2014, A YEAR OF CHANGE

A series of humanitarian emergencies of exceptional scale and magnitude required Handicap International’s relief, support and assistance in 2014. These included the Syrian crisis, the conflict in Gaza and the Ebola outbreak in West Africa. While nobody can predict what form the next crisis will take, where the next conflict will occur, or what the exact consequences of climate change will be, we have good reason to expect an escalation in both the humanitarian needs, and in the number of victims. We are actively preparing for this likelihood, and have launched a new strategic plan to guide us through to 2025.

How do we see Handicap International in ten years’ time? Whatever the future holds, we see it as being an international humanitarian aid and development organisation that is making a difference by addressing the wide-ranging needs of disabled and vulnerable people around the world.

To achieve this objective, we must first identify the conditions that allow such an organization to exist in an increasingly complex, unstable and inter-dependent world. Then, we must resolutely set about meeting these conditions.

The arrival of the new Federal Executive Director, Manuel Patrouillard, to spearhead the development of our future strategy, and the inauguration of our new world headquarters in Lyon not only reflect this ambition, but provide us with additional means to achieve it.

To ensure the effectiveness of our actions one decade from now, we must, by then, have reached a critical size and be viewed by international funding agencies as not merely an effective stakeholder, but an essential one. We must be perceived as organisers capable of coordinating the action of numerous humanitarian agencies.

We must also have secured sufficient room to manoeuvre, so that we can innovate and strengthen our reaction capacity and assume the role of a lead agency capable of inspiring others to action. But doing so will not divert us from our core purpose. Far from it. By becoming recognised generalists in logistics and emergency response, we will be able to achieve our more specific objective of delivering immediate relief to the world’s most vulnerable people, right at the heart of major crises affecting entire populations.

Profound changes can be made seamlessly, as demonstrated in our approach to the next chapter in Handicap International’s history. Indeed, we had been preparing for it since 2009, with the creation of the Handicap International Federation. Jean-Baptiste Richardier, executive director until the spring of 2014, aspired to this change, which has enabled our network to play a greater role in the humanitarian space and speak with one voice. The Handicap International Foundation, which he is now developing, is one more asset to support our reflection, cohesion, reach and the development of our resources.

Jacques Tassi, Chairman of the Handicap International Federation
A FEDERAL NETWORK

The Handicap International network is made up of a Federation, created in 2009, 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.

A MANDATE TO DELIVER INTERNATIONAL AID

Handicap International is an independent and impartial international aid organisation operating in situations of poverty and exclusion, conflict and disaster. It works 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 their fundamental rights. 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.

KEY FIGURES

NUMBER OF PEOPLE TO HAVE BENEFITED DIRECTLY FROM THE ACTIONS OF HANDICAP INTERNATIONAL AND ITS PARTNERS*:

- Health: 257,445
- Inclusion: 203,536
- Rehabilitation: 133,090
- Action against landmines and other explosive weapons: 543,984
- Basic needs**: 293,526

PERSONNEL*** IN THE WORLD:

- 3,416 people, including:
  - national staff in the field: 2,771
  - expatriate staff in the field: 280
  - staff assigned to programmes and social missions run from head offices: 186
  - staff in charge of fundraising / communications and general services: 179

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HANDICAP INTERNATIONAL NETWORK’S BUDGET

- €137 million

* People may be counted more than once if they have directly benefited from more than one service or activity. These data don’t take into account all Handicap International’s activities and training/sensitization actions.

** Water and sanitation, shelter, livelihood.

*** Expressed as annual equivalent full-time posts.
**Syrian crisis**

By the end of 2014, the Syrian crisis was in its fourth year. Syria’s neighbours are currently providing refuge to hundreds of thousands of people, with 620,000 refugees in Jordan, 1.1 million in Lebanon, 1.6 million in Turkey, and 228,000 in Iraqi Kurdistan¹. All said, there were 3.5 million Syrian refugees², 7.6 million displaced Syrians³ within the country, and 2 million displaced Iraqis, including 940,000 in Iraqi Kurdistan⁴.

More than 360,000 people have benefited from Handicap International’s actions since the beginning of the war in Syria, and the start of our operations in 2012. We are currently working in Syria, Jordan, Lebanon and Iraq, where our teams provide physical rehabilitation and psychosocial support, assist the injured, fit amputees with artificial limbs and distribute kits containing items to help people survive the winter.

To address the issue of explosive remnants of war, Handicap International scaled-up its risk awareness actions with Syrian communities, and is providing assistance to the victims of these weapons. Our risk education teams visit refugees and displaced people in camps and urban areas, and the information they provide enables families, and especially children, to identify and keep away from dangerous explosive devices. So far, more than 85,000 people have benefited from HI awareness-raising initiatives.

We are also piloting a system using digital tablets to collect and manage data that will be used to produce a map of contaminated areas. Once a massive response to the needs of the Syrian people becomes possible, this map will be essential to the international community.

The work of organisations such as Handicap International, intended to provide people with relief on the basis of their needs alone, is being seriously hindered by the total or periodic closure of certain borders, the closure of some medical centres, and the fact that 4.6 million⁵ Syrians are unreachable – trapped in combat zones. Our advocacy actions are more vital than ever before to defend the humanitarian imperative and protect and respect civilian populations.

