





## EDITORIAL

It is thanks to the commitment of volunteers and professionals, but also the support and trust of many donors, that we are able to act on and champion the vision passed on by Sister Emmanuelle. That of a fairer and more tolerant society. With over 35 years of experience of its partnership approach, Asmae must adapt to meet the needs of the most disadvantaged children and their families.

Today, Asmae finds itself in a new phase of its development, working to ensure the sustainability of its activity and become an actor recognised for children's causes. Halfway to the target set for 2020, we must continue this transition. Of course, this involves combining development strategy, coherence with our plan and a commitment to our values. It also involves demonstrating audacity and vigilance, and is the bet we make with directors and all head office and field teams.

2016 has seen a wonderful dynamic set in motion:

- With new activities such as, for example, the launch of the disability project in Egypt, and the services for children from families living in hotels, provided by our Bobigny centre in France.
- With more consistency and relevance thanks to the implementation of the new operation framework in Education and Child Protection, and the evaluation of the impact of working in partnership, at the heart of Asmae's work.
- With high-quality communication to give visibility to our work and to better report it: strengthening of our international communication, new website, "makeover" of the annual report without increasing its production costs.
- With a greater number of diverse resources to support the deployment of the social mission, received thanks to the public fundraising, public donors and private funders.

In 2017, we must remain mobilised to support this development. This means:

- Continuing the changes initiated over the past 5 years by enhancing our knowledge in the Education and Child Protection sectors of each of our countries of intervention.
- Investing in our field teams by reinforcing their resources and skills.
- Strengthening our work in partnership.
- Ensuring rigorous management of our resources, half of which come from fundraising from the public.

The 10<sup>th</sup> anniversary of Sister Emmanuelle's death in 2018 will be the moment for Asmae, true to her spirit of solidarity and tolerance, to move onto a new stage in its history.

Yes, it is possible to change the world, and to ensure that today's children become the actors of tomorrow. Let's work together with Asmae, Yalla!

**Sabine Gindre**

*President*

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## KEY FIGURES

**45,064** BENEFICIARIES

**8** COUNTRIES  
OF INTERVENTION

**59** PARTNER  
ASSOCIATIONS

**86** PROJECTS

**110** PROFESSIONALS  
WORLDWIDE

**103** VOLUNTEERS

**1,097** SPONSORS

**€6.7m** BUDGET

**37** YEARS OF  
EXPERIENCE IN THE FIELD

## ASMAE IN BRIEF

After retiring, Sister Emmanuelle went to live in the slums of Cairo to share the life of the poorest people.

In 1980, she decided to create her association, Asmae, to develop work in other countries.

Asmae is a non-religious, apolitical NGO working in the field of international solidarity, specialising in education and child protection. Today more than ever before, Asmae is continuing Sister Emmanuelle's fight in line with the values inherited from its founder, to enable children to become free citizens.

The spiritual inspiration of Asmae, passed down by its founder, is expressed in a true faith in Mankind and in a firm belief that people are capable of playing an active role in their life and in society. Our work is based on the recognition of otherness, which should be regarded an asset.

Sister Emmanuelle also conveyed the idea that we can only act for the poorest members of society by acting alongside them. A pioneer of local development, she already worked with parents to convince them to send their children to school.

Convinced that solutions come from the people themselves, Asmae has developed its own approach. It aims to systematically strengthen the work done by local actors, by providing long-term, tailor-made support in a climate of mutual respect and reciprocity. Our method of intervention in the field is based on the potential of each individual. It involves adapting to each context and each situation. We routinely support our partners for approximately ten years.

## OUR VISION

"A fair world where children can live and grow up decently with their family and environment, to become free men and women who play a role in society."

## OUR MISSIONS

- To promote child development through a global approach. To do this, Asmae also works to support families, with their environments in mind.
- To increase the capabilities of local stakeholders in the area of child development, to improve the synergy between them and to maximise their social impact.
- To champion children's causes by raising awareness and speaking out.
- To experiment, to expand and to disseminate.

