



**ANNUAL REPORT 2016
FOCUS ON FRAGILITY**





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

Letter from the Board

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



Contents

Places	2
People	4
Donors	6
Impact	8
Expertise	10
Accountability	12
Financial Summary	14
The RI Way	15
Institutional Donors	16
Leadership	inside back cover

Places

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.

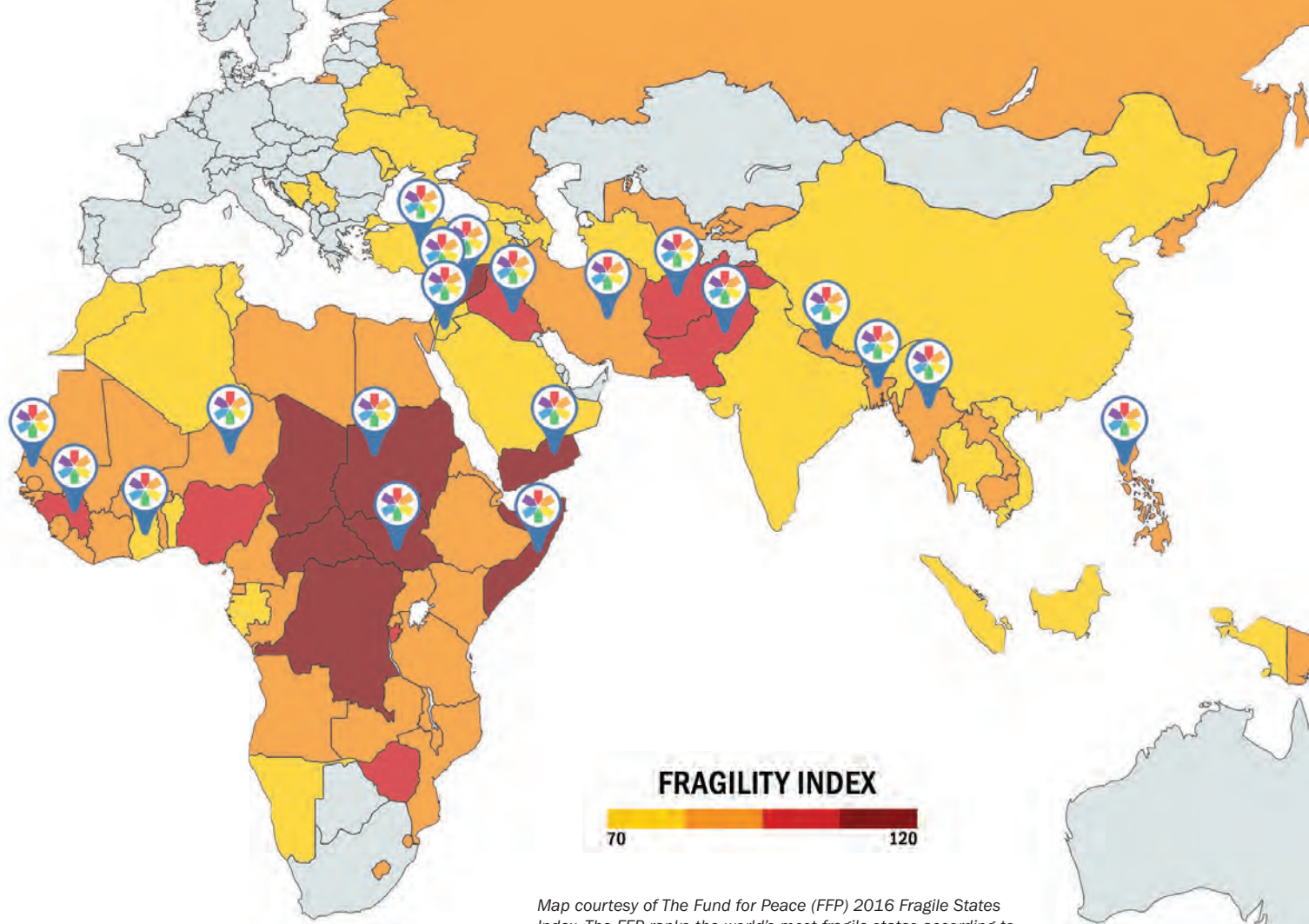
70% of RI's countries rank among the world's 40 most fragile states.



Africa



Emergency Response + Somalia



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.

Asia



Economic Opportunity + Afghanistan

Middle East



Education + Lebanon

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, Qudhadheer 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



“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

“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

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.