**Syria**

Handicap International teams are working in communities, and in 11 IDP camps. They support hospitals and health centres with emergency rehabilitation, psychosocial services, the supply of prostheses...
and orthoses, and the provision of care and treatment for new victims of weapons and explosions. These physical rehabilitation and psychological support activities were developed throughout 2014.

We also supported impoverished, displaced, and sedentary families by providing them with food baskets and hygiene kits.

**Jordan and Lebanon**

To ensure care for the injured, Handicap International has provided some ten hospitals, clinics and specialised care centres with equipment for physiotherapy and post-operative physical rehabilitation, as well as with adapted orthopaedic and mobility devices, and other aids. In Jordan, Handicap International has been providing Syrian refugees and highly vulnerable Jordanians with monthly cash aid. And, to ensure a stronger presence within the most-affected communities – home to more than 80% of needs – we have established partnerships with welfare organisations, and local organisations specialised in primary healthcare.

**Iraq**

In May 2014, Handicap International launched an emergency operation in the governorates of Erbil and Dohuk to deliver assistance to the most vulnerable Syrian refugees. In June, we provided similar assistance to Iraqi IDPs, in the same area who had fled en masse to escape advancing Islamic State fighters. There are currently almost 1.8 million displaced Iraqis, including 500,000 in Iraqi Kurdistan. Handicap International has been working directly with the most vulnerable groups, such as people with disabilities, the elderly and people suffering from chronic diseases. We ran physical rehabilitation and psycho-social support sessions, distributed adapted equipment to people with disabilities and ensured access to health centres for the most vulnerable. Handicap International has also been training health personnel on care for people with injuries and disabilities people. Physiotherapists in Dohuk (Iraqi Kurdistan) benefitted from this training in 2014.

To help the most vulnerable people survive the winter, staff distributed 3,750 blankets to more than 800 displaced families. In Erbil, the teams identified which refugee families in the camps would be the most vulnerable to the cold and ensured they were given blankets.

In partnership with the Kurdish authorities, Handicap International has now incorporated a prevention of accidents by explosive remnants of war component into our standard “Disability and Vulnerability Focal Point” services for responding to humanitarian emergencies.

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1. UNHCR, December 2014, except for the number of people displaced inside Iraq and Iraqi Kurdistan (IOM, November and December 2014).
2. UNHCR, updated 23 December.
4. IOM, last updated December 2014.
6. OIM, October 2014 report.
MIDDLE-EAST CRISES: GAZA

Gaza
The 50 days of conflict between Israel and Hamas in July and August 2014 wreaked massive destruction and worsened humanitarian conditions in the Gaza Strip. Handicap International, which has been working in the Palestinian territories since 1996, has mobilised its expertise to respond to the emergency. The national team has been fully focused on helping Gaza’s population. To ensure that the needs of vulnerable people are taken into account, ten mobile teams and five fixed teams were deployed in 2014, to cover five of the Gaza Strip’s governorates. These teams included physiotherapists, occupational therapists, nurses, social workers and psychologists. As a result, 3,200 vulnerable people benefitted from access to health services and 1,000 from psychosocial support. Staff provided 5,700 functional rehabilitation sessions.

The teams also conducted an assessment of the levels of contamination by explosive remnants of war. Their findings prompted the launch of a project to help with the removal of potentially dangerous rubble.

Flagship programmes in 2014

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The first cases of the Ebola virus emerged in March 2014, on the border between Sierra Leone, Liberia and Guinea – the countries that ultimately bore 99% of the 21,296 recorded cases. By December, Sierra Leone was the worst-affected, with almost a hundred cases a week still being reported, most of them in the capital Freetown.

Present for almost 20 years in Sierra Leone and 15 in Liberia, Handicap International adapted its development activities to help with the response to the health emergency. After putting measures in place to protect our teams, we started a campaign over the summer to raise community awareness about Ebola. The campaign continued throughout the crisis, primarily in Sierra Leone where awareness messages were adapted to be accessible to the deaf and hard-of-hearing, for example, but also to children and people with a higher risk of exposure, such as sex workers. To prevent further outbreaks, the messages were shared across all 14 of Sierra Leone’s districts to ensure that everybody had equal access to sufficient information to prevent further outbreaks.

In December, we stepped up our emergency response and began providing support to national efforts to control the epidemic. Our teams set up and managed a fleet of 30 ambulances from two sites – Hastings and the centre of Freetown – to take people affected (or suspected of being affected) with the Ebola virus to treatment centres. These ambulances and their personnel applied a very strict decontamination protocol to prevent the virus from spreading. To protect other members of the household from contamination, teams equipped with spray guns accompanied the ambulances on each trip out and disinfected the rooms where sick people had been staying. At the height of the crisis, more than 200 people were working on the platform. The ambulances took 1,400 people to treatment centres over the course of this project, at a rate of around 40 interventions per day.
Since the fighting began in December 2013, 1.5 million South Sudanese have been internally displaced, and 480,000 people have fled to other countries. The fighting has had disastrous humanitarian consequences. The agreements signed between the parties to the conflict are yet to be implemented, and there is still considerable instability in the north of the country. It’s extremely difficult to access humanitarian aid.

During the first months of the conflict, Handicap International put in place Disability and Vulnerability Focal Points in the camps in Juba and in Awerial county around Mingkaman, where people who have fled the town of Bor have settled. Our teams identified vulnerable, including people with disabilities, older people, those suffering from psychosocial and traumatic stress disorders, women, children who are unaccompanied or the head of their household. They then distributed basic items and protection kits. When necessary, they provided orthopaedic equipment and set up emergency rehabilitation and psychosocial support services.

