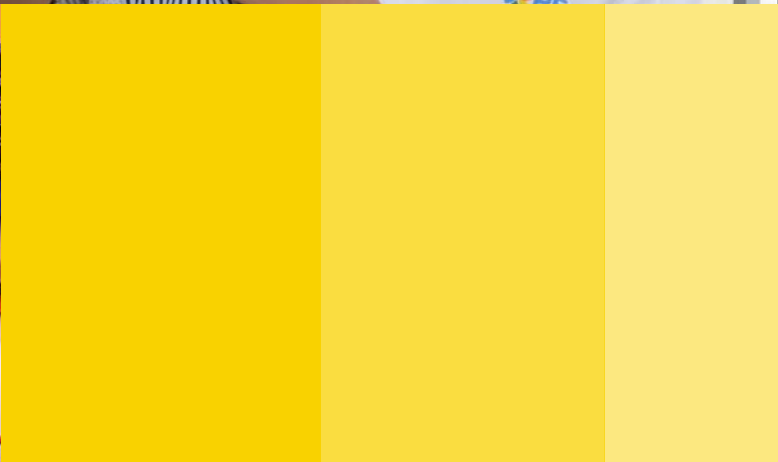
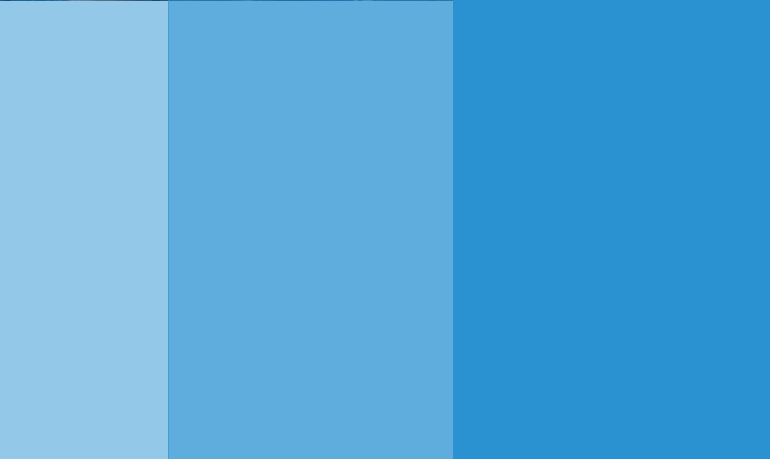
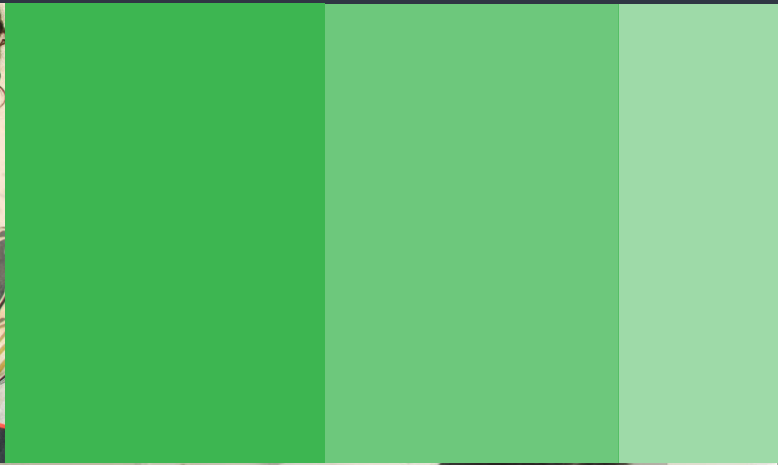




# RELIEF INTERNATIONAL



# Annual Report 2015

This annual report covers the combined activities of Relief International, a United States 501(c)(3) nonprofit organization, and Relief International UK, a UK registered charity.

All photos, unless otherwise noted, are property of Relief International.

Front cover, from top: Somalia, Myanmar, Lebanon

Back cover, from top: Myanmar, Sudan

The RI Way (p. 3): South Sudan

Core Areas of Expertise (p. 4), clockwise from top left: Myanmar, Lebanon, Sudan, The Philippines

# Our Mission

We partner with some of the world's most vulnerable communities to relieve poverty, ensure well-being and advance dignity.

We support communities in their response to crisis. Our goal is to achieve a compassionate collaboration that creates lasting solutions.



RI "health porters" in South Sudan walk for up to 10 days to retrieve vital medications for their communities.

# The RI Way

We build four elements into every project:

**Local Participation:** At Relief International, beneficiaries are not recipients of aid. They are participants in their own solutions. We engage local communities at the program design stage, because programs designed, built and judged by the community they serve are more likely to succeed. And to last.



