



2020 Annual Report of the network
Handicap International - Humanity & Inclusion



The COVID-19 pandemic proved HI's capacity to adapt at all levels of the organisation

2020 will go down in history as the year of the COVID-19 pandemic. HI's capacity for action and adaptation at all levels enabled our organisation to withstand the crisis and continue to realise our mission to work alongside people with disabilities and vulnerable populations.

Despite the numerous obstacles and disruptions—particularly to travel—that resulted from the health crisis, our teams in the field were able to maintain their activities, either by adapting projects to the constraints

In 2020, HI joined forces with other aid providers to establish the first European humanitarian air bridge. Funded by the European Union, the Humanitarian Logistics Network (HLN) organised flights to Africa to deliver urgently needed supplies and personnel.

Called upon to come up with new ways of operating, HI's Information Systems and Human Resources Divisions made a significant contribution to our management of the crisis. With the invaluable

In the spirit of continuous improvement, we created Risk & Audit and Transformation divisions in 2020 to improve our accountability and support the management of our transformation processes.

Our donors were more generous than ever during the COVID-19 crisis. Their concern for people facing the pandemic in some of our planet's most difficult contexts was significant. The result was a remarkable year for private fundraising.

In short, 2020 proved our capacity for rapid adaptation, encouraging us to pursue the extensive organisational and cultural changes laid out in our 2016-2025 Strategy.

But for many of us, it was a difficult year, both personally and professionally. We wish to thank all the HI teams for their exceptional efforts in 2020, as well as for their steadfast commitment that allows us to continually embrace new challenges in support of the most vulnerable. ■

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

HI joined forces with other aid providers to establish the first European humanitarian air bridge. Funded by the European Union, the Humanitarian Logistics Network (HLN) organised flights to Africa to deliver urgently needed supplies and personnel.

of the pandemic or reorienting them to provide a direct response. Furthermore, while pursuing our existing advocacy campaigns, and primarily using digital media, we lobbied decision-makers on the importance of ensuring the inclusion of the most vulnerable people in the response to COVID-19.

assistance of the collaborative tools introduced before the pandemic, we were able to reap the benefits of our transformation strategy. By the same token, HI received two European Union Horizon awards for innovation in humanitarian aid for our projects on tele-rehabilitation and the use of drones in mine clearance.



PRESENCE WORLDWIDE

420 projects in **59** countries

PEOPLE SUPPORTED DIRECTLY AND INDIRECTLY

DIRECT BENEFICIARIES

3,969,593

people having received goods or services as part of a project implemented by HI or its operating partners in 2020

INDIRECT BENEFICIARIES

12,975,481

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

PEOPLE¹ REACHED BY SECTOR OF ACTIVITY

HEALTH

2,360,290 people

SOCIAL & INCLUSION²

1,404,761 people

REHABILITATION SERVICES

247,258 people

SAFEGUARDING AND RISK REDUCTION³

613,271 people

Including ARMED VIOLENCE REDUCTION

411,436 people

GLOBAL⁴ WORKFORCE

4,705 people

including:

- **3,953** local staff in project countries
- **315** international staff in project countries
- **244** headquarters staff working in programme management
- **193** staff working in support services, fundraising and communication

HI NETWORK BUDGET

€230 million

1. Direct beneficiaries: People having directly benefited from the actions of HI or its partners in 2020. Some people may have benefited from several services or activities and been counted more than once. For this reason, data by sector of activity cannot be cumulated.

2. Services related to habitat, infrastructure, communication and public transport; services related to justice, citizenship and political participation; social services; educational services; economic services; water, sanitation and hygiene services.

3. Armed violence reduction (including mine action), natural disaster risk reduction & climate change adaptation, safeguarding against abuse and violence, inclusive humanitarian action, gender and disability.

4. Workforce expressed in annual full-time equivalent positions.

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.

The Handicap International - Humanity & Inclusion network

The Handicap International - Humanity & Inclusion network is made up of a Federation that implements our programmes in 51 countries, 8 national associations and the HI Institute for Humanitarian Action.



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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 network's programmes in 60 or so countries under the name "Humanity & Inclusion", "Humanité & Inclusion" or "Handicap International", depending on the country.

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 for Humanitarian Action: safeguarding our ethical principles

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



IDEAS LABEL

In January 2016, with the help of the Institute for the Development of Ethics and Action for Solidarity (IDEAS), HI engaged in a process to enhance its governance, financial management and effectiveness. Our management and transparency were reviewed against 120 IDEAS evaluation criteria and, based on an independent audit, the HI Federation obtained the IDEAS label we were awarded again in 2020.

Institutional policies and Code of Conduct

HI's institutional policies set out the principles to be respected by all of our employees and partners. Our gender, beneficiary safeguarding and child protection policies are accompanied by a code of conduct that applies to everyone representing HI (employees, people accompanying expatriate staff, consultants, service providers, partner organisations, interns and voluntary workers). Whenever local legislation permits, we incorporate this code of conduct into employment contracts and internal rules of procedure. Our institutional policies are available on line at <https://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

1996: The United Nations High Commissioner for Refugees awarded HI the Nansen Refugee Prize for its "outstanding work with refugees".

1997

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

1999

1999: HI was granted and has since maintained special consultative status with the United Nations.

2011

2011: HI received the Conrad N. Hilton Humanitarian Prize for its actions in support of people with disabilities.

2020

2020: The European Union recognized HI with two Horizon Prize awards for innovation in humanitarian aid for its projects on tele-rehabilitation and the use of drones for mine clearance.