## OUR VALUES

Trust  
Commitment  
Solidarity  
Freedom  
Respect  
Fairness



# THE WORK OF ASMAE AND ITS PARTNERS WORLDWIDE

Asmae works for access to Education and Child Protection in the following five areas:

- Prevention of school drop-out and underperformance
- Early childhood care and education
- Prevention and care of children at risk
- Adolescence support
- Support for children with disabilities

In each of these areas, Asmae works through projects that follow on from its founder's work, and help to serve her goal: **the development of vulnerable children.**

## FRANCE

### La Chrysalide (Bobigny)

- 81 direct beneficiaries
- 37 professionals including 17 in the mother-and-child centre, 18 in the crèche and 2 in the "petits pas" area
- €1,915,118 budget

#### Background

- Nearly two in five homeless people are women (Insee, 2013)
- 30,000 children are without a home (Insee, 2013)

#### Areas of intervention

- Early childhood care and education
- Prevention and care of children at risk

## FRANCE

### Divers-Cité Programme

- 1,882 direct beneficiaries
- 2 development officers
- €169,512 budget
- 5 collectives

#### Partners

Solidarité PLD, Association les Mères en Place, Association les Jeunes en Place, VEMT, EACB

#### Background

- The likelihood of leaving school without qualifications is 4 times higher for children from poor families than for others (D. Clerc, *La France des travailleurs pauvres*, 2008.)
- 21.7% of schoolchildren in deprived urban areas are underachieving (Insee, 2014)

#### Areas of intervention

- Adolescence support
- Prevention of school drop-out and underperformance

## MALI

- 823 direct beneficiaries
- 1 coordinator, 1 finance and administration officer
- €156,105 budget

#### Partners

IREC, Maya-Ton

#### Background

- Percentage of girls aged 15 to 19 who report that they were married before the age of 15: 14% (Global Protection Cluster, Child Protection Sub-Cluster, 2014)
- Share of public spending allocated to education: 4.8% of GDP (UNICEF, 2012)

#### Areas of intervention

- Early childhood care and education
- Prevention of school drop-out and underperformance

## BURKINA FASO

- 4,864 direct beneficiaries
- 1 coordinator, 1 coordination assistant, 1 project officer, 2 technical advisors and 1 finance and administration officer
- €581,533 budget

#### Partners

ABASF/E, ABPAM, AEFAC, ASECD, ICCV, Kam'zaka, Idébak

#### Background

- Gross preschool enrolment rate: 3.7% (UNICEF, 2012)
- Pupil-teacher ratio (number of pupils per teacher): 44 (UNDP, 2014)

#### Areas of intervention

- Prevention of school drop-out and underperformance
- Early childhood care and education
- Adolescence support
- Support to children with disabilities
- Prevention and care of children at risk

## EGYPT

- 4,468 direct beneficiaries
- 1 country representative, 1 coordination assistant, 1 finance and administration officer, 1 technical advisor
- €375,247 budget

### Partners

Basmat Amal, Clef de vie, EACD, El Bashayer, El Shehab, Lekaa, Les Filles de Marie, SETI-Caritas Égypte

### Background

- Violent discipline: 90.7% (UNICEF, 2012)
- 1.6 million children work, including 5.6% in dangerous conditions (EDHS - Egypt Demographic and Health Survey, 2014)

### Areas of intervention

- Prevention of school drop-out and underperformance
- Early childhood care and education
- Support for children with disabilities

## LEBANON

- 4,624 direct beneficiaries
- 1 coordinator, 1 project officer, 1 finance and administration officer, and 1 consultant
- €707,561 budget

### Partners

ACH, AFEL, ALPHA, IRAP, NAJDEH, Rayon d'Espoir

### Background

- 1.2 million Syrian refugees (UNHCR, 2015)
- Violent discipline: 82% (UNHCR, 2015)

### Areas of intervention

- Prevention of school drop-out and underperformance
- Adolescence support
- Prevention and care of children at risk
- Support for children with disabilities

## PHILIPPINES

- 1,850 direct beneficiaries
- 1 coordinator, 1 technical advisor and 1 coordination assistant
- €223,614 budget

### Partners

ADPI, HELP Foundation, IDEA, Kanlungan Sa Erma, Santo Nino, SIMAG Foundation, TOS, ULIKID, Virilanie

### Background

- 1.5 million street children in the Philippines (Ecpat, DWSD, 2009)
- 30% of these children live with their family on the streets (SENMAP/ ASMAE Philippines survey, 2014)

### Areas of intervention

- Prevention of school drop-out and underperformance
- Adolescence support
- Support to children with disabilities
- Prevention and care of children at risk

## MADAGASCAR

- 2,736 direct beneficiaries
- 2 coordinators, 3 technical advisors, 1 project officer, 1 coordination assistant
- €362,355 budget

