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

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Front cover: Health + South Sudan
Back cover: WASH + Syria

This page: Education + Jordan
Relief International reached 4 million of the world's most vulnerable people in 2016. Our teams brought healthcare to isolated villages, delivered babies in war zones and fostered economic development in troubled communities. In the pages that follow, you will see vivid pictures and hear poignant stories of the people we support each day.

While our field staff executed the mission on the ground, the Board of Directors took two key steps to ensure our continued effectiveness: we refined our strategy to accentuate our strengths and established a new Board committee to ensure our swift response in emergencies.

RI and RI UK perform best in regions where families confront challenges to their welfare each day. The RI Way, our signature approach to relief and development, invites local communities to define and help design the programs we deliver. RI-wide conversations revealed the unanimity of staff and the Board to focus our resources on the world’s most fragile states and communities, places such as Afghanistan, South Sudan, Syria and its diaspora. The resulting adjustments to our 2015–2020 Strategic Plan will guide where we work, which projects we execute, and how we recruit and train RI staff.

Our field teams sent another clear message: to fully realize this new emphasis, we must secure the resources to act quickly and decisively. When natural and human-made disasters strike, we must be able to mobilize teams within 48 hours.

The Board established an Advancement Committee to develop our private philanthropy strategy. A vigorous update of RI’s communications infrastructure—including our new website—and the addition of experienced fundraising professionals in 2017 will kick start this exciting new initiative.

I am proud to report that on the fundraising front the Board provided leadership by example. Challenged by a matching gift, 100 percent of the Board contributed more in 2016 than any previous Board in RI’s history.

On behalf of the entire Board, a hard-working, committed and deeply caring group of individuals, I thank each of you for past, and I hope, future support of the amazing work done each day by RI staff in fragile settings around the globe.

With best personal regards,

Chip Levengood
Board Chair
Relief International
People in fragile settings often struggle to meet their most basic needs.

They may be isolated from health care. Or deprived of education. Or without jobs or opportunities to support their families. They may lack clean water and hygienic spaces.

Relief International addresses these needs in 20 countries in Africa, Asia and the Middle East. We do this with the support of institutional donors and generous individuals like you.

70% of RI’s countries rank among the world’s 40 most fragile states.
Map courtesy of The Fund for Peace (FFP) 2016 Fragile States Index. The FFP ranks the world’s most fragile states according to 12 criteria, with 120 representing extreme fragility.
People

“We would have died of hunger if this organization did not help us with food.”

— Moneer, 40, with his son Sami, Relief International voucher distribution site, Yemen.

Moneer’s family are among the 7 million Yemenis who depend on food aid to survive.

“My drawings are about not using too much water. We must save water.”

— Nermine, 13, Basirma refugee camp, Iraq.

Nermine displayed her artwork as part of RI programming that tests water quality, trains plumbers and promotes hygiene in Iraq’s refugee camps.
It is very embarrassing for us to import fish when we have all kinds of fish in our waters. I would like to study and become the Minister for Fisheries.”

— Hamda, Grade 8, Qudhac dheer Primary School, Somalia.

One of the 59,000 participants in RI’s “Educate Girls, End Poverty” initiative, Hamda hopes to revolutionize her country’s economy.

“I knew that I would get special care and a safe delivery. The hospital is a saving place.”

— Hassenat, 25, Relief International’s Gentil Hospital, South Sudan.

Hassenat traveled via donkey ambulance (like the one in photo below) to deliver her baby girl at RI’s Gentil Hospital, the only full-service, 24/7 health care facility in this rural pocket of South Sudan.
Donors

The generosity of donors and supporters like you makes Relief International’s work possible. The act of giving also does something more: it lets the people we serve know that they are not forgotten. That someone—someone they’ve never even met—cares about them.

“RI’s important mission and unique approach is why I wanted to be part of this organization. Experiencing firsthand the incredible dedication and commitment of my colleagues to the success of RI is why I donated during my first week working here.”

— Regina Omlor, International Programs Officer, Relief International, Washington, DC office

“The thing I like about Relief International is that your administrative cost is very low compared to what you’re doing globally. The money is going to where it’s really needed. Your heart is really in the right place.”

— Mark Scott, President, Mountain Valley Water Corporation, longtime donor, Los Angeles, CA
“Relief International has been swift and nimble. The management team has taken time to coach us and to listen to our priorities.”

— Gazelle Hashemian, Co-founder, Project Turquoise, a peer-to-peer donor group, Potomac, MD

“I am super thankful to Relief International for their work in the world’s neediest places. Knowing that my employer Microsoft Corporation matches charitable donations dollar-for-dollar made giving even more gratifying.”

— Jayant Bhopatkar, Principal Software Engineering Lead, Microsoft Corporation, first-time donor, Seattle, WA

“The most powerful thing is everyone gets a chance to feel like they’re standing up and helping someone.”