2008

2008: The Nansen Refugee Prize was awarded to the United Nations Mine Action Coordination Centre for South Lebanon in recognition of the work of its deminers, including three HI demining teams.

2018

In 2018: HI was rated 12th in NGO Advisor's ranking of the world's top 500 non-governmental organisations.

They support our causes

HI is under the high patronage of Her Majesty Queen Mathilde of Belgium. Many other prestigious personalities support our causes, including Artus, Nicole Atieno, Brusck, Jessica Cox, Yves Duteil, Marie-Elisabeth Lanz, Amélie Le Fur, Henri Leconte, Silke Pan, Axelle Red, Diane Tell and Celine van Till.

Key events 2020



COVID-19

Adapting to an unprecedented pandemic

As the pandemic spread, HI adapted its existing projects in 46 countries while rolling out new initiatives to respond to the health crisis.

As early as March 2020, our teams began exploring innovative ways to ensure the inclusion of people with disabilities and isolated communities - particularly at risk in this context - in information campaigns and health care.

B-SAFE: HI's operational response to the pandemic

Some of the world's poorest and most resource-constrained countries were embroiled in humanitarian crises prior to the COVID-19 pandemic and their health systems are struggling to cope.

To help address this health crisis of historic proportions, HI adopted a holistic approach in 2020, launching an operational response called B-SAFE (Basic Services: Access for Everyone).

The purpose of B-SAFE is threefold: supporting the humanitarian and health response, mitigating the impacts of the pandemic and improving inclusive access to essential services.

SUPPORTING THE HUMANITARIAN AND HEALTH RESPONSE

To help combat the pandemic, **HI distributed more than 138,000 hygiene kits and 800,000 masks.**

More than 1.6 million people affected by the epidemic benefited from awareness-raising sessions in their homes, villages and communities.

Our teams used a wide range of accessible communication media and channels, including TV clips, to support HI's prevention campaigns and ensure health messages reached as many people as possible.

More than 225,000 people received psychosocial support, often delivered remotely by phone. HI also supported frontline health workers particularly exposed to the coronavirus.

HI reoriented Atlas Logistique's operations in the Central African Republic, Bangladesh and Mali. New projects rolled out in the Democratic Republic of Congo and Haiti included pooling the transportation and storage of humanitarian supplies, and rehabilitating transportation routes.

The humanitarian response provided by HI to the victims of the conflict in Yemen was maintained in 2020, despite the Covid-19 pandemic. The health protocol was adapted to allow the rehabilitation activities conducted in partnership with Sanaa's Physiotherapy and Prosthesis Centre to continue.





© Tom Nicholson / HI

On 4 August 2020, a violent explosion in the port of Beirut, Lebanon, devastated part of the city. Despite a highly complex situation caused by the region's chronic crises and the COVID-19 pandemic, HI's teams came swiftly to the assistance of the injured, providing them - among other things - with mobility aids.

MITIGATING THE IMPACTS OF THE PANDEMIC

HI teams identified the needs of the most vulnerable, either to provide them with direct assistance or refer them to organisations that could give them the necessary support.

With border closures and lockdowns disrupting many countries' food supply chains, HI delivered **food aid to more than 6,800 families**, distributing financial aid, non-perishable foodstuffs and fresh produce from small local producers.

7,565 families identified as experiencing extreme hardship received financial assistance to enable them to pay rent, buy food or consult a doctor.

HI also adapted its existing rehabilitation projects. Our teams

conducted thousands of tele-rehabilitation sessions using digital applications such as those developed in Vietnam and Rwanda to enable teams to safely work with patients despite strict lockdown restrictions. And, when the situation allowed, physiotherapists applied the appropriate shielding measures to continue providing in-person rehabilitation sessions in medical centres.

IMPROVING INCLUSIVE ACCESS TO ESSENTIAL SERVICES

HI teams trained humanitarian partner organisations to include people with disabilities and the most vulnerable people in their responses to the pandemic to ensure no one was forgotten.

ADVOCACY

At the start of the pandemic, HI lobbied decision makers (governments, United Nations, donors, humanitarian organisations) on the vital importance of maintaining ongoing humanitarian aid programmes while funding new projects specific to the COVID-19 response. In 2020, we were instrumental in disseminating more than 30 joint statements and organising airlifts of humanitarian supplies and personnel to combat the pandemic in several African countries.

Thanks to HI's field experience of how the COVID-19 pandemic affects people with disabilities, the UN Global Humanitarian Response Plan incorporated recommendations for improving the inclusion of people with disabilities.



The first flight of a humanitarian air bridge organised on 7 May 2020 by the Humanitarian Logistics Network, the European Union and the French Ministry of Foreign Affairs left Lyon for Bangui, Central African Republic with humanitarian equipment and personnel. On the right, Mr Janez Lenarčič, European Commissioner for Crisis Management and Manuel Patrouillard, HI Director General.

Focus on...

HUMANITARIAN AIRLIFTS

To overcome the challenges resulting from the pandemic of sending supplies and personnel to the field, aid organisations in the Humanitarian Logistics Network (HLN) — of which HI is a founding member—joined forces to establish an airbridge.

Thanks to funding from the European Union and French Ministry for Europe and Foreign Affairs, on 7 May, the first HLN flight took off from Lyon to Bangui in the Central African Republic.

HI seconded three experts to coordinate these humanitarian airlifts to 12 countries. 4,000 m³ of emergency supplies were delivered, and 1,200 members of humanitarian organisations and medical teams were able to reach areas in crisis.