Handicap International became the humanitarian response’s lead NGO on disability and vulnerability. This was in part due to our rapid deployment of a team in the very first week of January 2014, and the consolidation of our actions. Roaming teams provided functional rehabilitation and psychomotricity support to other humanitarian organisations in and around Nimule, Yambio, Maban, Lankien and Yida.

Handicap International also carried out rehabilitation and inclusion projects in Kenya where some 45,000 South Sudanese refugees are living in Kakuma refugee camp. 7.

Rwanda marked the 20-year anniversary of one of the country’s darkest chapters in its history in April 2014: the start of a genocide that would claim 800,000 lives. Over a period of three months, men, women and children were tortured, raped and massacred in an unleashing of violence whose devastating effects on Rwandan society are still clearly visible twenty years on.

Rwanda has the region’s highest rate of post-traumatic stress disorder, primarily a result of the genocide. Handicap International began its operations in the country in 1994, distributing food aid and providing rehabilitation. Two years later, we launched our first mental health project. Today we are still working with people directly affected by the genocide, such as widows or orphans who are now the heads of their households. We also provide psychosocial support for people suffering from the indirect consequences of post-traumatic stress-induced violence, including women who became mothers as the result of rape, women infected with HIV, victims of sexual violence, families in crisis because of violence and alcohol abuse. Mental health issues, another consequence of post-traumatic stress, can lead to relationship problems, unemployment, poverty and violence.

Handicap International also runs the regional “Ubuntu Care” project in Burundi, Rwanda and Kenya, which focuses on the prevention and management of sexual violence against children with disabilities.

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8. According to surveys of 1,000 people conducted in 2009, around 29% of the population suffers from post-traumatic stress disorders.
At the end of 2014, Handicap International’s long-standing demining project was drawing to a close. After more than 15 years working alongside Mozambican communities, 15,533,799m² of land has been made safe and released. In that time, deminers destroyed more than 85,000 explosive devices, including 6,000 mines, 5,000 explosive devices (such as bombs, missiles, rockets and grenades), 80,000 munitions, and 700 firearms. The few remaining contaminated zones will be cleared in 2015.

Demining began in Mozambique in 1998. Conducted by small teams in remote communities in Inhambane province, they were exclusively manual operations. Five years later, Handicap International adopted a much more comprehensive approach, using machines and dogs to detect explosives buried in the ground. From then on, our mines and UXO clearance capacity increased considerably, with teams able to decontaminate vast tracts of land. Handicap International became Mozambique’s leading clearance operator.

The country is now preparing to declare itself mine-free. Our clearance teams are starting to withdraw, but the Mozambique programme is to continue and will now focus on the country’s development issues. We would like to pay tribute to the men and women who have taken part in mine and UXO clearance operations over the years. In 2014 alone, 162 people contributed to this life-saving work.

Despite continuing insecurity, in 2014 we scaled up our actions in the Timbuktu region and continued our projects in the south of Mali. We distributed food items to the most vulnerable households, as well as food supplements to breastfeeding mothers, and young children. Our teams also implemented a highly innovative “seasonal social safety nets” project, targeting the most vulnerable households in six rural communes in Gourma-Rharous, and conducted a study on the “Psychosocial impacts of the crisis in North Mali on the populations in the Timbuktu region.” Teams surveyed 1,036 people through individual and collective interviews during a qualitative phase, while 2,883 people replied to our quantitative survey. An analysis of the data revealed the extent of the traumatic impact of the conflict: 78% of the people encountered considered that at least one member of their household was still emotionally affected by the crisis and 20% presented with clear signs of psychological distress. It is particularly apparent in and around Timbuktu (29%).

In response to the findings, Handicap International is planning to launch a project in 2015 to meet the population’s needs.
The Democratic Republic of Congo has been in the grips of a frightening, complex and chronic humanitarian crisis for more than 15 years. Almost 2.7 million people have been displaced and more than 400,000 people are now refugees in neighbouring countries. Between October 2013 and August 2014, Handicap International set up Disability and Vulnerability Focal Points in IDP camps on the outskirts of Goma. This enduring crisis has caused many displaced people to suffer real trauma, so our teams provide them with psychosocial support to help them overcome their psychological distress. This support includes discussion groups, as well as recreational activities for children in the presence of members of their family. The teams also carry out awareness-raising activities on psychosocial support, and the protection and social integration of people with disabilities. This outreach has benefited 400 community leaders and 100 staff from partner humanitarian aid organisations.

Since 2009, Handicap International has been running a logistics platform out of Goma and Walikale. The platform provides logistical support, including the loan of 25 trucks each month to 50 national and international non-governmental organisations and to United Nations agencies. These trucks facilitate the delivery of international aid to refugees in Kivu’s most remote areas. Handicap International thus makes it possible for humanitarian aid to reach populations affected by the crisis, and people living in regions deprived of infrastructure.

In May 2014, the platform opened a Mapping Unit to strengthen information-gathering and localised logistics assessments.

AFGHANISTAN
DON’T FORGET THE AFGHANS!