— Peter Mulvey, musician and benefit concert host, Milwaukee, WI

RI donors can be found in more than two dozen countries, from the United States to the United Arab Emirates, from Turkey to Tajikistan, Mexico to Morocco. Their gifts range from $10 to $10,000 or more.
Impact

In 2016, Relief International improved the economic standing of more than 870,000 people through cash programming and livelihoods creation. Delivered life-saving food and nutrition to 1.5 million people.
Offered education opportunities for nearly 73,000 refugee, displaced or underserved youth.

Provided health care to nearly 1.7 million people in refugee camps, war zones or hard-to-reach communities.

Delivered clean, safe water and hygiene education to more than 760,000 people.
Relief International’s Technical Assistance Department develops customized, cutting-edge solutions across our four key sectors: health, education, economic opportunity, and water, sanitation and hygiene.

These on-staff experts provide guidance to RI country teams and our community partners on how to build the best health clinics, the most effective classrooms, the most profitable market opportunities, the most productive well.

Above: To reach Syrian refugees in Lebanon’s remote areas, RI’s health sector experts designed a network of mobile medical units and community nutrition teams. The three-year program reached more than 34,000 children like the girl above.

Opposite: Men install solar panels to power RI vaccine refrigerators in Yemen.

**DISTRIBUTION OF SERVICES**

- **Health**
  RI’s experienced medical professionals deliver quality healthcare to fragile communities whenever and wherever they need it.

- **Education**
  RI’s award-winning education team enables underserved communities to offer safe, quality education to boys and girls alike.

- **Economic Opportunity**
  Access to markets. Management training. Entrepreneurial expertise. RI’s technical teams mentor fragile communities in skills that create economic opportunities.

- **Water, Sanitation and Hygiene**
  Healthy communities start with clean water, appropriate sanitation and good hygiene. RI’s experts help communities develop effective and culturally appropriate water and waste solutions.

- **Multi-Sector**
  As part of RI’s signature approach, called The RI Way, staff experts create projects that integrate all four of our core sectors.

- **Other**
  When necessary, RI programs go beyond our core sectors to respond to specific local needs.
With Relief International, you have real impact on the ground. We go where your money is needed most. And we spend it based on expert technical assessment and community input to get the best value.

Seizing New Approaches

Why give someone blankets if what they really need is food? Cash Transfer Programming—most often delivered through debit cards—is a growing approach that provides vulnerable families with funds or vouchers to buy what they need most. They determine their priorities. They make the decisions. Their purchases boost the local economy.

Relief International began using “cash” in 2015. In 2016, we teamed with a leading cash training organization to achieve expert status. Today, Relief International uses cash to assist flood-stricken communities in Myanmar; to stabilize Afghan refugee families in Iran; to beat back famine in Yemen; to support Syrian refugees in Lebanon; and to aid a growing number of vulnerable communities in countries such as Afghanistan, Iraq and Somalia.

Designing Community-Driven Solutions

We believe that communities know their needs best. That’s why we always engage them. In Sudan, residents of Zamzam camp for displaced people told us they hated their plastic latrines. The walls shred in the wind and the plastic footpads cracked. Why not use a cement floor and reed mats that let the breeze through? The ingenious use of local materials allowed us to build 725 structures—24 percent more than originally planned!

In Ghana, we helped local communities develop the Gyapa stove, a modern, fuel-efficient cookstove that created multiple levels of employment and that saves families $100 per year on fuel. In 2016, Gyapa production passed the 1 million mark, making it the best-selling fuel-efficient stove in Ghana.

Betting On Tomorrow

The number of refugees and people similarly forced from their homes broke 65 million last year—the highest number ever recorded. Relief International works to ensure that today’s refugees become tomorrow’s productive world citizens. That effort starts with the children.

As the No. 1 provider of supplementary education in Jordan’s Azraq and Za’atari refugee camps, Relief International reinforces basic subjects such as math and reading. Students also gain necessary skills such as digital literacy and proficient English.

At RI’s nine Social Innovation Labs, students engage their own creativity to solve problems they see around them. No electricity in the classrooms? Students designed a device to turn the community’s thousands of bicycles into generators. Can’t watch movies on a big screen? The kids turned a cardboard box and magnifying glass into a projector that works with their phones.
Thwarting the Impact of War

Conflict kills and maims civilians, destroys infrastructure, dismantles economies. Relief International works to help communities survive war’s damage and recover in its aftermath. In Syria, Relief International delivers water to neighborhoods where pipes have been destroyed and pays stipends to doctors, lab techs, guards and other staff still serving patients in communities that have been abandoned.

In Afghanistan, we’re training a new generation of farmers and re-establishing withered links between growers and buyers. In South Sudan, where the civil war cuts off civilians from food, Relief International restored an airstrip to accommodate planes that deliver five times more food to isolated communities—at roughly half the cost.

Delivering First-Class Care, Anywhere

It was January in Iraq and 25-year-old Mariam was in labor. With nowhere else to turn, she crossed the Tigris River to reach Relief International medical staff who waited on the other side. RI deploys mobile medical units in a half-dozen countries to communities separated from health care by war, poverty, terrain and, sometimes, all three.