**2.2 million
people assisted
in 46 countries**

ENSURING HOMELESS PEOPLE IN TOGO ARE NOT FORGOTTEN

HI conducted prevention campaigns to raise awareness to the risks of

infection and insecurity for vulnerable and homeless people in Togo's Savanes and Maritime Regions. Mobile teams used local radio and television, caravans, posters and flyers to ensure the information was accessible and reached as many people as possible.

MENTAL HEALTH HOTLINE IN SIERRA LEONE

While Sierra Leone was in total lockdown, HI set up a 24-hour mental health hotline. The hotline gave people suffering from the effects of lockdown a chance to chat to someone and, if necessary, be referred to a mental health specialist.

INTERNATIONAL RECOGNITION

Spotlight on our innovation projects

In 2020, the European Union launched the Horizon Prize for “Affordable High-Tech for Humanitarian Aid” to reward wide-ranging initiatives proposing sustainable solutions for some of the world’s biggest humanitarian challenges. The European Innovation Council jury recognised each of the projects submitted by HI with awards: the TeReFa (TeleRehabilitation For All) project in the Health and Medical Care category, and the Odyssey 2025 Drones project in the Open Category.

Tele-rehabilitation combining digital technologies with 3D printing was trialled on our TeReFA project in Togo and Uganda. The aim is to facilitate access to diagnoses and prosthetics for beneficiaries living in conflict zones or hard-to-reach areas.

Two HI projects win European Union Horizon Awards

The Odyssey project contributes to HI’s unwavering resolve to free the world of mines by 2025. Trialled by our teams in Chad, it uses drones to speed up the process of clearing land of mines and explosive remnants of war and releasing it back to local communities.

These two awards show HI’s determination to develop pragmatic, effective and innovative solutions to improve the lives of vulnerable people.

KEY EVENTS 2020

COLOMBIA

Supporting Venezuelan migrants living in extreme hardship

2013 saw the start of the most severe economic, political and social crisis to hit Venezuela in 45 years. Of the over 4.6 million¹ Venezuelans who have since fled to different parts of the world, more than 1.7 million² have sought refuge in Colombia.

HI provides emergency assistance to these vulnerable migrants and their host communities. The COVID-19 health crisis has further exacerbated an already catastrophic situation.

Since April 2019, our teams have provided psychological support (individual and group) and physical rehabilitation sessions to migrants at the UNHCR centre in Maiaco, near the Venezuelan border.

In cooperation with the Danish Refugee Council and with support from the European Commission, HI delivered these same services to people with disabilities and their families, aging adults and indigenous populations in five cities hosting

large numbers of migrants (Bogotá, Barranquilla, Medellín, Riohacha and Maicao).

3,466 people assisted in Colombia, and 1,693 in Peru

Because of the pandemic, physical rehabilitation and psychological support sessions were provided remotely using videos and video conferencing.

HI also provided financial support to more than 600 migrant families and conducted awareness-raising sessions using 12 videos about COVID-19 translated into Venezuelan and Colombian sign language.

Lastly, we trained local and international NGOs to take account of people with disabilities and vulnerable people in their responses to the health crisis.

1. ACNUR, 2020

2. Source: “Migración Colombia” (Colombian migration authority), December 2020



SIERRA LEONE

Ensuring sustainable access to education

Despite a Child Rights Act guaranteeing access to education, in 2013, out-of-school children in Sierra Leone accounted for 24% of primary school-age children, 25% of lower secondary school-age children and

19,567 direct beneficiaries of the inclusive education project

38% of upper secondary school-age children. At 34%, the female literacy rate is one of the lowest in the world. Furthermore, more than 33% of teachers have never received pre-service teacher training.

Against this backdrop, the Girls' Education Challenge - Transition (GECT) project, implemented by HI in cooperation with consortium partners and Sierra Leone's Ministry of Basic and Secondary Education, supports marginalised girls and children with disabilities to access, stay and succeed in basic education. Deployed in five districts of Sierra Leone, HI works with all the stakeholders in the education pathway (students identified as being outside the school system, school officials, parents, communities and local leaders) to ensure children are in education and don't drop out as they age.

Staff provide mobility aids to students who need them and ensure school

buildings are accessible, with the addition of ramps and adapted toilet facilities and doors. Students are accompanied by support teachers trained to work with children with disabilities. Present in the classroom several days a week to assist them with their lessons, the teachers also visit students at home and work with teachers and parents to ensure effective follow-up.

HI provides class and support teachers with equipment, for example, radios, so they can follow Ministry of Education in-service training programmes.

Teams work to educate community members about the importance of education, especially for girls.





LAOS

Lao PDR’s socio-economic development depends on mine action

Lao PDR is experiencing a war after the war. Although supposedly at peace, Lao PDR remains one of the world’s most polluted countries by cluster munitions and explosive remnants of war.

Around 25% of its 10,000 or so villages are still contaminated by these weapons, which pose major humanitarian and socio-economic challenges, “causing deaths and injuries, and contributing to food insecurity by limiting safe access to potentially rich agricultural land³.”

Records show 50,000 casualties of explosive remnants of war since 1964.

HI has been working in Lao PDR for almost 30 years. Today, we have 81 deminers and medical staff running demining projects in the remote provinces of Houaphan and Phongsaly, where most accidents involve farmers working their land or searching for firewood. In 2020, our deminers found and destroyed

6,493 people attended armed violence prevention sessions and 6,515 people benefited directly from our demining activities.

2,440 explosives. They cleared and safely released 514,734 m² of agricultural land back to villagers, including rice fields, orchards and

gardens. 31,636 m² of the cleared land will be used for local development, with the planned construction of two hospitals, four schools and a water point.