During the first six months of 2014, there was a 14% increase in the number of civilian victims of mines and explosive remnants of war (ERW) compared to the same period in 2013. Among the 206 civilian victims, 76% were children. This is in addition to the 63% increase in civilian victims registered between 2010 and 2013.10 During almost 20 years of work in the country, Handicap International has witnessed the increasingly devastating effects of these weapons and is outraged by the intolerable situation they create for civilians. Therefore, in partnership with the ACBAR and ENNA platforms11, we are now stepping up our advocacy so that the withdrawal of international troops does not spell the end of financial aid for the country’s development. At the December 2014 conference in London on the future of aid to Afghanistan, we urged the international community to remember the Afghan people. We also took part in the international social media campaign “Do not forget Afghanistan” campaign under the hashtag #DontForgetAfghanistan.

Handicap International’s Afghanistan team counts more than 180 people, some of whom are themselves victims of mines and ERW. Most of their work is in physical rehabilitation, mines and ERW risk education and assistance to the victims of these weapons.

We have been running a rehabilitation centre in a regional hospital in Kandahar province since 1996. The centre organises physiotherapy sessions, makes prostheses and orthoses, and provides mobility aids. Accommodation is available so that patients and their caretakers from remote rural areas can stay on site. The medical teams have been trained in disability issues, and care for people with injuries and disabilities. Since 2003, Handicap International has also been providing technical and material assistance to regional health facilities in western Afghanistan. A network of five clinics and primary healthcare centres benefit from the services of physiotherapists. We also provide training in disability care to rehabilitation teams and medical personnel from regional and district hospitals, and rural clinics.

In order to reduce the number of mines and ERW victims, Handicap International organises awareness-raising initiatives for people living in proximity to dangerous areas. In 2014, in partnership with the Mine Action Centre, Handicap International met with communities in Helmand and Kandahar and used information panels, videos and practical exercises to explain what to do when they come across an unfamiliar object.

Firmly anchored in rural communities, Handicap International identifies victims of mines and explosive remnants of war, as well as people with disabilities, with a view to facilitating their access to rehabilitation and orthopaedic care.

11. ACBAR: Agency Coordinating Body for Afghanistan; ENNA: European network of NGOs working in Afghanistan.
PHILIPPINES
FROM TYPHOON
TO TYPHOON

LAOS
A BARRIER
TO DEVELOPMENT

On 8 November 2013, Typhoon Haiyan – the most violent tropical storm on record – hit the Philippines. One year on, Handicap international teams were still running emergency and development projects in this storm-prone country.

For several months in 2014, a logistics platform organised the transport of humanitarian aid to remote areas and the evacuation of debris. 1,640 tonnes of foodstuffs were transported to people living in Tacloban, Tanauan and Palo and 1,390 tents were distributed in Lawaan in Eastern Samar province and Batad in Iloilo province.

One of our projects involved helping 800 people who had lost the tools of their trade and another involved the construction of 1,200 shelters. We also ran a project to facilitate the inclusion of children with disabilities in 50, child-friendly spaces set up after Typhoon Haiyan.

After Typhoon Hagupit made landfall in November 2014, our teams provided immediate assistance in Samar province, which had been particularly hard-hit, while continuing their activities in Leyte province.

More than 50 years after the first American bombs were dropped in the Vietnam War, sub-munitions and explosive remnants of war still claim one victim every week in Laos, the world’s most heavily contaminated country. Handicap International has been working in the country for more than 30 years, and is currently demining the three districts of Nong, Sepone, and Vilabuly in Savannakhet province. During the first nine months of 2014, our teams destroyed almost 1,500 bombs.

We have ten teams working on clearance operations in Laos, each made up of ten people and including six deminers. Three of these teams conduct technical surveys using detectors, six handle the actual demining, while the remaining team is responsible for emergency destructions. Helped by villagers, the authorities, and development partners, Handicap International identifies the areas to be cleared using different types of surveys. Handicap International is the only organisation in the country to offer such a comprehensive, multi-disciplinary service.

In liaison with the pilot project developed in Syria, we are currently testing the use of digital tablets for collecting and managing information on contaminated areas, which should produce a more accurate and effective analysis of the communities’ needs.
• Countries where activities were started in 2014: Chad.
• Countries where activities closed down in 2014: Angola, Uganda.

The borders and country names shown in this map do not imply an opinion by Handicap International as to the status of these territories.
2014 was a very good year for our public and private fundraising, with results exceeding our forecasts, and providing us with the solid foundation we need to meet the many challenges ahead.

On the subject of public funds, international funding agencies are increasingly in favour of concentrating their aid budgets on a small number of humanitarian operators, which then become responsible for coordinating the others. In a context of often drastic budget restrictions, they are seeking to achieve both better coverage of needs, and greater effectiveness on the part of NGOs.

As a consequence, the relationship between humanitarian operators and institutional donors is shifting to become one based more on trust, and the sharing of financial risks. Donors prefer to support operators with sufficient critical mass to be able to commit their own funds. This implies that, if a major crisis demands our immediate emergency assistance, we must be able to take action without first securing institutional funding. The independence we value so highly thus takes on a whole new dimension, intrinsically linked to our capacity to adapt to these new ways of operating.

This is bound to have a profound impact on our future and our capacity for action. Becoming a member of the small circle of NGOs that really count in the world is now vital if we are to continue our work with the most vulnerable. It will depend on our reaching a critical size delivering recognised and specific competencies, faultless organisation and, from a financial standpoint, maintaining healthy cash reserves. Happily, in 2014 this was the case, confirming the trend of recent years.