### Partners

AIC Anosizato, AIC Fianarantsoa, AIC Vohipeno, AIC Manakara, Centre Betania, CES Manakara, École Sainte Louise, Hardi, Kozama, Manda, Orchidées Blanches, Tanjomoha

### Background

- 18% of children excluded from primary education are children with disabilities (UNICEF, 2012)
- Less than 10% of some 2 million children aged 3-6 only have access to public preschool classes (UNICEF, 2012)

### Areas of intervention

- Prevention of school drop-out and underperformance
- Early childhood care and education
- Support to children with disabilities

## INDIA

- 23,736 direct beneficiaries
- 1 country representative, 1 coordinator and 1 finance and administration officer
- €341,765 budget

### Partners

Arunodhaya, BSAC, Door Step School Mumbai, Gandhigram, Kshitij, MACT, Tara Mobile Creches Pune, SEED, Swadhar, Vanasthali rural development centre

### Background

- Child labour: 12% (UNICEF, 2016)
- Mortality rate in children under 5: 48% (UNICEF, 2016)

### Areas of intervention

- Prevention of school drop-out and underperformance
- Adolescence support
- Early childhood care and education
- Prevention and care of children at risk

"The value of human beings does not depend on their religion, their culture or the colour of their skin, but on their heart, and their sense of fraternity. The important thing, in the end, is Mankind." Sister Emmanuelle





## ASMAE'S WORK

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“Yalla! for children's rights”



# PREVENTION OF SCHOOL DROP-OUT AND UNDERPERFORMANCE

The Global Education Monitoring Report published in 2014 reveals that there is still a great deal of work to be done in terms of reducing the number of children who are not receiving an education. 57 million\* children worldwide are unable to access school, or they leave school early. 100 million children living in developing countries do not complete their primary education. Among them, in particular, are those living in rural areas, girls, children with disabilities, ethnic minorities, those from poor families or those living in slums.

Asmae's goal is to improve the quality of school teaching through the training of educational staff, the design and development of innovative educational methods, parental involvement, the refurbishment of infrastructure or even the financing of school fees or school equipment.

To prevent problems of educational exclusion, Asmae also offers literacy classes for parents, supports the organisation of awareness campaigns focusing on the importance of school aimed at children and families, and creates spaces for dialogue around school problems.

## Key figures

- 27,106 beneficiaries
- 31 partners
- 33 projects
- 7 countries of intervention: Burkina Faso, Egypt, India, Lebanon, Madagascar, Mali, Philippines
- and action supported in France as part of the Divers-Cité programme

## MADAGASCAR: Promoting the education of vulnerable children.

Educational exclusion currently affects over 1.5 million children in Madagascar. These children from poor families in rural or urban areas are often forced to drop out of school. In the face of the educational challenges in Madagascar, Asmae and its two partner associations Hardi and Manda are working on the quality and sustainability of education provision as part of the "Promotion of education for vulnerable children outside the formal education system in Antananarivo" project. Launched in February 2016, this project is running over 2 years with the financial support of the European Union.

The priority goals of the project are: to improve literacy levels and learning outcomes for children aged between 7 and 18, to reinforce socio-educational integration mechanisms, and to consolidate the technical and management capacity of two partner associations in order to make their activities for these children more sustainable.

Putting vulnerable children back into the formal school system carries a serious risk of failure. To minimise this risk, the teams mobilised on the project prepare the child, his/her family and the school for an assisted reintegration. Literacy activities are complemented by multiple actions involving the child's environment: work with families, monitoring of reintegration at school and medical monitoring.

The project also enables the improvement of educational tools to facilitate learning and to test it again. A picture book comprising 240 flash cards currently being used in preschool education is now being adapted for children aged between 7 and 12 to help them learn to read. Individual

support based on the specific needs of the professionals teaching the children has been put in place. Training will be delivered by a technical coordinator from Asmae, and will be provided through group workshops and networking to allow local associations to share experiences and to provide them with tools.

## 2016 beneficiaries

- 2 partner associations
- 342 children and 218 families
- 15 education professionals
- 21 Madagascan civil society organisations
- 20 schools and vocational institutions

\* Global Monitoring Report on EFA (Education For All), 2013-2014



## EARLY CHILDHOOD CARE AND EDUCATION

Although early childhood is a period of great potential for growth and development, it is also a time when children are particularly fragile and vulnerable. Between birth and 6 years, children are busy developing their motor, intellectual, emotional and social skills.