3. Source: Land Mine and Cluster Munition Monitor (2020)



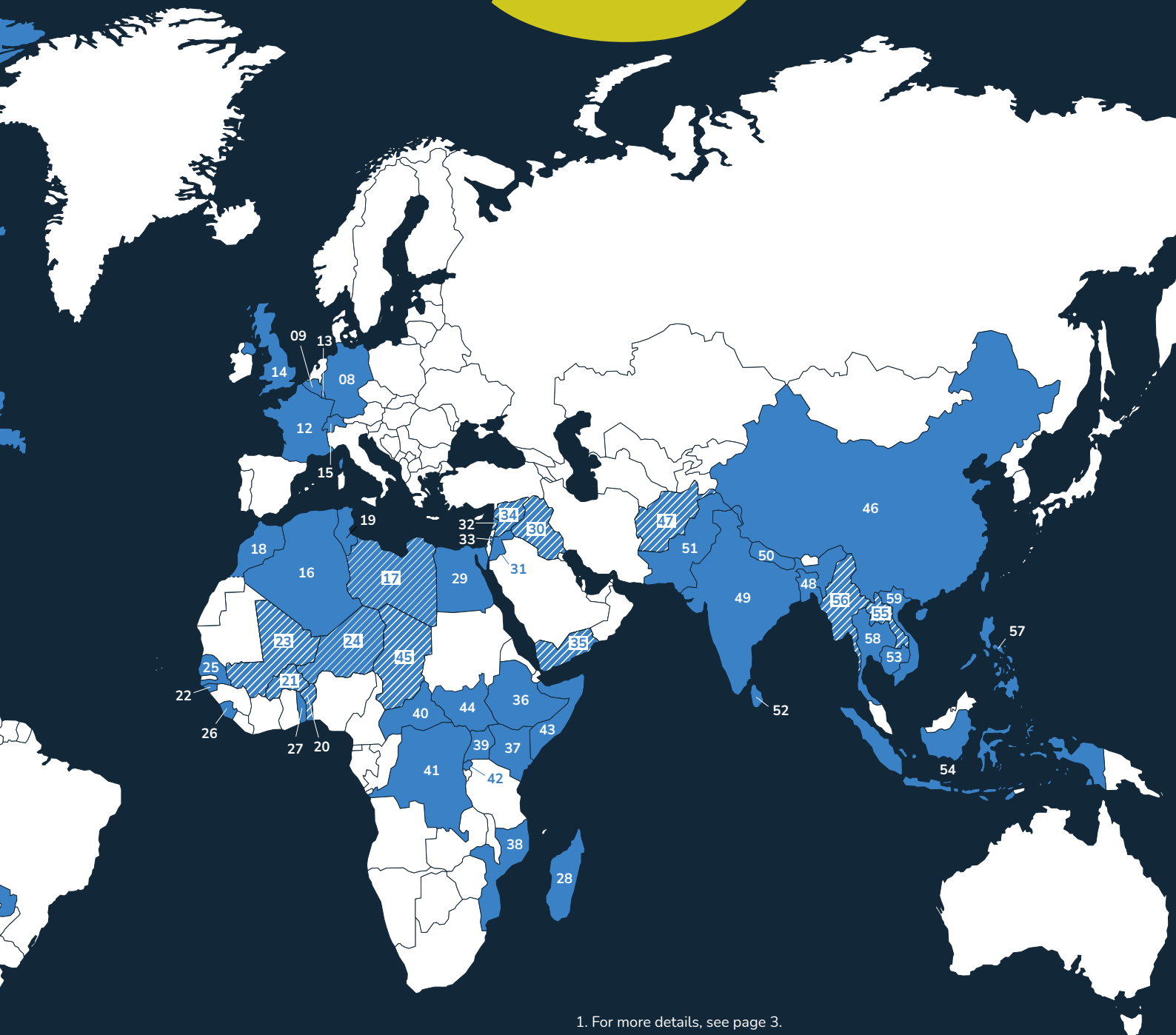
	Emergency response	Protection and risk reduction ¹	Advocacy ²	Social and Inclusion ¹	Rehabilitation services	Health	Logistics platforms
CENTRAL AND SOUTH AMERICA							
01 / Bolivia	x			x	x	x	
02 / Colombia	x	x		x	x	x	
03 / Cuba		x		x	x	x	
04 / Haiti	x	x		x	x	x	x
05 / Paraguay		x					
06 / Peru	x	x		x			
07 / Venezuela	x	x		x	x	x	
EUROPE AND NORTH AMERICA							
08 / Germany			x	x			
09 / Belgium		x	x	x	x		
10 / Canada			x				
11 / United States			x				
12 / France			x	x			
13 / Luxembourg			x	x			
14 / United Kingdom	x		x	x			
15 / Switzerland			x				
NORTH AFRICA							
16 / Algeria	x			x	x	x	
17 / Libya		x			x	x	
18 / Morocco	x			x	x	x	
19 / Tunisia				x		x	
WEST AFRICA							
20 / Benin		x	x	x	x	x	x
21 / Burkina Faso	x		x	x	x	x	x
22 / Guinea-Bissau			x	x		x	
23 / Mali	x	x		x	x	x	x
24 / Niger	x	x		x	x	x	
25 / Senegal		x	x	x	x	x	
26 / Sierra Leone			x	x		x	
27 / Togo			x	x	x	x	x
INDIAN OCEAN							
28 / Madagascar	x			x	x	x	
MIDDLE-EAST							
29 / Egypt		x	x	x	x	x	
30 / Iraq (incl. Iraqi Kurdistan)	x	x	x	x	x	x	
31 / Jordan				x	x	x	