**Integrated Programs:** Relief International designs projects to cover more than just one slice of life. Because lives are complicated. Education boosts health. Better health improves livelihoods. Stronger livelihoods let families invest in education. Integrated solutions serve people living in the real world.

**Partnerships:** We partner with communities, governments and leading international organizations. These relationships let us harness complementary expertise and networks to ensure that each community gets the best solutions available.

**Civic Skills:** People are powerful when they are heard. By engaging communities in project design and execution, Relief International fosters skills such as transparency, accountability and open public debate — the cornerstones of effective civil society. And a strong civil society supports good governance, the critical force behind long-term development and stability.



# Core Areas of Expertise



By the Numbers:

fostered ECONOMIC OPPORTUNITY for  
**3.8 million** people

delivered EDUCATION to  
**87,546** people

secured HEALTH care for  
**2.6 million** people

assisted **262,638** people  
with WATER, SANITATION AND HYGIENE

## Where We Work

Vulnerable communities in 18 countries harness their own potential through Relief International. They access schools and clinics and ways to make a better living. They triumph over earthquakes, floods, drought and disease. In 2015, Relief International served fragile populations in the following places:

### Africa

- Ghana
- Guinea
- Somalia
- South Sudan
- Sudan

### Asia

- Afghanistan
- Bangladesh
- Iran
- Myanmar
- Nepal
- Pakistan
- The Philippines

### The Middle East

- Iraq
- Jordan
- Lebanon
- Turkey
- Yemen
- Syria



## 2015 Milestone

Who knew that the mysterious death of a 2-year-old boy would signal the largest Ebola outbreak in history? With the help of generous donors, Relief International began fighting the 2013 outbreak in Guinea with hygiene supplies and health instruction for nearly 85,000 people. In 2015, the World Health Organization declared Guinea “Ebola free.”

# Table of Contents

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## 2015 Milestone

The devastating Manjil–Rudbar earthquake of 1990 killed more than 50,000 Iranians and left another 135,000 destitute. Passionate donors gave generously to a Los Angeles-based aid effort that soon became known as Relief International. Fast-forward to 2015: RI’s Iran team, along with Country Director Azadeh Hassani, marked our 25 years of continuous programming in Iran with music and poetry. RI President and CEO Nancy Wilson joined in the celebration, invoking the words of the 13th century Persian poet Saadi.

The Oneness of Mankind  
Adam’s sons are body limbs, to say  
For they’re created of one essence.  
Should one organ be troubled by pain,  
The other limbs cannot remain at rest.

This poem, etched in the entry to the United Nations in New York City, also reflects the humanitarian mission of Relief International.



# Letter from the Board Chairperson

On a windy day at the Za'atari refugee camp north of Amman, Jordan, dozens of children from Relief International's educational programs gave us a very warm welcome. More than a dozen RI staff and nearly every member of the Board of Directors had traveled to the Middle East to meet the people we serve and to discover how we might serve them better.

At RI's classroom complex in the camp, we listened to displaced Syrian youngsters recite their grammar lessons, chatted with them over math puzzles, clapped as they did flips and vaults in a circus arts class, and watched (and shed a few tears) as they performed an original play about the towns and homes they had been forced to leave behind.

One teenaged boy's poem crystalized why we were there:



“When you look at the faces of your children, remember us.

When you look into the eyes of the faces of your children, remember us.

When you look at the tears in the eyes of the faces of your children, remember us.

Remember Syria. Remember us.

Relief International exists to remember these Syrian children and to ask the world to remember them and all the vulnerable communities like them around the world.

In 2015, we tackled that mission with renewed energy, high vigor and laser-like focus since we had witnessed firsthand the immense needs of our clients.

Our Board meeting in Jordan brought us closer to these affected communities and to RI's mission. During daylong sessions, we solidified the integration of our Board of Directors who had functioned as separate U.S. and U.K. entities until late 2014. Seamless integration — operational, financial and programmatic — has re-tooled RI as a stronger, more unified organization equipped to achieve maximum impact.

What does this evolution mean for the people we serve? It means a nimble, streamlined response that allows us to discover and meet each community's unique needs. It means greater innovation that moves communities toward lasting solutions.

During 2015, our programs reached 4.4 million people. Our spending on programs grew by 23 percent. And we launched more than 60 new and exciting projects.

We are grateful to you, our supporters, and to everyone who guided our work.

We offer special thanks to our CEO, Nancy Wilson, and her global team for their unyielding efforts to carry out our programs in the RI Way.

Finally, and most importantly, we wish to remember and honor the five staff members who lost their lives in 2015 in service to RI's mission. The Board continues to grieve their loss while remembering that their ultimate sacrifices came from belief in the vitally important work to which this organization has always been committed — aiding the world's most vulnerable people. Our fallen colleagues will always be in our hearts, and our most sincere sympathy goes out to their families.

We look forward to hearing from you in 2016 as the entire RI team continues our work in the most fragile states around the globe.

