapons in populated areas (EWIPA).

– 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 shown after the total of uses and sources of funds, in accordance with the new regulations.

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

CONTRIBUTIONS OF FEDERATION AND NATIONAL ASSOCIATIONS TO THE INTERNATIONAL NETWORK'S RESOURCES



FEDERATION

SWITZERLAND

FRANCE

UK

GERMANY

USA

CANADA

BELGIUM

LUXEMBOURG

The federal network enables Handicap International to develop and diversify:

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

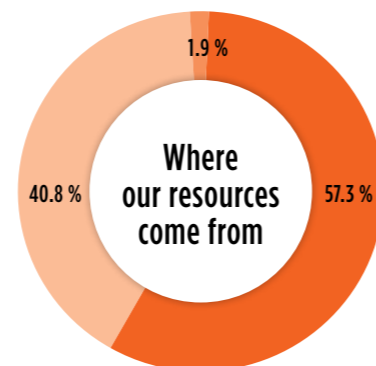
*As the Federation is headquartered in France, we apply French accounting regulations.

ORIGIN OF FUNDS

INCOME

	Total income 2016	Monitoring of funds raised from the general public
Non-designated, unused resources raised from the public in previous periods brought forward at the start of the period ¹		17,314
Resources raised from the public ²		55,731
Other private funds ³		7,008
Total resources raised from the public	62,739	
Grants and other public subsidies		83,132
Other income		2,674
Total income this financial year	148,545	
Provisions write-back		1,121
Unutilised prior period designated resources brought forward		1,191
Change in dedicated funds raised from the public		647
Total income	150,857	73,692
Total uses financed by resources raised from the public		-58,147
Balance of resources raised from the public not used and not designated at the period end ⁴		15,545

AT 31ST DECEMBER 2016 IN THOUSANDS EUR
This table is based directly on Handicap International's annual financial statements. As such, the figures have been rounded up.



PUBLIC RESOURCES

PRIVATE RESOURCES

OTHER RESOURCES

N.B.: revenues from solidarity trade (€3,572 thousand) are not taken into account.



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 the raising with the public and not used during the previous exercises.

2 - Resources raised from the public: punctual donations, by direct debit, sponsoring, legacies, etc. raised in the year.

3 - Other private funds: institutional financing resulting from foundations, associations, and sponsors.

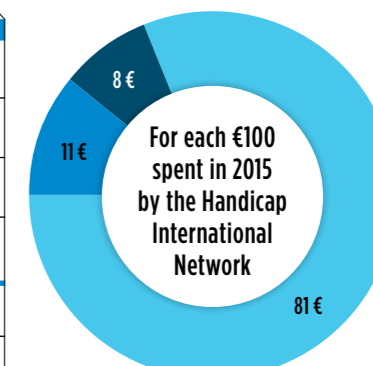
4 - Balance of resources raised from the public not used and not designated at the period end: constitute the 'final stock of donations' not used at the end of the year. This stock, integrated into associative funds, contributes to the financial safety indispensable to the perpetuity of the social missions.

USES OF FUNDS

EXPENDITURE

	Uses of funds from resources raised from the public	Uses of funds from other resources	Total uses 2016
Social missions ¹	36,157	84,561	120,718
Fundraising expenses ²	18,296	328	18,624
Administrative costs ³	3,343	7,926	11,269
Total expenditures for the financial year	57,796	92,815	150,611
Charges to provisions		926	926
Funds allocated and carried forward to the next financial year		544	544
Total expenditure	57,796	94,285	152,081
Proportion of gross fixed assets for the period financed from resources raised from the public	1,271		
Reversal of amortisation charges on fixed assets financed from resources raised from the public	-919		
Total uses financed from resources raised from the public	58,148		

AT 31ST DECEMBER 2016 IN THOUSANDS EUR
This table is based directly on Handicap International's annual financial statements. As such, the figures have been rounded up.



SOCIAL MISSIONS

FUNDRAISING EXPENSES

ADMINISTRATIVE COSTS

N.B.: costs from solidarity trade, that is to say €2,041 k of direct costs (in the heading "Fundraising expenses") and €78 k of operating costs, are not taken into account.

1 - Social missions: implementation of Handicap International programmes throughout the world. A programme includes more than one project.

2 - Fundraising expenses: include fundraising expenses – general public (campaigns), and other fundraising expenses (other private funds, application for grants and other public subsidies).

3 - Administrative costs: includes general services expenses as well as information and awareness expenses, for example the association's websites.

Handicap International 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.