	Emergency response	Protection and risk reduction ¹	Advocacy ²	Social and Inclusion ¹	Rehabilitation services	Health	Logistics platforms
32 / Lebanon	x	x		x	x	x	x
33 / Palestine		x		x	x	x	
34 / Syria	x	x		x	x	x	
35 / Yemen	x	x		x	x	x	
SOUTHERN, CENTRAL AND EAST AFRICA							
36 / Ethiopia	x	x	x	x	x	x	
37 / Kenya	x			x	x	x	
38 / Mozambique	x	x		x		x	
39 / Uganda	x			x	x	x	
40 / Central African Republic	x	x	x	x	x	x	x
41 / Democratic Republic of the Congo		x		x	x	x	x
42 / Rwanda	x			x	x	x	
43 / Somalia (incl. Somaliland and Puntland)	x	x	x	x		x	
44 / South Sudan	x	x	x	x	x	x	
45 / Chad		x		x	x		
CENTRAL AND EAST ASIA							
46 / China				x	x		x
SOUTH ASIA							
47 / Afghanistan	x			x	x	x	
48 / Bangladesh	x				x	x	x
49 / India					x	x	
50 / Nepal	x				x	x	
51 / Pakistan					x		
52 / Sri Lanka				x	x	x	
SOUTH-EAST ASIA							
53 / Cambodia				x	x	x	x
55 / Indonesia					x		x
55 / Laos		x	x	x	x	x	
56 / Myanmar (Burma)		x	x	x	x	x	
57 / Philippines					x		x
58 / Thailand		x			x	x	
59 / Vietnam						x	



Part 3 | Worldwide presence

420 projects in 59 countries



 Countries where HI is conducting armed violence reduction activities, including mine action (Afghanistan, Benin, Burkina Faso, Chad, Colombia, Laos, Lebanon, Libya, Iraq, Mali, Myanmar, Niger, Syria, Yemen).

1. For more details, see page 3.

2. Advocacy on the themes of inclusive development, disarmament, humanitarian action.

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 2020: Cape Verde.



A WORD FROM OUR TREASURER

Continuous growth in a context of global uncertainty

The onset of the Covid-19 pandemic meant the start of 2020 was marked by significant uncertainty. For our field projects, the health crisis generated operational constraints, especially in terms of travel and access to populations, posing a serious threat to our capacity to take action and calling into question the support we traditionally receive from institutional donors and the general public.

Despite these difficulties, and thanks to the efforts of our teams in the field and at headquarters, our programmes continued to grow, with an increase of 7% on 2019, reaching a total of €166 million. Against a backdrop of global instability, the flexibility of the majority of our institutional donors enabled us to adapt our ongoing projects and develop new ones. In April 2020, HI launched an operational pandemic response action plan called B-SAFE (Basic Service Access For Everyone).

Meanwhile our private donors continued to give us

their unwavering support and the end of the year saw a remarkable surge in private fundraising. Lastly, HI was awarded two Horizon Prizes for affordable high-tech for humanitarian aid by the European Union, each with a cash reward of one million Euros. All this good news meant we were able to close 2020 with a surplus of €6 million.

As you will see in the following pages, the presentation of our financial statements has changed in comparison to previous years. This is due to new accounting regulations now in force in France, which specifically require us to produce a Profit & Loss accounts by origin and use of funds (“*compte de résultat par origine et par destination*” or CROD).

Éric VAN DE KERKHOVE

Treasurer of Humanity & Inclusion

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, solidarity 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

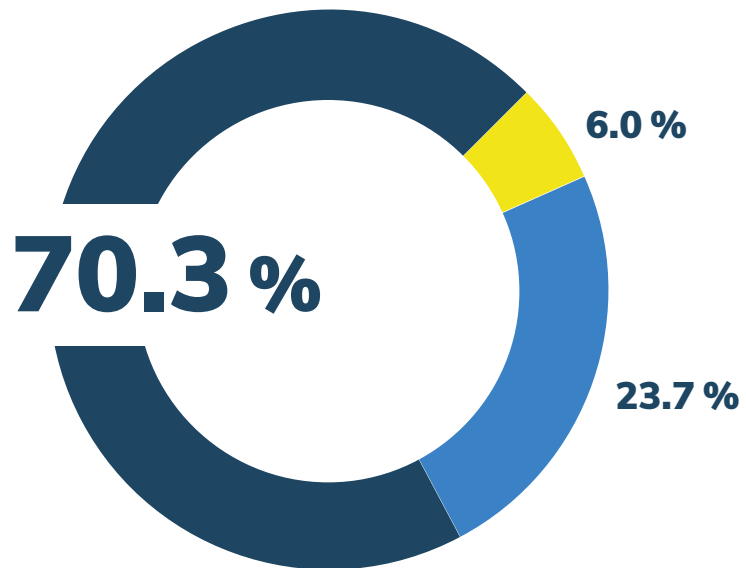
HI has made financial transparency one of its key management principles. Its objective is to be capable at any time of accounting for the use of all the funds entrusted to it. In addition to internal controls, the Federation and the eight member associations of the organisation undergo numerous external 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.