With best wishes and sincere thanks,



Chip Levengood  
Chairperson  
Relief International  
Relief International-UK



# President's Report

In 2015, more than 4.4 million people took charge of their destiny through programs with Relief International.

In addition to serving more people in fragile communities, RI's revenue increased by a third. Progress like that only comes from a conscious desire to move forward.

In 2015, we increased focus on our four core sectors: Health, education, economic opportunity, and water, sanitation and hygiene (WASH). We vigorously applied the RI Way, an approach that builds every project on local participation, integrated programming, partnerships and civic skills. And we mapped a targeted, results-oriented strategy for each of our 18 countries.

The results? Here are a few of my favorites:

- Our Myanmar team trained nearly 500 village health workers in rugged Shan State and supplied them with essential medicines to better serve the needs of women and children.
- In Yemen, we partnered with local organizations to deliver food baskets to 15,000 families, helping them avoid starvation.
- From our base in Turkey, we delivered essential supplies to 26 health facilities and mobile clinics in besieged areas of Syria. The effort supported more than 484,000 patient visits.



- In Somalia, we continued educating more than 50,000 girls and provided drought and flood relief to the El Niño-afflicted city of Beledweyne.

In 2016, the communities we serve will continue to see high-quality, evidence-based programming based on their goals and desires. They will continue to drive innova-

tions designed to meet their specific circumstances, and will serve as full partners in their own destiny.

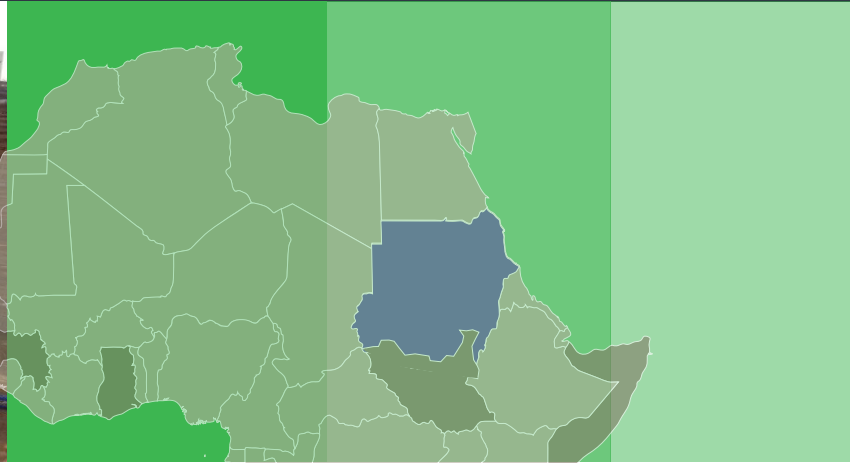
We're honored by the commitment that you, our supporters, have made to people in need. In the coming year, we will continue transforming your support into real changes for real people.

Peace,

Nancy E. Wilson  
President and CEO

Nancy Wilson (center) stands with RI Agriculture Team Leader Mubarak Ahmed (left) and Sudan Country Director Dr. Wali Abdelsalam (right) at the Zamzam Camp for displaced people. See p. 8 for more on our work in Zamzam.



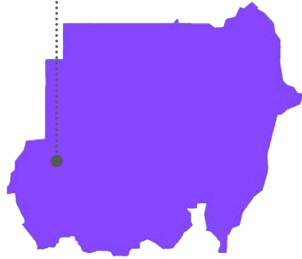


THE RI WAY: INTEGRATED PROGRAMS

# Kitchen Gardens Feed the Future

## Sudan

Zamzam Camp



**M**arem Tiben's three children love "asida," a doughy dumpling served with vegetables such as okra and tomatoes. But the dish was a rare treat until Ms. Tiben planted her own garden.

"My kitchen garden gives me fresh vegetables for cooking," she said, adding that these days her family also enjoys salads with greens such as purslane and mallow.

Like roughly one-sixth of all residents in North Darfur's Zamzam Camp for displaced people, Ms. Tiben's children suffered from acute malnutrition. She enrolled them in Relief International's observed feeding program, where emergency care and supplements revived them. But combatting chronic malnutrition, the kind that plagues

much of Sudan, calls for integrated, innovative solutions. Enter kitchen gardens.

With funding from the Office of U.S. Foreign Disaster Assistance (OFDA), Relief International established five demonstration plots in August 2015 to train the families of malnourished children to grow their own vegetables. Vegetables are both scarce and expensive in Zamzam, forcing residents into a static diet of grains that breeds malnutrition. The opportunity to grow their own kale, cucumber, eggplant and other vegetables brings dietary diversity — and its nutritional benefits — to their doorsteps.

"The gardens are a great way to change thinking," says Relief International field monitor Asra Adam.