Regarding private funds, traditional fundraising strategies are fast becoming less effective and we must rapidly allocate considerable resources to finding new ones. Online fundraising, digitisation, which impacts all activities, presents a considerable challenge for the future of fundraising. What is the best way to reach younger donors, and what new methods of giving can we devise? So far, none have proven their worth.

Despite the shifts around us, Handicap International’s 2014 results were good and have enabled us to bolster our financial strength. We have increased our reserves and investment capacity and thus affords us more freedom and greater capability, especially during major crises.

As for private fundraising, mass marketing performed well and we are beginning to see the fruits of our diversification efforts, notably with a greater number of bequests than ever before. Institutional funding rose significantly, mainly due to a higher proportion of emergency programmes, which are traditionally well-financed. Administrative costs were kept under control at 7%. These highly satisfactory indicators afford us the potential to invest and innovate, both indispensable to expansion.

In short, from the financial perspective, 2014 was a year that went beyond our expectations. It has given us the means to continue to progress, to move forward with confidence to the next stage, and to test our adaptability in the face of major change.

ÉRIC VAN DE KERKHOVE
TREASURER OF THE HANDICAP INTERNATIONAL FEDERATION

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INSTITUTIONAL FUNDING: CONTINUED GROWTH

Institutional funding for the Handicap International federal network rose again in 2014, up more than 15% on 2013.

These good results are due to a sharp increase in public institutional funding, notably from British, Canadian and American Development cooperation agencies, and emergency funds from the European Commission (ECHO). These emergency funds were mainly used to support the activities being carried out by Handicap International’s teams in response to the Syrian crisis, both inside Syria and in the neighbouring countries, and to the second civil war in Iraq. Other emergency operations, such as in the Philippines following Typhoon Haiyan in November 2013, and in the aftermath of the crisis in northern Mali, also attracted grants from these generous donors.

Emergency funding aside, another important event in 2014 was the signing of two framework agreements with Belgium and Luxembourg. Each of these agreements provide good financial coverage for several of our development projects.

– The framework agreement with the Belgian Directorate for Development Cooperation (DGD) grants about 15 million euros over a three-year period (2014-2016) across ten countries. The grant supports the following five areas of activity: physical rehabilitation, community-based rehabilitation, socio-economic inclusion, support to local associations and maternal and child health.

– The framework agreement with the Luxembourg Ministry for Foreign Affairs grants more than 10.1 million euros for the period 2014-2017, and covers 19 countries. This grant supports three areas of activity: functional rehabilitation, health and prevention, as well as education and employment training.

These excellent results from public institutional funding helped to offset a decline in the global volume of private institutional funding in 2014.

PRIVATE FUNDRAISING INVESTMENTS RESUME

To preserve its independence, and ensure the sustainability of its actions and programmes, Handicap International seeks to maintain a large proportion of private resources in its financial structure, especially donations from the general public, to help fund its programmes. This strategy enables us to take immediate action on emergencies, without having to wait for funding from institutional donors.

In 2014, income from private sources represented 41.6% of Handicap International’s total net income. Resources raised from the general public were up 1.6% on 2013, with a decline in the net margin of 1.6%

Encouraging private fundraising results at the end of 2013 and start of 2014 allowed us to resume investments in fundraising development and diversification in some of our national association countries, such as France, Switzerland and Germany.
HANDICAP INTERNATIONAL’S FUNDING AND MANAGEMENT PRINCIPLES

Diversity of funding sources
To preserve its independence and the sustainability of its actions, the organisation has chosen to rely on two sources of funding in the countries where the Handicap International network has a base:
– for the most part, funding raised from the general public in the form of donations, private solidarity sponsorship, legacies, and sales of craft, fair-trade and co-branded products
– but also grants from public bodies (European Union, United Nations) or private bodies (foundations, associations, companies).
Because it has chosen a mixed funding structure (funds from the general public and from private and public institutional donors), and because its operations are international, Handicap International’s accounts are not comparable to those of other types of associations.

Funding from the general public – a vital resource
Funds raised from the general public not only fund programmes directly, they also leverage additional funds that enable Handicap International to implement larger-scale operations. Indeed, institutional donors usually only fund programmes if the organisation is able to part-fund them with non-institutional funding. Funds raised from the general public are thus key to financing Handicap International’s activities.

Pooling donations for greater equity
Handicap International’s approach has always been to pool donations for use on any of its programmes, rather than restrict donations to any one programme (except for private solidarity sponsorship). This makes it possible to provide funds immediately, when and where the needs are the most urgent.

A policy of accumulating reserves to ensure our financial security
To ensure the organisation’s financial security and that of its activities, Handicap International builds up reserves of association funds and cash. These reserves enable it to cope with any fluctuations in its resources. They also serve to finance the working capital requirement that arises from the time lag between the work being carried out and the receipt of funding from institutional donors.

This cushion also allows Handicap International to act on its own initiative and gives it the necessary freedom to carry out its social missions. In 2014, the Handicap International network’s association funds represented €30.1 million, corresponding to 2.7 months of the organisation’s operating budget (excluding designated funds).

Financial transparency
Handicap International has made financial transparency a fundamental management principle. The organisation’s objective is to be in a permanent position to account for the utilisation of the funds entrusted to it. In addition to their own internal controls, the Federation and its eight member associations of the federal network undergo numerous external checks. The accounts are certified by statutory auditor in each of the countries concerned, and then the combined accounts are certified by the Federation’s own firm of statutory auditors, Ernst & Young. Moreover, financial reports are drawn up on the utilisation of the funds granted by institutional donors, and these are often subject to external audits.