Where our resources come from

- Public resources
- Private resources raised from the public generosity
- Other private resources not related to public generosity*

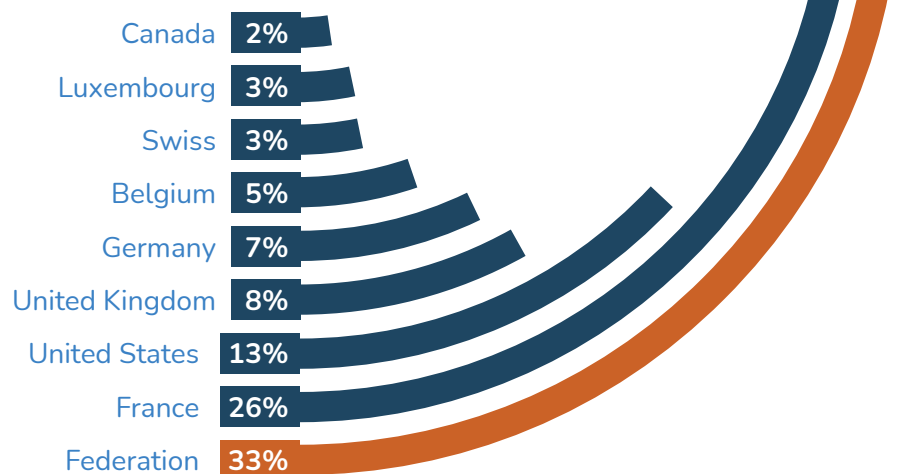
N.B.: (*) In this diagram, calculated based on the Profit and Loss Account by Origin and Use of funds (CROD), revenue from solidarity trading (3 017 K€) are not taken into account.



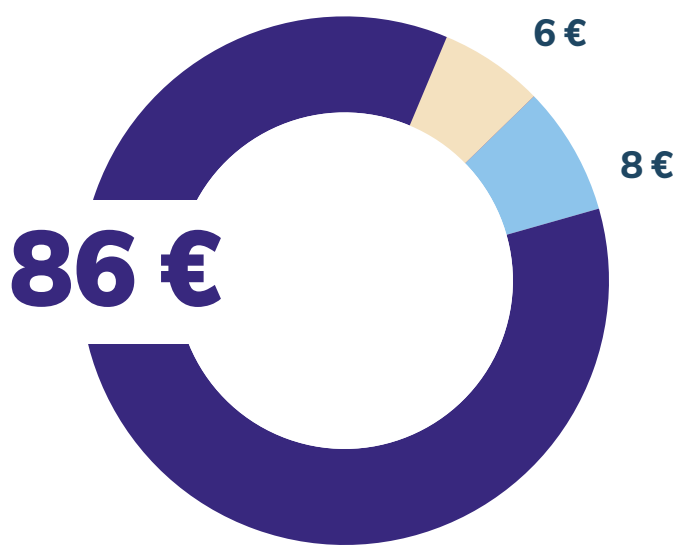
Contributions of the Federation and National Associations to the international network's resources

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.



For every €100 spent in 2020 by the HI network*



HI once again struck the crucial balance between funds spent on its social missions and those used to meet administrative and fundraising costs. For many years, the association has made every effort to ensure that this ratio is maintained.

In 2020, thanks to the mobilisation of our teams in the face of the Covid-19 pandemic and the support of donors, this ratio remained stable with 86% of funds (191.4 million euros) allocated to our social missions. The share of fundraising costs and operating expenses are stable at 8% and 6% respectively.

- Social missions
- Fundraising expenses
- Administrative costs

NB: In this diagram, calculated based on the Profit and Loss Account by Origin and Use of funds (CROD), the cost of solidarity trade, i.e. €1,680K of direct costs integrated in the "fundraising costs" heading and €93K of operating costs, are not taken into account.

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

Methodology used in establishing the Profit and Loss Account by Origin and use of funds (CROD) and the CER*

As of the financial periods beginning on 1 January, 2020, private not-for-profit legal entities must apply ANC (French accounting Norms) Regulation No. 2018-06 of 5 December 2018, which succeeds CRC Regulation No. 99-01 of 16 February 1999.

This regulation provides, among other things, for the production of several tables, including the Profit and Loss Account by Origin and Use of funds (CROD) that integrates all the uses and resources committed by the HI Network. Based on the CROD, the statement of utilisation of Resources raised from the Public (CER) account now only specifies the origin of the resources collected from the public, and their use by the association during the financial period. The methodology for drawing up the CROD (and the CER) and all the impacts of these new rules on 2020 have been reviewed and validated the Federation's Board of Trustees (the 2019 period

has not been restated according to the rules applicable on 1 January 2020). Detailed information on these changes can be found in the financial statements available on the website www.hi.org Using common accounting principles, the CROD is established based on the cost accounts produced by each entity in the HI organisation, and in conformity with the regulations in force.

- 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.
 - Extraordinary costs and income for the year are included in each heading of the CROD.
- 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.

CROD - Profit and loss account by origin and destination

At 31st December 2020 in thousands EUR - Exercice 2020.