Relief International is the only organization offering kitchen gardens as part of an integrated approach to fighting malnutrition. During Relief International's three-day course, Ms. Adam offers Zamzam residents individual guidance on planting, watering, harvesting and maximizing yield. The trick is to grow food in the tiny spaces allotted — sometimes in just a tall, soil-filled sack.

More than 600 families have started gardens, and all but five have overcome malnutrition. Some gardeners are so successful, they have surplus to sell at Zamzam's markets. Ms. Tiben makes as much as 200SGD/\$33 per week — enough to buy a week's worth of cooking oil, sugar or other items that vary her family's diet even further.

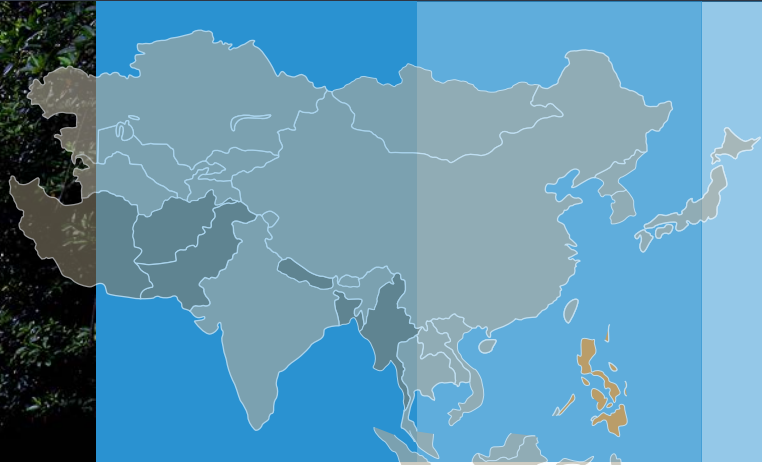
Residents attend nutrition education

classes that stress the importance of dietary diversity. Add to that Relief International's work in water, sanitation and hygiene — think rehabilitated pumps, clean water distribution systems and latrines designed according to community feedback — and you've got a recipe for families that get healthy and stay healthy.

"My kitchen garden allows me to depend on myself," Ms. Tiben said. "My family's health will be very good and we can use the income from the kitchen garden for school fees."







THE RI WAY: CIVIC SKILLS

# From Tree Cutter to Tree Hugger

## The Philippines



Sabang Mangrove Forest

**N**estor Elejan once made his living by cutting down trees. Today, his job is to save them.

The former logger now leads the Mangrove Paddle Boat Tour Association, a community-based organization that offers guided canoe trips through the old-growth Sabang mangrove forest, one of the last of its kind in the Philippines. Developed by forest residents as part of Relief International's four-year biodiversity conservation project, the association employs 22 people, mostly women, whose jobs depend on keeping the forest pristine.

"Aside from bringing tourists and educating them about the importance of mangroves, we are also taking care of the forest every day," said the organization's past president Norma Ortega. The asso-

ciation, which protects 47.55 hectares/117 acres of diverse habitat, was the first in the Philippines to win a coveted certification from the Wildlife Friendly Enterprise Network.

The Philippines ranks among the world's 17 "megadiversity" countries, nations that host the majority of the planet's species. The centuries-old Sabang forest plays a critical role as fish nursery, storm and flood barrier, and endemic species habitat. These rare creatures include the Palawan bearcat, and endangered species such as the Palawan peacock pheasant. A well-functioning forest is critical to preserving these species as well as the livelihoods of fishers, farmers and other people who depend on the land.

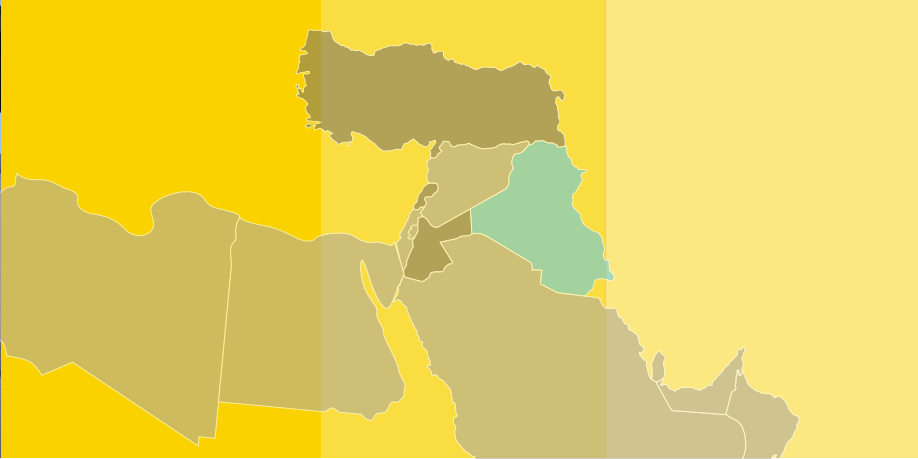
People like Mr. Elejan. He and other community members realized that to ensure their families' health and well-being they must assume responsibility for forest preservation. They hit on the idea of an ecotourism enterprise — harnessing the environmental interest of tourists — but lacked the civic skills to run their association and to advance its goals with government and the private sector.