Lastly, the French Court of Auditors has the right to audit the Handicap International Federation, as well as the French national association, as they are both headquartered in France.
## ORIGIN OF FUNDS

### INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Income 2014</th>
<th>Monitoring of funds raised from the general public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-designated, unused resources raised from the public in previous periods brought forward at the start of the period</td>
<td>12,757</td>
<td></td>
</tr>
<tr>
<td>Resources raised from the public</td>
<td>53,166</td>
<td>53,166</td>
</tr>
<tr>
<td>Other private funds</td>
<td>5,554</td>
<td></td>
</tr>
<tr>
<td><strong>Total resources raised from the public</strong></td>
<td><strong>58,720</strong></td>
<td></td>
</tr>
<tr>
<td>Grants and other public subsidies</td>
<td>74,346</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>2,421</td>
<td></td>
</tr>
<tr>
<td><strong>Total income this financial year</strong></td>
<td><strong>135,487</strong></td>
<td></td>
</tr>
<tr>
<td>Provisions write-back</td>
<td>1,762</td>
<td></td>
</tr>
<tr>
<td>Unutilised prior period designated resources brought forward</td>
<td>1,992</td>
<td></td>
</tr>
<tr>
<td>Change in dedicated funds raised from the public</td>
<td>1,166</td>
<td></td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>139,241</strong></td>
<td><strong>67,090</strong></td>
</tr>
<tr>
<td>Total uses financed by resources raised from the public</td>
<td></td>
<td>-53,262</td>
</tr>
<tr>
<td>Balance of resources raised from the public not used and not designated at the period end</td>
<td></td>
<td>13,828</td>
</tr>
</tbody>
</table>

### Footnotes:

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.

### Notes:

N.B.: revenues from solidarity trade (€4,082 thousands) are not taken into account in this pie chart.

**AT 31ST DECEMBER 2014 IN THOUSANDS EUR**

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

**Where our resources come from**

- **Public Resources**: 56.6%
- **Private Resources**: 41.6%
- **Other Resources**: 1.8%
USES OF FUNDS

Expenditure

<table>
<thead>
<tr>
<th>Uses of funds from resources raised from the public</th>
<th>Uses of funds from other resources</th>
<th>Total uses 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social missions†</td>
<td>32,290</td>
<td>74,862</td>
</tr>
<tr>
<td>Fundraising expenses§</td>
<td>18,020</td>
<td>267</td>
</tr>
<tr>
<td>Administrative costs§</td>
<td>1,991</td>
<td>7,256</td>
</tr>
<tr>
<td><strong>Total expenditures for the financial year</strong></td>
<td><strong>52,300</strong></td>
<td><strong>82,385</strong></td>
</tr>
<tr>
<td>Charges to provisions</td>
<td></td>
<td>1,667</td>
</tr>
<tr>
<td>Funds allocated and carried forward to the next financial year</td>
<td>826</td>
<td>826</td>
</tr>
<tr>
<td>Resources surplus for the financial year</td>
<td></td>
<td>2,063</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>52,300</strong></td>
<td><strong>86,941</strong></td>
</tr>
<tr>
<td>Proportion of gross fixed assets for the period financed from resources raised from the public</td>
<td>1,769</td>
<td></td>
</tr>
<tr>
<td>Reversal of amortisation charges on fixed assets financed from resources raised from the public</td>
<td>-807</td>
<td></td>
</tr>
<tr>
<td><strong>Total uses financed from resources raised from the public</strong></td>
<td><strong>53,262</strong></td>
<td></td>
</tr>
</tbody>
</table>

† Social missions: implementation of Handicap International programs throughout the world. A program includes more than one project.

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

§ Administrative costs: includes the general services expenses as well as the information and awareness expenses, the Internet website for example.

Regulations governing the statement of utilisation of funds (CER)

To increase transparency for donors, the French Order of December 11th 2008 laid down new accounting regulations requiring the establishment of a statement of utilisation of funds (CER – compte d’emploi des ressources), starting in the 2009 financial year. Since the publication of this order, our financial statements have been presented in accordance with these regulations. The CER is an integral part of the combined financial statements certified by the statutory auditor.

Methodology used in establishing the statement of utilisation of resources (CER)

The CER is established according to generally-accepted accounting principles, on the basis of the cost accounts of each entity in the Handicap International network, and in accordance with the regulations in effect.

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

– Expatiate 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.

– Costs related to information for the general public (the website, for example) are included under “Administrative costs.”

– Exceptional income and expenditure for 2013 is incorporated into each heading of the utilisation of funds statement. 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 on establishing the statement.

– 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).

N.B.: costs from solidarity trade, that is to say €2,502 thousands of direct costs (in the heading “Fundraising costs”) and €94 thousands of operating costs, are not taken into account in this pie chart.