Despite increased awareness over recent years, preschool education for children remains limited in many countries. The gap widens from early childhood onwards between children from deprived families and others.

Asmae's goals are to offer a secure environment for children in order to create the conditions necessary for their early learning and socialisation. There is a need to enhance the quality of care facilities offered to children, and to support the work to prevent violence against children; activities are undertaken relating to hygiene, primary healthcare, nutrition in addition to those relating to parental support.

### Key figures

- 6,829 beneficiaries
- 18 partners
- 18 projects
- 5 countries of intervention: Mali, Burkina Faso, Egypt, India, Madagascar
- And action supported in France at the La Chrysalide centre in Bobigny

### *BURKINA FASO: Improving educational practices of teachers, moving towards a participatory and playful approach*

As part of this project, Asmae supports a partner association, ICCV\*, and public education actors, in the development of innovative educational tools and methods.

Launched in August 2015, this project benefits over 4,000 children and enhances the skills of 78 educators and teachers. It is implemented with the financial support of the French Development Agency.

This project aims in particular to adapt the Sary Fetsy picture book, created in Madagascar, to the Burkina Faso context in order to facilitate language acquisition and pre-reading skills in children.

Sary Fetsy means "clever pictures" and was created in 2010 by Madagascan educators with support from an expert in educational techniques, appointed by Asmae. The picture book is a complete kit comprising 280 flashcards, an educational booklet, and activity sheets. The activities associated with this tool contribute to the cognitive, psychomotor and socio-emotional development of children between the ages of 3 and 8.

At the end of a training and experience-sharing mission coordinated by 2 Madagascan representatives appointed by Asmae in Burkina Faso in March 2016, the instructors from ICCV and inspectors from the Ministry of National Education and Literacy (MENA) considered that the tool would promote the improvement of education practices.

Adapted to Burkina Faso under the name "Yaam Wekré" (the box of knowledge), the tool has been trialled on nursery school children at Kam Laada ("the children laugh", a preschool run by ICCV), and on residents from the Cissin,

Samadin and Pissy neighbourhoods. In January 2017, the trial was circulated to all preschool centres that are partners of the project.



\* Association Initiative Communautaire Changer la Vie/Nazemse (The Change Lives Community Initiative/Nazemse association).

## PREVENTION AND CARE OF CHILDREN AT RISK

The concept of "abuse", although it differs from one country to another, is summarised as all the types of ill-treatment to which a child may be exposed: physical or psychological abuse, negligence, sexual abuse and exploitation. At-risk children live in conditions that jeopardise their health, their safety, their education or their physical, emotional, intellectual or social development.

In order to grow up and develop, children need confidence. This is acquired in a secure environment with adults who are available and caring. Prevention and care require global intervention and cooperation among all the stakeholders involved with the child.

Asmae's objectives in this area are to contribute to creating and maintaining a secure environment, reducing danger factors and reconstructing children's identities. Asmae also supports the setting-up of professional networks, the strengthening of local team skills, and the implementation of child protection policies.

### Key figures

- 2,967 beneficiaries
- 9 partners
- 10 projects
- 4 countries of intervention: Burkina Faso, India, Lebanon, Philippines
- And activities supported in France at La Chrysalide centre in Bobigny

### LEBANON: Improving living conditions for Syrian refugees and the host community.

With 1.5 million Syrian refugees for every 4.5 million inhabitants, Lebanon is one of the Middle Eastern countries most affected by the war in Syria. As a consequence of this mass influx in the country's poorest communities and regions, primary services - already scarce - are overwhelmed. The presence of refugees across the whole territory has an impact on the population and local authorities, and represents a source of tension between communities.

In the face of this situation, Asmae has chosen to support two Lebanese organisations in order to improve the access to, and quality and diversity of education services, to strengthen social cohesion and to provide psychosocial support to children and adults who have fled the war. The project is running in Hermel (North) with ACH and in Tebnine (South) with ALPHA.

The project led by Asmae aims to support education and youth services, through after-school tutoring activities, support groups for Lebanese and Syrian groups with the aim of reducing school underperformance. These activities are complemented by a social support plan for these pupils, their families and educational actors, better preparing them to face their new circumstances, calming tensions between communities and treating the psychosocial issues experienced by refugee families.

This plan comprises two main elements. The first involves group support in the form of discussion groups, as well as play and recreational activities, facilitated by psychologists, the ALPHA social worker, and centre leaders. The second involves individual support, provided by a psychologist.