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

Ressources and expenses by origin and destination - EXERCICE 2020

	TOTAL	Of which public generosity
RESSOURCES BY ORIGIN		
1 - Resources from the public's generosity	54,717	54,717
2 - Resources not related to the public's generosity	16,747	—
3 - Grants and other public subsidies	161,995	—
Total resources for the year	233,459	54,717
4 - Reversals of provisions and depreciation	1,840	—
5 - Uses of previous earmarked funds	505	505
Total	235,804	55,222
CHARGES PAR DESTINATION		
1 - Social missions	191,430	31,251
2 - Fundraising costs	19,795	16,344
3 - Administrative costs	13,112	—
Total uses for the year	224,337	47,595
4 - Provisions and depreciation	4,570	—
5 - Income tax	831	831
Total	229,738	48,426
Surplus or deficit	6,066	6,796

Voluntary contributions in kind

	TOTAL	Of which public generosity
Products by origin		
1 - Voluntary contributions from the public	6,848	6,848
2 - Voluntary contributions not linked to public generosity		
3 - Public assistance in kind		
Total	6,848	6,848
Expenses by destination		
1 - Voluntary contributions to social missions	1,212	1,212
2 - Voluntary contributions to fundraising	2,182	2,182
3 - Voluntary contributions to the admin, costs	3,454	3,454
Total	6,848	6,848

CER – Annual statement of utilisation of funds raised from the public

At 31st December 2020 in thousands EUR. This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

EXERCICE 2020

EXPENDITURE BY DESTINATION

1 - Social missions	31,251
2 - Fundraising expenses	16,344
3 - Administrative costs	—
Total expenditures for the financial year	47,595
4 - Charges to provisions	—
5 - Funds allocated and carried forward to the next financial year	831
Resources surplus for the financial year	6,796
TOTAL	55,222

RESSOURCES BY ORIGIN

1 - Resources raised from the public	54,717
Total income this financial year	54,717
2 - Provisions write-back	—
3 - Unutilised prior period designated resources brought forward	505
Deficit of the public's generosity for the year	—
TOTAL	55,222

Resources carried over from public generosity at the beginning of the year (excluding dedicated funds)	25,293
(+) Surplus or (-) shortfall of the public generosity	6,796
(+) Net investments and (+) disinvestments related to the generosity of the public during the year	-117
Resources carried over from public generosity at the end of the year (excluding dedicated funds)	31,973

Resources raised from the public: all one-off donations, direct debit donations, donations from solidarity sponsorships, bequests, etc. raised in the year.

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

Subsidies and other public support: funding obtained from international organizations (including the European Union and the United Nations), as well as public subsidies obtained mainly in the countries where the National Associations of the network are established.

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

Fundraising expenses: includes expenses for general public fundraising campaigns and the search for public and private institutional funds.

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

Distribution of program-related costs

At 31st December 2020 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

86.5 M€ (45.2 %¹)

East Africa (zone)	0.62 %
Ethiopia / Somalia	4.73 %
Kenya / Uganda	6.19 %
Republic of South Sudan	4.59 %
West Africa (zone)	0.11 %
Chad	6.44 %
Burkina Faso / Niger	11.68 %
Mali	29.58 %
Senegal / Guinea Bissau	3.48 %
Sierra Leone	2.51 %
Togo / Benin	3.46 %
Mozambique	1.54 %
Democratic Republic of the Congo	9.80 %
Rwanda	4.46 %
Central African Republic	6.91 %
Madagascar	3.90 %

Asia

30.6 M€ (16.0 %¹)

Cambodge / Thaïlande	3.30 %
Vietnam	3.80 %
Philippines / Indonesia	6.40 %
Laos	8.03 %
India / Sri Lanka	4.14 %
Pakistan	6.79 %
Afghanistan	12.95 %
Asia (zone)	1.90 %
Nepal	9.96 %
China	2.21 %
Bangladesh	27.56 %
Myanmar	12.96 %

Central and South America

10.1 M€ (5.3 %¹)

Haïti	23.06 %
Bolivia / Pérou	11.03 %
Colombia	47.03 %
Cuba	6.19 %
Venezuela crisis	12.69 %

North Africa and the Middle East

55.9 M€ (29.2 %¹)

Morocco / Tunisia / Algeria	8.52 %
Jordan / Egypt / Palestinian territories	23.59 %
Yemen / Iraq / Lebanon / Syria	61.08 %
Libya	6.81 %

Carried out at National level

8.1 M€ (4.2 %¹)

International Campaign to Ban Landmines and EWIPA campaign ²	47.77 %
Publications / Hizy	3.56 %
HI Institut	3.11 %
Campaign to promote the inclusion of people with disabilities	14.01 %
Other programmes activities	31.55 %

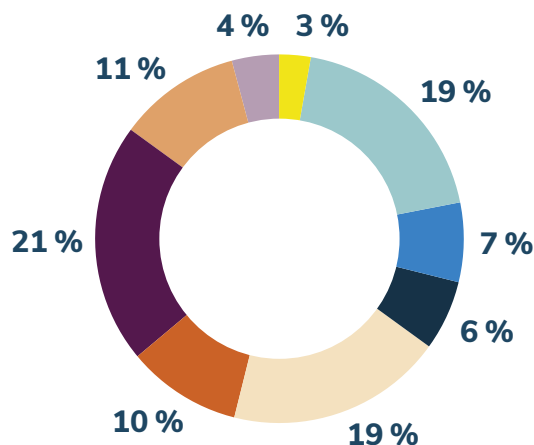
Other programmes activities

0.2 M€ (0.1 %¹)

1. Social missions
 2. EWIPA: advocacy campaign to reduce the impact of explosive weapons in populated areas.

Programmes total: M€ 191.4

- Advocacy & public mobilization
- Health Services
- Armed violence reduction
- Other Protection and Risk Reduction Activities
- Rehabilitation Services
- Inclusive Education
- Economic inclusion
- Other inclusive services
- Logistical platforms



N.B.: In the chart above, calculated on the basis of the profit and loss account by origin and destination, costs directly related to the coordination of missions (including steering and support costs) are allocated to programmes according to a calculation method validated by HI's auditor.