Relief International partnered with the paddle boat association to establish financial and governance tools and to help polish the group's tourism product. RI advised the association on how to arrange meetings with government and business leaders, and to spread the word through media.

"Our product is the beauty and service of the mangroves to the environment," said paddle boat guide Crisanto.



Photo courtesy of UNICEF Iraq



THE RI WAY: LOCAL PARTICIPATION

# Minor Fixing Offers Major Benefits

Iraq



Darashakran Refugee Camp

United States' Bureau of Population, Refugees, and Migration (PRM).

The key to empowering people in dire circumstances is to make them participants in their own solutions. With nearly 11,000 residents, Darashakran houses thousands of once-middle class families — doctors, lawyers, cab drivers — who today live as though they're camping. The facility was not built to accommodate such large numbers of people or such lengthy stays. And though each household has a toilet, a shower and a kitchen, the strain on infrastructure causes leaky pipes and other issues.

Residents not only learn to fix sinks and water heaters, they also helped create the program. Camp resident Mohammed Selim, a Syrian refugee and an engineer by training, designed the program along with Relief International's water, sanitation and hygiene team and became the project's community leader.

Like many organic initiatives, this one is growing. UNICEF called Minor Fixing a "good example of community involvement," and commissioned an RI manual to replicate the program elsewhere. So far, three camps in northern Iraq are slated to receive Minor Fixing in 2016.

"I built my own kitchen," a refugee named Suhela told a journalist from UNICEF Iraq. "It took me about two hours. Connecting the tap was the hardest part."

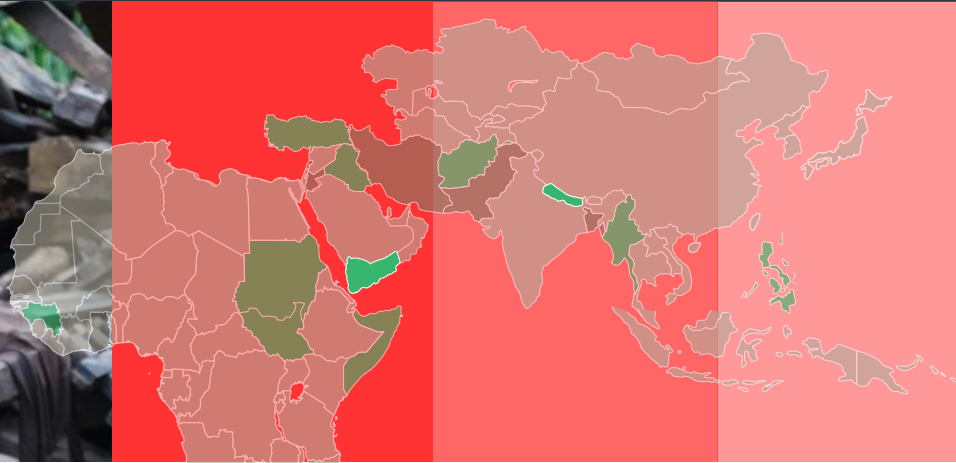
Suhela is a graduate of Relief International's Minor Fixing program, a 10-day training course that empowers residents of Iraq's Darashakran refugee camp to tend their own plumbing needs. Launched in 2015, the program has turned out more than 200 volunteer plumbers, more than half of them women like Suhela. After passing a final exam, each graduate is given a tool kit — and responsibility for 16 families in his or her neighborhood.

"I'm very proud of myself for helping others. And I'm good at it," Suhela told UNICEF, which funded the program, along with the





Nepal



THE RI WAY: PARTNERSHIPS

# Emergency Response in Crises

Nepal



In 2015, Relief International responded to emergencies in Afghanistan, Guinea, Iraq, Myanmar, Nepal, the Philippines, Somalia, South Sudan, Sudan, Turkey and Yemen.

On one April morning, a 7.8 magnitude earthquake leveled homes in the mountains of central Nepal, forcing hundreds of thousands of families under tarpaulins as monsoon season approached.

Four thousand miles southwest, air strikes and conflict in the Arabian Peninsula forced Yemeni families to shelter under rocks and to burn plastic bottles for fuel.

The year 2015 was hard on the people of Yemen and Nepal.