### 2015-2016 beneficiaries

- 320 children in after-school tutoring
- 452 children in play and recreational activities
- 163 children monitored in discussion groups
- 147 children monitored in support groups
- 91 children monitored individually
- 264 parents monitored in support groups
- 763 families supported from a psychosocial point of view (home visits)

## ADOLESCENCE SUPPORT

Representing 18% of the global population\*, adolescents have a decisive role to play in our societies. A key stage in the construction of an individual, adolescence often exposes young people to multiple risks: school drop-out, early unemployment, early marriage and childbirth, high-risk behaviours, etc. Adolescents, particularly girls, are often forced to leave behind their childhood before they are ready to do so.

Adolescence support is a process carried out over time, always in connection with the adolescent and those around them: family, friends, community, educators and teachers.

Asmae's objectives in this area are to promote personal development and prevent high-risk behaviours. Initially, this involves enabling the recognition of adolescence as a key stage of personal development. It is then necessary to support communities and/or organisations in facilitating spaces that foster the mobilisation of adolescents, to encourage action to educate citizens and to support the guidance of professionals in the development of adolescence.

### Key figures

- 5,339 beneficiaries
- 12 partners
- 12 projects
- 4 countries of intervention: Burkina Faso, India, Lebanon, Philippines
- and action supported in France as part of the Divers-Cité programme

*INDIA: young people setting an example in their community.*

Asmae hopes to champion child participation in India in order for children to become actors in their own development and that of society. Since 2004, Asmae has been providing financial and technical support for the Door Step School Mumbai association in its "Child Participation" activities via the Bal Samuha "Kid's Club" programme.

This programme offers children the time to express their thoughts, opinions and feelings. Through a democratic process, they choose and complete projects to improve their lives and that of their community. In particular, they are involved in promoting the participation and rights of vulnerable children from the slums of Mumbai.

In order to improve its efficacy, an impact study was conducted in 2015 with Asmae's support, to analyse the child participation process and good practices in terms of relevance, efficacy, sustainability and participation.

In 2016, on the basis of the results, Door Step School developed a five-year strategic plan (2017-2022). It was produced with the support of Ms. Meena Gokhale, a consultant recruited by Asmae, with the active participation of young people throughout the process.

The objective of this plan is to build a culture and a system of child participation in Bal Samuha, by engaging all stakeholders through capacity-building.



\* 1.2 billion adolescents aged 10 to 19, The State of the World's Children 2011, "Adolescence: An Age of opportunity" - Demographic trends.



## SUPPORT TO CHILDREN WITH DISABILITIES

### Key figures

- 820 beneficiaries
- 12 partners
- 13 projects
- 5 countries of intervention: Burkina Faso, Egypt, Lebanon, Madagascar, Philippines

15% of the world population has a disability, including 93 to 150 million children\*. On average, a child with disabilities is half as likely to receive a primary school education.

There are many difficulties associated with disability and these are largely related to society's failures and indifference (infrastructure with limited access, inadequately trained staff, negative perception of disability, problematic schooling, etc.). These obstacles have serious consequences for the health and autonomy of children, and exclude them from society.

Asmae's overall objective in this area consists of support, provided both for the child and his/her family and community. In particular, this involves building the capacity of local actors involved in the area, and supporting access to quality education. Asmae is also helping to change the way people look at children with disabilities. To do so, it leads awareness and advocacy activities, working with the community and local decision-makers.

### EGYPT: Support and care of children with disabilities

The Egyptian legal system is in favour of recognising and including people with disabilities. However, the services offered are very limited and mentalities are slow to change. Disabled children and their families are therefore often the first victims of rejection and stigmatisation in society. This situation makes it more difficult to trace, monitor and place children in facilities that are suitable for them.

Founded in 2000 in Cairo on the initiative of parents of disabled children, Basmat Amal ("Hope's smile" in Arabic) is a non-religious family association. It welcomes and supports children with multiple disabilities, autistic children or those with learning difficulties. It intervenes on 4 levels: the child, his/her family, the community and local authorities. Asmae has been providing methodological and financial support to Basmat Amal since 2010.