Fundraising costs were lower than in 2015. There were no exceptional appeals for donations for major humanitarian emergencies like Nepal in 2015. Increased administrative costs were due to the implementation of activities linked to our new strategy, notably the launch of the lean management project, the introduction of new training for managers and the strengthening of internal communication. ▴

DISTRIBUTION OF PROGRAMME COSTS

Africa and the Indian Ocean €42.8 million

Burkina Faso / Niger	8.67%
Burundi	5.36%
Centrafrique	5.19%
East Africa / Tanzania	1.17%
Ethiopia	2.56%
Kenya / Somalia	7.67%
Madagascar	3.44%
Mali	15.60%
Mozambique	2.27%
RD Congo	14.75%
Rwanda	6.77%
Senegal / Cape Verde	6.55%
Sierra Leone / Liberia	5.97%
Sudan	5.71%
Tchad	3.07%
Togo / Benin	4.30%
West Africa	0.95%

Asia €25.6 million

Afghanistan	14.97%
Bangladesh	7.34%
Burma / Myanmar	7.48%
Cambodia / Thailand	7.47%
China	4.62%
India	4.22%
Indonesia	3.27%
Kyrgystan / Tajikistan	0.09%
Laos	13.11%
Nepal	9.93%
North Korea	4.58%
Pakistan	5.79%
Philippines	6.17%
Sri Lanka	6.91%
Vietnam	4.05%

Central and South America €7.0 million

Bolivia	15.10%
Colombia	26.72%
Cuba	8.22%
Ecuador	0.71%
Haiti	47.26%
Nicaragua	1.99%

North Africa and the Middle East €38.1 million

Jordan / Egypt / Palestinian territories / Yemen / Iraq / Lebanon / Syria	87.54%
Libya	2.26%
Morocco / Tunisia / Algeria	10.20%

Europe €0.9 million

Ukraine	100.00%
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Other programmes activities €4.3 million

	100.00%
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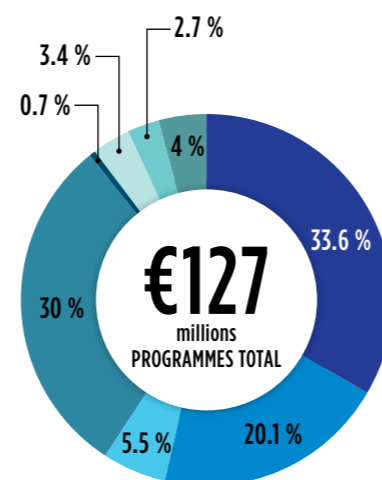
Carried out at National level €3.4 million

Campaign to promote the inclusion of people with disabilities	20.60%
Fondation HI	12.46%
Other programmes activities	49.37%
Publications / Magazine Déclic	17.57%

International campaign to ban landmines and EWIPA* €5.1 million

	100.00%
--	---------

AT 31ST DECEMBER 2016 IN THOUSANDS EUR
This table is based directly on Handicap International's annual financial statements. As such, the figures have been rounded up.



AFRICA AND THE INDIAN OCEAN

ASIA

CENTRAL AND SOUTH AMERICA

NORTH AFRICA AND THE MIDDLE EAST

EUROPE

OTHER PROGRAMMES ACTIVITIES

CARRIED OUT AT A NATIONAL LEVEL

INTERNATIONAL CAMPAIGN TO BAN LANDMINES AND EWIPA*

N.B.: The programmes accounts are expressed in full costs, that is, after distribution of administrative costs on programmes, analytically calculated according to a calculation rule validated by Handicap International's auditor.

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

INTERNATIONAL NETWORK'S COMBINED BALANCE SHEET

ASSETS

	2016	2015
Fixed assets ¹	13,816	14,396
Institutional donors ²	9,672	11,568
Current assets ³	18,173	14,366
Cash disposal ³	34,321	33,505
Total assets	75,982	73,835

LIABILITIES

	2016	2015
Association funds ⁴	32,613	33,425
Provisions for risks and charges ⁵	2,556	2,959
Allocated funds ⁶	544	1,191
Institutional donors ⁷	17,615	15,521
Current liabilities ⁷	22,540	20,621
Exchange rate variation	114	118
Total liabilities	75,982	73,835

1 - Fixed assets: buildings, vehicles, computer hardware, and so on, in head-office as well as in 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 financial investments.

4 - Association funds: security funds created at the creation of the Association. They are integrated in the treasury and allow actions to be financed while waiting for the institutional donors funds.

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

AT 31ST DECEMBER 2016 IN THOUSANDS EUR
This table is based directly on Handicap International's annual financial statements. As such, the figures have been rounded up.



FINANCIAL REPORT HANDICAP INTERNATIONAL FEDERATION

FEDERATION'S BALANCE SHEET

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. ▶

ASSETS

	2016	2015
Fixed assets ¹	13,472	13,820
Institutional donors ²	8,508	9,929
Current assets ²	23,071	17,146
Cash disposal ³	17,827	20,271
Total assets	62,878	61,166

LIABILITIES

	2016	2015
Association funds ⁴	23,529	24,708
Provisions for risks and charges ⁵	2,644	3,198
Allocated funds ⁶	544	1,191
Institutional donors ⁷	16,712	13,372
Current liabilities ⁷	19,449	18,697
Total liabilities	62,878	61,166

AT 31ST DECEMBER 2016 IN THOUSANDS EUR
This table is based directly on Handicap international's annual financial statements. As such, the figures have been rounded up.