Relief International partnered with donors and strong local organizations to support these communities in crisis. In Nepal, our enduring partnership with the locally based Asia Network for Sustainable Agriculture and Bioresources (ANSAB) immediately delivered food, tarpaulins, household items, school kits and temporary shelter kits even in remote villages that lay beyond broken and washed out roads. A few weeks later, our ECHO-funded shelter program distributed medium-term shelter materials such as corrugated iron sheeting, and provided tools, training and shelter safety messages through additional

partnerships with Child Health and Environment Save Society (CHESS) Nepal and BBC Media Action. The program delivered monsoon-sturdy shelter to 25,000 people.

In Yemen, where conflict keeps families from venturing to the markets and severe, chronic malnutrition has taken hold, RI partnered with the Waydan Association and the National Foundation for Development and Human Rights (NFDHR) to deliver life-saving food baskets to 15,000 households. RI's food aid, supported by the Start Network and the UN World Food

Programme, reached 90,000 individuals.

With our local partner, the Yemen Family Care Association (YFCA), and funding from UNICEF, RI also delivered health care and malnutrition therapy to more than 23,000 people from six mobile medical units in the Hajjah and Sana'a governorates.



Yemen



Yemen



# Financials

## United States (extracted from audited financial statements\*)

### SUPPORT AND REVENUE

	2014	2015
Grants and contributions	\$20,011,491	\$23,876,976
Contributed goods and services	\$1,250,377	\$188,241
Other revenue	\$1,621,029	\$1,907,757
<b>Total support and revenue</b>	<b>\$22,882,897</b>	<b>\$25,972,974</b>

### EXPENSES

	2014	2015
Programs and services	\$22,593,540	\$23,670,585
General and administrative	\$3,736,480	\$4,336,325
Fundraising	\$99,704	\$294,147
<b>Total expenses</b>	<b>\$26,429,724</b>	<b>\$28,301,057</b>

Increase (decrease) in net assets	(\$3,546,827)	(\$2,328,083)
Net assets beginning of the year	\$9,683,571	\$6,136,744
Net assets end of the year	\$6,136,744	\$3,808,661

## United Kingdom (unaudited\*)

### INCOMING RESOURCES

	2014	2015
Grants and contributions	\$29,142,514	\$41,838,785
Voluntary income		
Donated commodities	\$671,402	\$955,202
Donations and other voluntary income	\$4,409	\$9,270
Investment income	\$353	\$1,333
<b>Total incoming resources</b>	<b>\$29,818,678</b>	<b>\$42,804,590</b>

### RESOURCES EXPENDED

	2014	2015
<b>Total expenses</b>	<b>\$30,139,955</b>	<b>\$42,765,481</b>

Net movement in funds	(\$321,277)	\$39,109
Fund balances beginning of the year	\$827,885	\$506,608
Fund balances end of the year	\$506,608	\$545,717

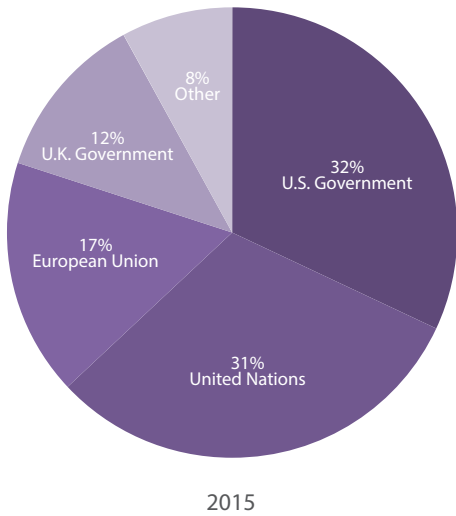
Our revenue grew by almost a third in 2015, as reflected in these financial statements. The growth was driven largely by the expansion of our Middle East portfolio, which supported a multi-country Syria response and emergency relief in Yemen. In 2015, our Middle East programs grew by 34 percent, and represented nearly half of our operations. Our Africa programs grew by 17 percent, making up a third of our global portfolio. Programming in Asia grew by 20 percent, accounting for the remainder.

Organizationally, a growing proportion of our revenue came through RI-UK. Increased United Nations (UN) funding for our Middle East programs drove this growth, along with greater UN and European Union (EU) funding for Asia. The United States government remains Relief International's largest single donor at 32 percent of our global portfolio, with additional support provided principally by the UN system (31 percent), the EU (17 percent), and the United Kingdom (12 percent). We value all of these partners and more, as listed on page 15, and are particularly pleased with the balance across the many sources.