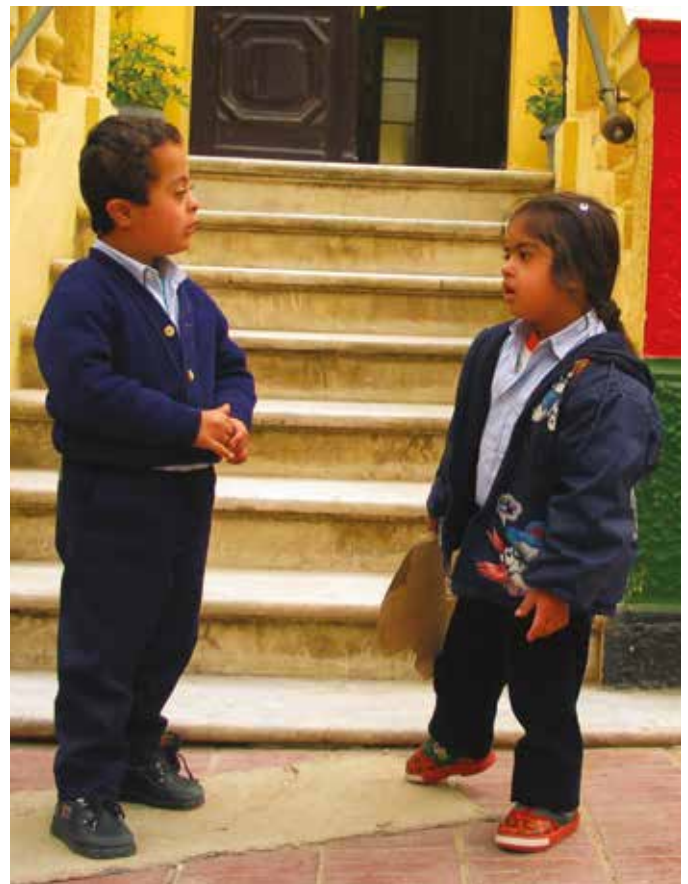
In order to allow these children to enjoy all their rights, as well as the care and education they need, Basmat Amal families supported by Asmae have mobilised and created 3 centres offering affordable treatments.

This is a pioneering and bold initiative, since in 2010 the association was one of the rare organisations in Egypt to open a specialist centre for children with multiple disabilities.

In 2016, 120 children aged 2 to 18 benefited from care, special education and services offered by the association's centres. They benefitted from the supervision of 35 specialists and were also supported by 20 teachers and 2 psychologists from inclusive public schools, partners of Basmat Amal as part of a protocol with the Egyptian Ministry of Education. The children are located and brought to the association's

attention via the social authorities, doctors, hospitals and nurseries.

They each have a personalised treatment programme that responds to their needs throughout their school career. Basmat Amal is now a renowned association referenced by Handicap International and the Egyptian Ministry of Social Solidarity.



\* World Report on Disability, WHO and World Bank 2011

## DIVERS-CITÉ

### SUPPORTING RESIDENT GROUPS TO BECOME ORGANISED AND CREATE WELCOMING SPACES FOR YOUNG PEOPLE

Created in 2001, the purpose of the Divers-Cité programme is to support the emergence of positive action initiated by residents of underprivileged areas of the Ile-de-France (Paris) region with a view to improving their everyday life and that of their children. Two social development agents employed by Asmae provide daily support for the creation and development of collectives through the initiatives and aspirations expressed by residents, in order to improve their ability to "live together". This local support enables them to create their own activities to develop their children, by mobilising their expertise, their spirit of initiative and their creativity (after-school tutoring, cultural trips, intergenerational mediation, etc.)

Adolescents and young adults (aged 13 to 25) are one of the target groups of this programme. They are growing up in underprivileged areas and are exposed to various offers of recognition and high-risk behaviour; those born to migrants may also have difficulty building their identity. Young adults are involved in creating and developing the collectives. They help and guide the adolescents.

In 2016, 1,882 direct beneficiaries were assisted by the programme and 5 collectives were supported, including 4 in the 19<sup>th</sup> arrondissement of Paris and 1 in the 20<sup>th</sup>.

## LA CHRYSALIDE (BOBIGNY)

### HELPING YOUNG MOTHERS TO BUILD A SECURE RELATIONSHIP WITH THEIR CHILDREN

In 2016, the La Chrysalide facility welcomed 26 families, and 54 children, including 13 children from the town of Bobigny who attended the crèche.

At the mother-and-child centre, the same principle constantly applied: to support young mothers so that they are able to build a secure relationship with their children. In the crèche, individual attention is paid to the needs of each child, in close collaboration with their mother.

The teams support families by building and maintaining a strong connection based on our faith in the ability of each person to bring their plans to life, whilst respecting their points of reference in terms of family and culture, as well as their temporality.