Darashakran refugee camp, Iraq

Expertise

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

29%

Health

RI's experienced medical professionals deliver quality healthcare to fragile communities whenever and wherever they need it.

15%

Education

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

11%

Economic Opportunity

Access to markets. Management training. Entrepreneurial expertise. RI's technical teams mentor fragile communities in skills that create economic opportunities.

8%

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.

27%

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.

10%

Other

When necessary, RI programs go beyond our core sectors to respond to specific local needs.



Accountability

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.

92%

of your donations go directly to serving the 4 million people we reach.



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.



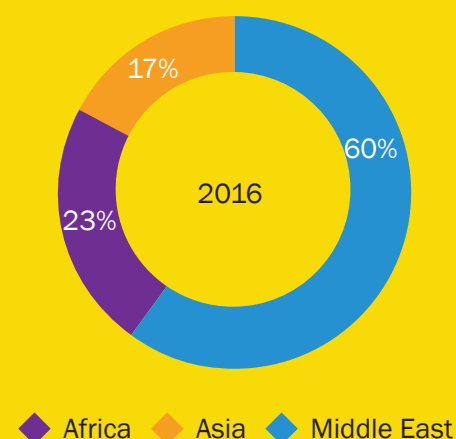
Financial Summary

United States		
SUPPORT AND REVENUE	2015	2016
Grants and contributions	\$23,876,976	\$23,818,985
Contributed goods and services	\$188,241	\$14,418
Other revenue	\$1,907,757	\$1,752,531
Total support and revenue	\$25,972,974	\$25,585,934
EXPENSES		
Programs and services	\$23,670,585	\$22,095,989
General and administrative	\$4,336,325	\$5,135,346
Fundraising	\$294,147	\$-
Total expenses	\$28,301,057	\$27,231,335
Increase (decrease) in net assets	(\$2,328,083)	(\$1,645,401)
Net assets beginning of the year	\$6,136,744	\$3,808,661
Net assets end of the year	\$3,808,661	\$2,163,260

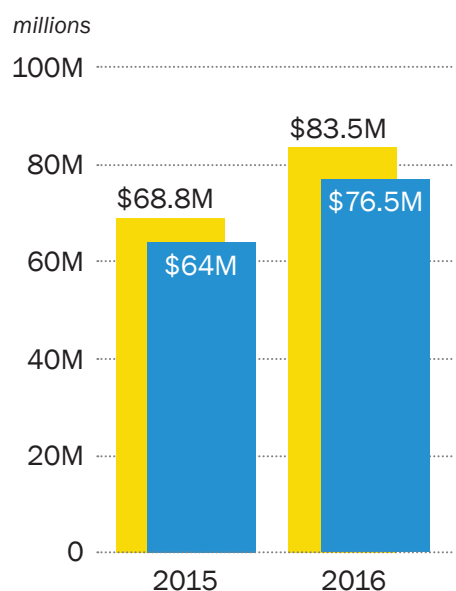
United Kingdom		
SUPPORT AND REVENUE	2015	2016
Grants and contributions	\$41,838,785	\$53,173,718
Donated commodities	\$964,472	\$4,730,864
Investment income	\$1,333	\$3,731
Total support and revenue	\$42,804,590	\$57,908,313
EXPENSES		
Programs and services	\$40,326,580	\$54,405,515
Fundraising	\$72,644	\$345,872
General and administrative	\$2,366,257	\$2,697,086
Total expenses	\$42,765,481	\$57,448,473
Increase (decrease) in net assets	\$39,110	\$459,840
Fund balances beginning of the year	\$506,608	\$545,718
Fund balances end of the year	\$545,718	\$1,005,558

Extracted from audited financial statements

PORTFOLIO SPEND BY REGION



TOTAL REVENUE AND EXPENDITURE



◆ Combined US/UK Revenue
21% increase 2015-16

◆ Amount Spent on Programs
20% increase 2015-16

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.



Partners + Jordan



Program Integration + Lebanon

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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Chip Levengood
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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

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Dave Hardman
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*International Center for Civil
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Sezgin Baran Korkmaz
SBK Holdings

Irene Wurtzel
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Chief Executive Officer Nancy Wilson at RI programs in Za'atari Refugee Camp, Jordan

RI Staff

Nancy E. Wilson
President and Chief Executive Officer

Mary Au
Chief Financial Officer

Andy Pugh
*Senior Vice President
International Programs*

Jamie Hall
*Senior Vice President
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



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