International network combined balance sheet*

At 31st December 2020 in thousands EUR. This table is based directly on HI's annual financial statements. As such, the figures have been rounded up.

Assets	2020 (according to ANC 2018-06)*	2019 (according to CRC 99-01)
Fixed assets ¹	17,892	16,013
Institutional donors ²	177,274	15,378
Receivables received by legacies or donation ²	3,331	—
Other inventories and receivables ²	31,044	30,257
Cash disposal ³	51,990	46,473
Exchange adjustment – assets	1,816	359
Total assets	283,347	108,480

Liabilities	2020	2019
Associative funds ⁴	38,383	32,846
Deferred funds related to bequests or donations	5,729	—
Dedicated funds ⁵	1,246	920
Provisions for risks and charges ⁶	5,959	3,118
Debts of legacies and donations ⁷	759	—
Institutional donors ⁷	3,673	43,305
Current liabilities ⁷	32,652	27,926
Deferred income related to institutional fundings ⁸	194,946	—
Unrealised exchange gains	—	365
Total liabilities	283,347	108,480

* In this table, the 2019 column is consistent with the combined accounts approved by the General Assembly in June 2020 in accordance with CRC Regulation No. 99-01. The 2020 column has been prepared in accordance with ANC Regulation No. 2018-06 applicable as from the financial years beginning on 1 January 2020.

The transition between these two regulations gives rise to changes in methods requiring specific information which are detailed in the financial statements available on www.hi.org. The main balance sheet impacts concern bequests donations on the one hand, and the accounting of institutional funds on the other:

- As from 1 January 2020, all bequests and donations are recognised as assets and liabilities in the specific accounts from the date of acceptance by the Board of Trustees.
- As soon as a funding contract (awarded by public and private institutional donors) is signed, the entire subsidy is recognised as income, with a corresponding receivable from the donor on the assets side of the balance sheet. At the close of the accounts, the income is adjusted to the expenses incurred during the financial year: the portion of the grant relating to future financial years is entered at the close of the financial year in a "Deferred income from donors" account. The receivable from the donor is adjusted during the year on the basis of the donor's payments.

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 financial investments.
4. **Associative funds:** security funds created at the creation of the Association. They are integrated in the treasury and allow to finance the actions while waiting for the institutional donors funds.
5. **Allocated funds:** allocated funds to specific projects and not used during the period
6. **Provisions for risks and charges:** provisions to cover current disputes or possible risks on funding contracts.
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.
8. **Deferred income - institutional funds :** amount of acquired institutional funding not yet used during the year.

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 2020 in thousands EUR

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

Assets

	2020	2019
Fixed assets ¹	14,431	15,640
Institutional donors ²	116,195	13,093
Current assets ³	45,779	50,652
Cash disposal ³	28,718	33,649
Total assets	205,123	113,033

Liabilities

	2020	2019
Associative funds ⁴	29,596	23,835
Provisions for risks and charges ⁵	6,439	3,088
Allocated funds ⁶	1,246	920
Institutional donors ⁷	8,925	38,604
Current liabilities ⁷	158,917	46,586
Total liabilities	205,123	113,033

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 financial investments.

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

5. **Allocated funds:** allocated funds to specific projects and not used during the period

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

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

HI Federation income statement

At 31st December 2020 in thousands EUR
This table is based directly on HI's annual financial statements.
As such, the figures have been rounded up.

	2020 (according to ANC 2018-06)*	2019 (according to CRC 99-01)
Sales of goods and services	1,448	—
Income from third-party funders	202,663	150,425
Donations, legacies and sponsorships	—	36,781
Reversals of depreciation, impairment, provisions and expense transfers	1,718	904
Use of dedicated funds	505	—
Stocked production	-78	—
Capitalized production	291	171
Other products	2,510	4,396
TOTAL I	209,057	192,677
Purchases of raw materials, goods and other supplies	3	22
Change in raw material inventories	89	-9
Other purchases and external charges	51,902	54,827
Financial aid paid by the entity	57,561	—
Taxes and similar payments	2,277	2,048
Wages and salaries	66,960	64,393
Social security charges	14,537	16,329
Depreciation and amortisation	2,728	2,779
Allocation to provisions	5,069	1,230
Dedicated funds carried forward	831	—
Other expenses	706	48,697
TOTAL II	202,663	190,316
1. OPERATING RESULT (I-II)¹	6,394	2,361
FINANCIAL EXPENSES (III)	391	569
EXCEPTIONAL EXPENSES (IV)	1,800	891
2. FINANCIAL RESULT (III-IV)²	-1,409	-322
3. CURRENT INCOME before taxes (I-II+III-IV)	4,985	2,039
PRODUCTS EXCEPTIONAL (V)	2,163	144
CHARGES EXCEPTIONAL (VI)	568	384
4. EXTRAORDINARY RESULT (V-VI)³	1,595	-240
Carry-over of unused resources from previous years	—	245
Commitments to be made from earmarked resources (VIII)	—	920
Income tax (IX) ⁴	6	24
TOTAL INCOME (I+III+V+VII)	211,611	193,635
TOTAL EXPENSES (II+IV+VI+VIII+IX)	205,037	192,535
SURPLUS OR DEFICIT	6,574	1,100

*In this table, the 2019 column remains aligned with the combined annual accounts approved by the Annual General Meeting in June 2020 in accordance with CRC regulation No. 99-01. The 2020 column has been drawn up in accordance with ANC regulation No. 2018-06 applicable as from financial years commencing on 1 January 2020.

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. Income taxes: taxes on financial operations.

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