Among the issues handled at the facility in 2016, we have had the position of fathers, access to employment and preparation for rehousing.

In the crèche, the year has been marked by exceptional provision: welcoming children at the weekend or overnight to relieve young mothers during times of greater fragility, and the success of parent-and-child spaces that welcome families from the town twice a week. Efforts to achieve financial balance are also becoming a crucial topic for the crèche.

# 2016 THE KEY EVENTS IN EACH COUNTRY

## BURKINA FASO

### Training modules in inclusive education.

Four training modules have been created by Laurent Fresson, Technical Advisor for Asmae, for different partners. They have been developed as part of training on the theme of inclusive education, or how to integrate partially-sighted young people in mainstream classes. These modules will act as material for offering training sessions in inclusive education and thereby facilitating the organisation of similar technical support missions in other countries.

## EGYPT

### EU\* funding approved for a new project.

In the continuation of activities implemented for children with disabilities, Asmae and its partner have been working on bringing a new project to life. Thanks to discussions with the MOE\*\*, a EuropAid funding agreement was signed last December. This protocol approves the payment of training costs for teachers from schools providing support for pupils with disabilities, as part of an education academy.

## FRANCE

### Action Research: evaluation and development of the Divers-Cité programme.

After more than 15 years of the Divers-Cité programme, Asmae wanted to embark on a new phase in its development. The first stage was completed in 2014, thanks to an impact assessment of the programme, complemented in 2016 by work with residents' collectives in the form of action research to identify strengths and areas for development.

## INDIA

### Implementation of a refocusing strategy for our activities.

In 2016, Asmae reviewed its work in India over the last 10 years (2005-2015). This study led to the refocusing of the strategy and partnership involved in interventions. Asmae must implement the conclusions and recommendations of this reflective process in collaboration with its partners. In particular, interventions will be continued and consolidated for early childhood and the prevention of school drop-out and underperformance, and new activities will be developed in terms of child protection.

## LEBANON

### Second year of the educational and psychosocial support project funded by the French Development Agency.

Since 2014, Asmae has been working alongside two Lebanese associations, ALPHA and ACH, to facilitate access to high-quality education for all and psychosocial services suitable for vulnerable Syrian and host children and families. Over this second year of the project (academic year 2015-2016), 320 children benefited from after-school tutoring and progress

was recorded from both an academic and behavioural perspective. 264 parents took part in support groups and 763 families benefited from psychosocial support.

## MALI

### Reopening of the office in 2016, update to the background and market research.

Present in Mali since 2009, Asmae was forced to withdraw from the country and to manage its activities remotely from 2012 to 2014, for security reasons. Since 2014, the association has relaunched its local activities in Mali. Upon the reopening of the local office in Bamako in February 2016, Asmae hoped to make an overall assessment of needs related to childhood and of opportunities for intervention. This study will enable better targeting of needs in the fields of education and child protection and the identification of new local partners.

## SOUTH-EAST MADAGASCAR

### Evaluation of activities at the local office of Manakara.

Started in 2015, the evaluation of Asmae's work in the South-East region of Madagascar has enabled a review and assessment of how consistent activities are with the NGO's new strategic direction. Despite very positive impacts of the support provided by Asmae for partner facilities, the recommendations point towards a closure of the local office and a gradual phasing-out with regards partners in the south-eastern region. A personalised support plan implemented remotely from Tananarive is recommended during the period of partnership closures. Following this evaluation, a market research study was launched regarding the opening of another area of intervention in Madagascar.

## PHILIPPINES

### Building partner capacity: Monitoring and Evaluation (M&E) workshops.

In order to enhance the skills of its partners in the Philippines, Asmae launched training modules in 2016 in project methodology and evaluation. These workshops, led by Asmae's coordinator, enable partners to receive training in project management, to define indicators adapted to the reality of activities and to learn how to analyse the different impacts of programmes set up. This methodology enables them to design future programmes, better suited to the needs of beneficiaries and the local context. M&E workshops are also complemented by methodology support in fundraising.

\* EU: European Union

\*\* MOE: Ministry of Education



# 2016 HIGHLIGHTS

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## The General Meeting

Members and directors met on May 21<sup>st</sup>, in the Town Hall of the 10<sup>th</sup> arrondissement of Paris to vote on the association's direction and action plan for 2016.