- 1 - Fixed assets:** buildings, vehicles, computer hardware, and so on, in head-office as well as in 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 financial investments.
- 4 - Association funds:** security funds created at the creation of the association, they are integrated in the treasury and allow actions to be financed 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 - Allocated 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.



HANDICAP INTERNATIONAL FEDERATION'S INCOME STATEMENT

AT 31ST DECEMBER 2016 IN THOUSANDS EUR – This table is based directly on Handicap international's annual financial statements. As such, the figures have been rounded up.

EXPENSES	2016	2015
Purchase and changes in inventory	-201	-118
Other purchase and external expenses	40,944	42,644
Taxes and similar expenses	1,624	1,464
Wages, salaries, and social charges	56,508	54,231
Fixed asset depreciation and provisions	2,171	2,394
Other operating expenses	24,352	20,464
Operating expenses	125,398	121,079
Financial expenses	1,519	1,851
Exceptional expenses	756	544
Total expenses for the year	127,673	123,474
Commitments on restricted funds	544	1191
Corporate income tax	29	48
Total expenses	128,246	124,713
Net income	-1,281	2,809
General total	126,965	127,522

Operating incomes and expenses: purchases, overheads, wages, taxes, depreciations and provisions for expenses, donations and fundings for incomes.

Financial incomes and expenses: loans, investments and exchange gaps.

Exceptional incomes and expenses: assets transfer, penalties.

Commitments on restricted funds: restricted funds not used in the exercise.

Income taxes: taxes on financial operations.

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

INCOMES	2016	2015
Donations, legacies and solidarity	34,691	37,780
Funding from public sources (grants)	80,648	77,076
Private institutional funding	5,520	7,782
Write back of provisions and depreciation, transfer of charges	236	355
Other operating income	2,070	1,717
Operating income	123,165	124,710
Financial income	1,904	1,770
Exceptional income	705	217
Total income for the year	125,774	126,697
Carry over of restricted funds not used from previous year	1,191	826
Total incomes	126,965	127,523
General total	126,965	127,523

HANDICAP INTERNATIONAL'S FINANCIAL PARTNERS FOR THE YEAR 2016

International public bodies

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

National public bodies

- Ministries, embassies and local authorities:
- Australia, Austria, Belgium, Canada, Finland, France, Germany, Great Britain, Ireland, Japan, Luxembourg, Mali, Monaco, Norway, Netherlands, New Zealand, Poland, Quebec, Senegal, Spain, Sweden, Switzerland, United States.

Private organisations

- Action Contre la Faim
- ADRA Royaume-Uni
- Ajahma Charitable Trust
- Aktion Deutschland Hilft
- Asia Injury Prevention Foundation
- Association Colombe Blanche
- Association française contre les myopathies
- Association pour la Médecine et la Recherche en Afrique
- Banque cantonale de Genève
- Bazar International Luxembourg
- Big Lottery Fund
- Blom Bank
- Care
- Catholic Relief Services
- Chaîne du Bonheur
- Chambre Française de Commerce et d'Industrie du Luxembourg
- Comic Relief
- COOPI
- Development Alternatives Inc.
- Educate a child
- ETFO Humanity Fund
- Fédération Internationale de la Croix-Rouge
- Fondation Anesvad
- Fondation Argidius
- Fondation Drosos
- Fondation Ford
- Fondation Helping Hand
- Fondation IKEA
- Fondation Liberté sous l'égide de la Fondation de Luxembourg
- Fondation Medicor
- Fondation du Mont Noir
- Fondation OCP
- Fondation Orange Mali
- Fondation Pacifique bleu
- Fondation Roi Baudouin
- Frank J. Flaman Foundation
- German Telekom
- GlaxoSmithKline
- Global Fund
- GOAL
- Golf Planet
- HelpAge International
- Help4People Foundation
- Institut de la Banque Européenne d'Investissement
- Isaac Dreyfus-Bernheim Stiftung
- Islamic Relief
- John A. Baldessari Endowment Fund of the California Community Foundation
- John Baldessari Family Foundation
- John Hopkins University
- John Snow, Inc.
- Karuna Charitable Foundation

- Klaprozen voor Vrede
- LeasePlan
- Les Ateliers d'Amazoni
- Light for the World
- Loterie nationale belge
- Loterie Romande
- Mectizan Donation Program
- Médecins du Monde
- Mines Advisory Group Royaume-Uni
- MISEREOR
- National Alliance for Risk Reduction and Response Initiatives
- Norwegian Refugee Council
- Œuvre de secours national Grande Duchesse Charlotte
- Options Royaume Unis
- Oxfam Royaume-Uni
- Philip King Charitable Trust
- Plan International
- Population Services International
- Questions.lu
- Rozalia Stiftung
- Sanofi
- Save the Children Royaume-Uni
- SEVENFRIDAY
- Sofreco
- Start Network
- Subaru Schweiz AG
- Terre des Hommes
- The Asfari Foundation
- The Little One SA
- The Victor and Christine Anthony Family Foundation
- UCB
- UNIFOR (Canadian Auto Workers)
- World Diabetes Foundation
- World Education
- You and Me Community

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