AT 31ST DECEMBER 2014 IN THOUSANDS EUR

This table is based directly on Handicap international’s annual financial statements. As such, the figures have been rounded up.
DISTRIBUTION OF SOCIAL MISSIONS COSTS

Africa and the Indian Ocean
€35.6 million

- Burkina Faso / Niger: 5.17%
- Burundi: 6.91%
- Central African Republic: 0.03%
- Chad: 0.55%
- Côte d’Ivoire: 0.01%
- DR Congo: 11.50%
- East Africa / Tanzania: 0.85%
- Ethiopia: 4.78%
- Kenya / Somalia: 7.42%
- Madagascar: 3.74%
- Mali: 18.56%
- Mozambique: 13.43%
- Republic of South Sudan: 5.51%
- Rwanda: 6.86%
- Senegal / Cape Verde: 4.12%
- Sierra Leone / Liberia: 4.69%
- Togo / Benin: 4.58%
- Uganda: 0.01%
- West Africa: 1.21%

Central and South America
€5.3 million

- Bolivia: 9.91%
- Colombia: 27.56%
- Cuba: 4.37%
- Haiti: 55.93%
- Nicaragua: 2.23%

North Africa and the Middle-East
€35.9 million

- Jordan / Egypt / Palestinian territories / Yemen / Iraq / Lebanon / Syria: 86.26%
- Libya: 4.14%
- Morocco / Tunisia / Algeria: 9.60%

Europe
€0.2 million

- Bosnia and Herzegovina: 100%

Other programmes activities
€2.3 million

Carried out at national level
€2.4 million

- Campaign to promote the rights of people with disabilities: 33.11%
- Other programmes activities: 42.21%
- Déclic Magazine: 24.68%

International Campaign to Ban Landmines
€5.1 million

Africa and the Indian Ocean
31.7%
Central and South America
31.9%
Europe
2.1%
North Africa and the Middle-East
4.8%
Other programmes activities
22.7%
Carried out at national level
0.1%

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

N.B.: the social missions accounts are expressed in full costs, that is, after distribution of administrative costs on programs (5,182 K€), analytically calculated according to a calculation rule validated by Handicap International’s auditor.
# Network’s Combined Balance Sheet

## Assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>15,121</td>
<td>13,112</td>
</tr>
<tr>
<td>Institutional donors</td>
<td>11,651</td>
<td>6,623</td>
</tr>
<tr>
<td>Current assets</td>
<td>13,187</td>
<td>15,322</td>
</tr>
<tr>
<td>Cash disposal</td>
<td>32,693</td>
<td>26,777</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>72,651</td>
<td>61,835</td>
</tr>
</tbody>
</table>

## Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association funds</td>
<td>30,206</td>
<td>28,068</td>
</tr>
<tr>
<td>Provisions for risks</td>
<td>2,272</td>
<td>2,429</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>826</td>
<td>1,992</td>
</tr>
<tr>
<td>Institutional donors</td>
<td>16,385</td>
<td>9,138</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>22,834</td>
<td>19,921</td>
</tr>
<tr>
<td>Conversion differences</td>
<td>127</td>
<td>287</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>72,651</td>
<td>61,835</td>
</tr>
</tbody>
</table>

---

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

2 - Institutional donors and 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 to finance the actions while waiting for the institutional donors funds.

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

6 - Restricted funds: funds earmarked for specific projects and not used during the period.

7 - Institutional donors and 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.

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*Handicap International on a Single Site in France*

The organisation’s real-estate project was completed at the end of June 2014, with all our National Association France and Federation teams moving to the new site.

This project has involved an investment of €11.2 million, covering the purchase of the building, renovation work, fixtures and fittings, IT installations and office furniture.

This investment is fully financed by two bank loans, representing a balance sheet liability of €9.8 million.

A resource-pooling agreement has been signed between the Federation and the National Association France to formalise the distribution of operating costs.

Since the move to the new site, Handicap International has withdrawn from its nominal partnership with « Espace Rhône-Alpes Coopération », the administrator of our former premises.

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*At 31st December 2014 in Thousands EUR*

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

### Federation’s Balance Sheet

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets(^1)</td>
<td>14,817</td>
<td>12,721</td>
</tr>
<tr>
<td>Institutional donors(^2)</td>
<td>10,218</td>
<td>7,338</td>
</tr>
<tr>
<td>Current assets(^1)</td>
<td>14,830</td>
<td>9,699</td>
</tr>
<tr>
<td>Cash disposal(^3)</td>
<td>19,764</td>
<td>18,878</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>59,629</strong></td>
<td><strong>48,636</strong></td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association funds(^4)</td>
<td>21,857</td>
<td>19,932</td>
</tr>
<tr>
<td>Provisions for risks and charges(^5)</td>
<td>2,593</td>
<td>2,483</td>
</tr>
<tr>
<td>Restricted funds(^4)</td>
<td>826</td>
<td>1,992</td>
</tr>
<tr>
<td>Institutional donors(^7)</td>
<td>15,616</td>
<td>8,472</td>
</tr>
<tr>
<td>Current liabilities(^1)</td>
<td>18,736</td>
<td>15,757</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>59,629</strong></td>
<td><strong>48,636</strong></td>
</tr>
</tbody>
</table>

---

\(^1\) Fixed assets: buildings, vehicles, computer hardware, and so on, as well as head-office and on the field.

\(^2\) Institutional donors: 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 to finance the actions while waiting for the institutional donors funds.

\(^5\) Provisions for risks and charges: provisions to cover current disputes or possible risks on funding contracts.

\(^6\) Restricted funds: funds earmarked for specific projects and not used during the period.

\(^7\) Institutional donors and 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.