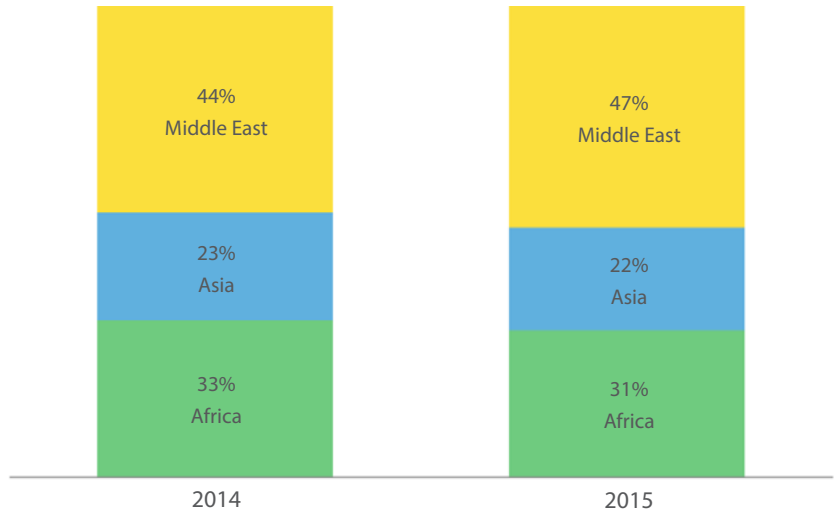
Our U.S. financial statements show a decrease in net assets in 2014 and in 2015. These dips result largely from a timing difference between expenses and revenues in our social enterprise programs in Iraq and Ghana. In Iraq, we invested in our microfinance program, which struggled in the difficult environment. In Ghana, our Gyapa Stoves Climate Care program generates carbon credits, which can be sold as carbon offsets. The carbon credits cannot be recognized as assets until they are fully certified. Gold Standard certification for our credits generated in 2014 and 2015 was completed in the first half of 2016.

\*At the time of publication, our 2015 U.S. audit is complete and available on our website at [www.ri.org/financialreports](http://www.ri.org/financialreports). Our 2015 RI UK audit is scheduled for completion in September 2016 and will be posted online when available.

### Revenue by Funding Source



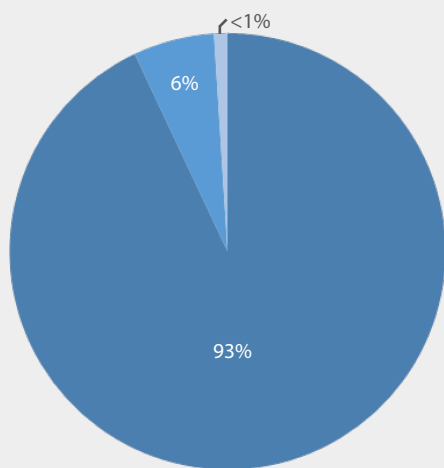
### Program Expenditures by Region



### United States and United Kingdom Combined Expenses

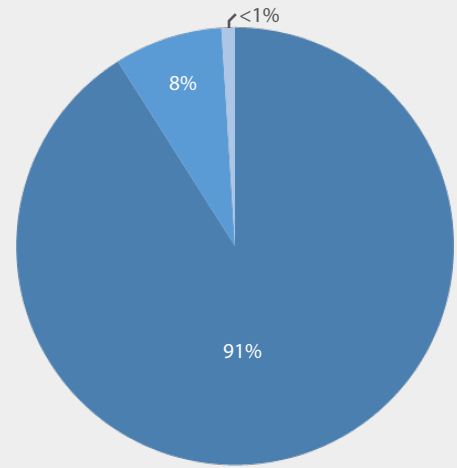
#### EXPENSES

	2014	2015
Programs and services	\$52,687,396	\$64,875,326
General and administrative	\$3,781,212	\$5,897,065
Fundraising	\$101,071	\$294,147
<b>Total</b>	<b>\$56,569,679</b>	<b>\$71,066,538</b>



2014

- Programs and services
- General and administrative
- Fundraising



2015

# Leadership

The members of staff and the board of directors exercise their responsibilities for both Relief International, a United States 501(c)3 nonprofit organization, and Relief International UK, a UK registered charity.

## Staff

- Nancy E. Wilson**  
Chief Executive Officer & President
- Jamie Hall**  
Senior Vice President, Performance, Accountability & Learning
- Adam Koons**  
Senior Vice President, International Programs
- Ann Koontz**  
Senior Vice President, Social Enterprise
- Les Rubin\***  
Chief Financial Officer
- Mary Au\*\***  
Chief Financial Officer (Interim)
- Stephen Croll**  
Vice President, Operations
- Jamie Jones**  
Vice President, Program Development
- Elia Makar**  
Vice President, Human Resources
- Pascal Arthaud**  
Regional Director, Asia
- Daire O'Reilly**  
Regional Director, Africa
- Sherine Zhagow**  
Regional Director, Middle East