In Yemen, where war has pushed nearly 5 million people to the brink of famine, RI’s four-wheel drive clinics are so successful that local authorities have urged other organizations to follow our model.

In a perfect world, all people would have access to permanent health care facilities. But in this fragile world, Relief International delivers life-saving care to people like Mariam and her son, Hameed, shown in the photo to the right.

92% of your donations go directly to serving the 4 million people we reach.
Financial Summary

United States

**SUPPORT AND REVENUE**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contributions</td>
<td>$23,876,976</td>
<td>$23,818,985</td>
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<tr>
<td>Contributed goods and services</td>
<td>$188,241</td>
<td>$14,418</td>
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<tr>
<td>Other revenue</td>
<td>$1,907,757</td>
<td>$1,752,531</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$25,972,974</strong></td>
<td><strong>$25,585,934</strong></td>
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**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Programs and services</td>
<td>$23,670,585</td>
<td>$22,095,989</td>
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<tr>
<td>General and administrative</td>
<td>$4,336,325</td>
<td>$5,135,346</td>
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<tr>
<td>Fundraising</td>
<td>$294,147</td>
<td>$-</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$28,301,057</strong></td>
<td><strong>$27,231,335</strong></td>
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</tbody>
</table>

Increase (decrease) in net assets ($2,328,083) ($1,645,401)

Net assets beginning of the year $6,136,744

Net assets end of the year $3,808,661

United Kingdom

**SUPPORT AND REVENUE**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Grants and contributions</td>
<td>$41,838,785</td>
<td>$53,173,718</td>
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<td>Donated commodities</td>
<td>$964,472</td>
<td>$4,730,864</td>
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<td>Investment income</td>
<td>$1,333</td>
<td>$3,731</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$42,804,590</strong></td>
<td><strong>$57,908,313</strong></td>
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**EXPENSES**

<table>
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<th></th>
<th>2015</th>
<th>2016</th>
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<tr>
<td>Programs and services</td>
<td>$40,326,580</td>
<td>$54,405,515</td>
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<tr>
<td>Fundraising</td>
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<td>General and administrative</td>
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<td>$2,697,086</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$42,765,481</strong></td>
<td><strong>$57,448,473</strong></td>
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Increase (decrease) in net assets $39,110

Fund balances beginning of the year $506,608

Fund balances end of the year $545,718

Extracted from audited financial statements
The RI Way

RI’s focus on complex, high-risk environments requires addressing the interdependent nature of many factors. Called The RI Way, this signature approach builds four elements into every project.

1. **Local Participation**
   We engage local communities at the program design stage, because programs designed, built and run by the community they serve are more likely to succeed. And to last.

2. **Partnerships**
   Partnerships—with local governments, specialists, community organizations and others—ensure access to resources, expertise and hard-to-reach communities. Good partnerships magnify RI’s reach and impact.

3. **Program Integration**
   Life is interconnected: education affects hygiene habits, which affect health, which affects a person’s ability to participate in civil society. RI’s expert programs and technical staff join forces to cover these sectors in every country.

4. **Civic Skills**
   RI enables local communities to practice—and expect—transparency, accountability and open public debate. These cornerstones of civil society nurture long-term development and stability.
Institutional Donors

Danish International Development Agency (DANIDA)
European Union (EU)
Goldman Sachs
Humanitarian Aid Department of the European Commission (ECHO)
IMA World Health
Isabel & Alfred Bader Fund, a Bader Philanthropy
Islamic Relief USA
START Network
The World Bank
United Methodist Committee on Relief (UMCOR)

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. International Organization for Migration (IOM)
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)
USAID Office of U.S. Foreign Disaster Assistance (USAID/OFDA)
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)
Leadership

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Chairperson
National Peace Corps Association

Keith Allman
Loomis, Sayles & Company

Cenk Aydin
Lara Holdings and Investments

Dan Bader
Bader Philanthropies

Amanda Barnes
Oxford Global Media

Eden Collinsworth
Collinsworth & Associates

Rob Cope
Remember A Charity

Debra Davis
Women in Informal Employment: Globalizing and Organizing (WIEGO)

Dana Freyer
Skadden, Arps, Slate, Meagher & Flom LLP (retired partner)

Ellen Frost
East West Center and National Defense University

John Gage
KPCB

Julia Guth
The Oxford Club

Steve Hansch
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School of Public Health

Dave Hardman
Warburg Pincus LLC and Goddard Investment Group

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SBK Holdings

Irene Wurtzel
Playwright

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Strategy and Risk; Head of European Operations

Ann Koontz
Senior Vice President, Technical Assistance

Stephen Croll
Vice President, Operations

Jamie Jones
Vice President, Program Development

Elia Makar
Vice President, Human Resources

Chief Executive Officer Nancy Wilson at RI programs in Za’atari Refugee Camp, Jordan