---

This table is based directly on Handicap International’s annual financial statements. As such, the figures have been rounded up.
HANDICAP INTERNATIONAL FEDERATION’S INCOME STATEMENTS

### EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase and changes in inventory</td>
<td>-127</td>
<td>192</td>
</tr>
<tr>
<td>Other purchases and external expenses</td>
<td>39,001</td>
<td>39,766</td>
</tr>
<tr>
<td>Taxes and similar expenses</td>
<td>1,444</td>
<td>1,550</td>
</tr>
<tr>
<td>Wages, salaries and social charges</td>
<td>48,522</td>
<td>43,131</td>
</tr>
<tr>
<td>Fixed asset depreciation and provisions</td>
<td>2,582</td>
<td>2,577</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>20,142</td>
<td>13,976</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>111,565</td>
<td>101,191</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>1,442</td>
<td>1,112</td>
</tr>
<tr>
<td>Exceptional expenses</td>
<td>278</td>
<td>680</td>
</tr>
<tr>
<td><strong>Total expenses for the year</strong></td>
<td><strong>113,285</strong></td>
<td><strong>102,983</strong></td>
</tr>
<tr>
<td>Commitments on restricted funds</td>
<td>826</td>
<td>1,992</td>
</tr>
<tr>
<td>Corporate income tax</td>
<td>62</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>114,172</strong></td>
<td><strong>104,996</strong></td>
</tr>
<tr>
<td>Net income</td>
<td>2,077</td>
<td>-1,030</td>
</tr>
<tr>
<td><strong>General total</strong></td>
<td><strong>116,249</strong></td>
<td><strong>103,966</strong></td>
</tr>
</tbody>
</table>

### INCOMES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations, legacies and solidarity</td>
<td>32,450</td>
<td>33,200</td>
</tr>
<tr>
<td>Funding from public sources (grants)</td>
<td>72,306</td>
<td>60,759</td>
</tr>
<tr>
<td>Private institutional funding</td>
<td>4,626</td>
<td>6,232</td>
</tr>
<tr>
<td>Write back of provisions and depreciation, transfer of charges</td>
<td>1,304</td>
<td>914</td>
</tr>
<tr>
<td>Other operating income</td>
<td>1,579</td>
<td>1,391</td>
</tr>
<tr>
<td>Operating incomes</td>
<td>112,265</td>
<td>102,496</td>
</tr>
<tr>
<td>Financial incomes</td>
<td>1,724</td>
<td>521</td>
</tr>
<tr>
<td>Exceptional incomes</td>
<td>267</td>
<td>623</td>
</tr>
<tr>
<td><strong>Total incomes for the year</strong></td>
<td><strong>114,256</strong></td>
<td><strong>103,639</strong></td>
</tr>
<tr>
<td>Carry over of restricted funds not used from previous year</td>
<td>1,992</td>
<td>327</td>
</tr>
<tr>
<td><strong>Total incomes</strong></td>
<td><strong>116,249</strong></td>
<td><strong>103,966</strong></td>
</tr>
<tr>
<td><strong>General total</strong></td>
<td><strong>116,249</strong></td>
<td><strong>103,966</strong></td>
</tr>
</tbody>
</table>

**AT 31ST DECEMBER 2014 IN THOUSANDS EUR**

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

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.
HANDICAP INTERNATIONAL’S PARTNERS FOR THE YEAR 2014

International public bodies

– European Union: DG DevCo, DG ECHO.
– Other: International Organization for Migration IOM.

National public bodies

– Ministries, embassies and local authorities: Germany, Australia, Benin, Belgium, Canada, Cambodia, Spain, United States, France, Great Britain, Ireland, Japan, Luxembourg, Morocco, Monaco, Norway, New Zealand, Netherlands, Sweden, Switzerland, Taiwan.

Private organisations

– Adra United Kingdom
– AIFO - Associazione Italiana Amici di Raoul Follereau
– Aktion Deutschland Hilft
– Asia Injury Prevention Foundation
– Association DEFI contre les myopathies
– Association française contre les myopathies
– Association La Colombe Blanche
– Big Lottery Fund
– Canadian Landmine Foundation
– Cardno
– Care
– Caritas
– CESVI (Cooperazione E SViluppo)
– Chalne du bonheur
– Christian Blind Mission
– Comic Relief
– CP Trust
– Disasters Emergency Committee
– Eurasia Foundation
– Fédération nigérienne des personnes handicapées
– Fondation Anesvad
– Fondation Drosos
– Fonds Éliane Jourdain
– Fondation Lord Michelham of Hellingly
– Fondation Orange Mali
– Fondation Roi Baudouin
– Fondation Sanofi Espoir
– Fondation Symphasis
– Ford foundation
– GOAL Ireland
– GlaxoSmithKline
– Global Road Safety Partnership (Hosted by the International Federation of the Red Cross and Red Crescent Societies)
– Harikar NGO
– HelpAge International
– Institute of International Education
– International Rescue Committee
– John Hopkins University
– John Snow, Inc.
– Kadoorie Charitable Foundation
– Lochmaddy Foundation
– Loterie nationale belge
– Maitri Trust
– Malteser International
– Mectizan Donation Program
– Médecins du Monde France
– Medicor Foundation
– Mines Advisory Group United Kingdom
– Motivation
– Mott MacDonald Ltd
– Myanmar Education Consortium
– Myanmar Independent Living Initiative
– Network of European Foundations
– Oak Foundation
– Oxfam United Kingdom
– P.A.U. Education
– Plan Germany
– Plan United Kingdom
– Population Services International
– Save the Children United Kingdom
– Shelter Box
– Start Fund
– Stavros Niarchos Foundation
– Terre des Hommes
– Unifor
– World Diabetes Foundation