## Board of Directors

- Keith Allman**  
Deutsche Bank
- Cenk Aydin\***  
Armstrong Investment Managers
- Dan Bader\*\***  
Bader Philanthropies
- Amanda Barnes**  
Oxford Global Media
- Geoff Bell\*\*\***  
Relief International UK
- Rob Cope**  
Remember a Charity
- Ellen Frost**  
Institute for National Strategic Studies
- John Gage**  
Concurrent Founder of Sun Microsystems, Inc.
- Steve Hansch, Co-Treasurer**  
International Business and Technical Consultants, Inc.
- Leon Irish, Secretary**  
International Center for Civil Society Law
- Sezgin Baran Korkmaz\***  
SBK Holding
- Paul "Chip" Levensgood, Chairperson**  
Overseas Vote Foundation
- Jim Moody**  
Oppenheimer
- Barbara Simmonds, Co-Treasurer**  
Independent Accounting Professional
- Irene Wurtzel**  
Playwright

- \* Effective until Dec. 20, 2015
- \*\* Effective Dec. 21, 2015
- Effective Sept. 2015
- Effective May 2015
- Effective until May 30, 2015

## 2015 Milestone

A total of 199 students across Jordan's Za'atari Refugee Camp took the June 2015 college entrance exam, called "Tawjihi." Only eight of them passed. Relief International prepared them all. Each received a scholarship to university in Jordan.





# Our Contributing Partners

People are best served when multiple organizations work together. Relief International is grateful to partner with a broad range of organizations: Communities, local NGOs, international NGOs, corporations, foundations and institutional donors. We would like to specifically thank and acknowledge our donor partners from 2015:

Danish International Development Agency (DANIDA)  
European Union (EU)  
Goldman Sachs Gives  
Humanitarian Aid Department of the European Commission (ECHO)  
Isabel & Alfred Bader Fund, a Bader Philantropy  
Islamic Relief  
Start Network  
Students, Faculty and Staff of Yale University  
The World Bank  
U.K. Department for International Development (DfID)  
U.N. Children's Fund (UNICEF)  
U.N. Development Program (UNDP)  
U.N. Food and Agriculture Organization (FAO)  
U.N. High Commissioner for Refugees (UNHCR)  
U.N. Office for the Coordination of Humanitarian Affairs (OCHA)  
U.N. Office for Project Services (UNOPS)  
U.N. Population Fund (UNFPA)  
U.N. World Food Program (WFP)  
U.S. Agency for International Development (USAID)  
U.S. Department of State Bureau of Democracy, Human Rights and Labor (DRL)  
U.S. Department of State Bureau of Population, Refugees, and Migration (PRM)  
U.S. Department of State Office to Monitor and Combat Trafficking in Persons (TIP)

We are also grateful to our more than 200 individual donors.



## How to Connect

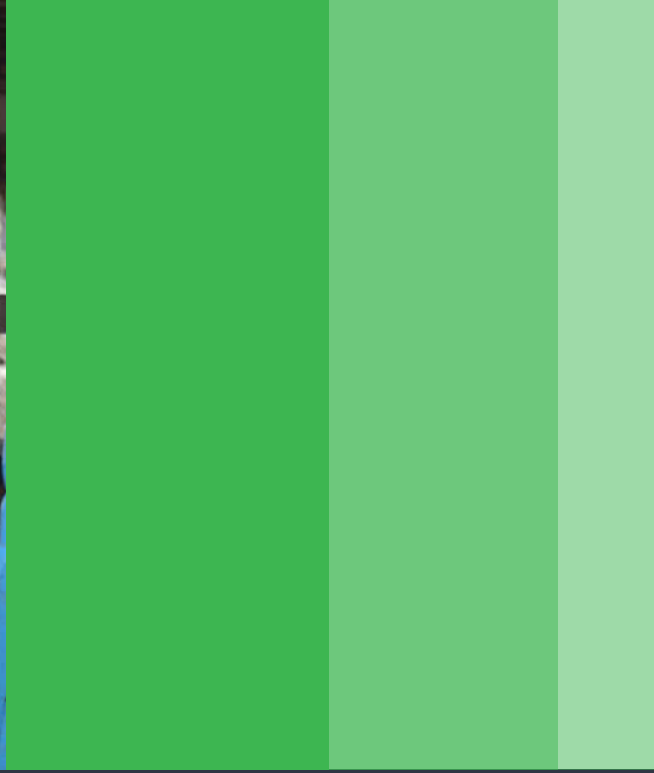
Give now to empower communities fighting poverty, conflict and crisis. Relief International relies on the generosity of people like you to continue serving some of the world's most fragile communities.

To make a tax-deductible contribution:

- Visit our website at [www.ri.org/donate](http://www.ri.org/donate)
- Call (855) ACT-NOW1 or (800) 573-3332
- Mail a check payable to Relief International (Attn: Donations)

Relief International  
1101 14th St. NW, Suite 1100  
Washington, DC 20005 USA

Relief International UK  
Development House  
56 - 64 Leonard Street  
London EC2A 4LT UK



INCLUDES RELIEF INTERNATIONAL UK

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