## The meeting of the association's lifeblood

On May 21<sup>st</sup>, the lifeblood of the association met for an afternoon of discussion and debate. It began with a meeting with Serge Durand, Director of the Protection of the Unaccompanied children at France Terre d'asile, and continued with a round-table on the prevention and care of children in danger.

## Heroes race

On June 19<sup>th</sup>, Asmae raised just over €10,000 in donations thanks to 33 people running on behalf of the association. For the second consecutive year, the SC Johnson company took part in the event, allowing 15 of its employees to participate in this solidarity race.

## Communication campaign

On Universal Children's Day on November 20<sup>th</sup>, Asmae organised a communication campaign to raise awareness among the French population of the situation facing Syrian refugee children in Lebanon. Elements of this campaign included a photo exhibition in Paris, posters in the Paris metro, articles in the press, and an Internet and social network campaign! Paris City Hall generously offered these communication spaces to Asmae.



\*Refugees behind the negatives

# THE YALLA! PROJECT FOR CHILDRENS RIGHTS

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In 2015-2016, the Yalla! project for children's rights entered its third year of operation. Nearly 550 pupils in 5 schools have learnt about children's rights over the course of the project.

Coordination tools have been improved and a reflective process has been carried out to enable the setting up of sustainable partnerships with schools. Finally, a quality market research study was conducted to prepare for the 2016-2017 year.

This awareness-raising project in academic institutions, part of a citizenship and international solidarity education initiative, takes place in three stages. These allow pupils from nursery school to high school to find out about the association, to better understand the background surrounding the living conditions of vulnerable children, but above all to know their rights and to reflect on how children's rights are applied in the world. The final stage enables young people to have a go at working on a solidarity project and to act in a concrete way for a fairer world.

"The most important thing is the child and the most important thing for the child is to educate and therefore instruct him. As soon as school starts, there is something moving, it's the seed of a new life." Sister Emmanuelle



## OUR RESOURCES

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# COMMITTED EMPLOYEES AND VOLUNTEERS

**By supporting the professional development of employees and management staff, the development of responsibilities for staff assigned abroad, and by promoting the involvement and mobilisation of volunteer resources, the association continues to place its human resources at the heart of the associative project.**

## WORK FORCE

**110** EMPLOYEES

including

**68** IN FRANCE

**12** EXPATRIATES

**30** ON NATIONAL  
CONTRACTS  
IN COUNTRIES  
OF INTERVENTION

**103** VOLUNTEERS

**26** NEW HIRES

**3** INDUCTION  
SESSIONS

## Strengthening of the HR role and of the association's regulatory framework

In 2016, Asmae has continued to structure the role of human resources by standardising conditions of employment for head office staff through the production of internal notes. The HR policy has been revised for expatriate staff, whether employed under French law or the Overseas Voluntary Service. Training has led to increased management skills among staff with responsibility for a team at head office and in the countries of intervention.

## Development of responsibilities for teams in countries of intervention

In order to strengthen our support for local partners and our presence in the country, two posts have been created to replace that of Country Coordinator: the post of Country Representative and that of Project-Partnership Officer.

The Country Representative leads intervention strategy and ensures senior responsibility for in-country operational teams. S/he implements the application of security rules relating to property and people. S/he ensures external communication and advocacy activities, and seeks public and private funding. The Project-Partnership Officer co-builds projects with partnerships, ensures monitoring of support activities and coordinates partnership relations.

The first appointments were made in 2016 and this new organisation will be implemented in 2017.

## Recruitment, integration, and monitoring of progress in line with the organisation's development

3 induction sessions for employees were organised in 2016, allowing all new arrivals to identify the association's strategic focus areas, the founding values of the associative project, as well as the organisation of head office departments. Specific training and/or awareness-raising modules have also been offered to expatriate staff.

## Consolidation of the association's level of expertise

Training activities for employees at head office and in countries of intervention continue to enhance the level of expertise and professionalism within the association, in our work with operational and institutional partners.

# ASSOCIATION EVENTS

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## Board of Directors

The association is governed by a Board of Directors made up of 14 elected members, all volunteers, who take on personal responsibility. They regularly meet throughout the year either as a Board or as an Office. They decide on the strategic and budgetary directions of the association, but also monitor implementation of the annual action plan entrusted to the Executive Committee, which relies on teams also comprising volunteers.

## Volunteers: the lifeblood of the association

Asmae hopes to offer citizens the opportunity to put into practice their commitment to building a fairer world through volunteering. Volunteer teams now provide daily support to head office employees, raise the association's profile regionally and intervene in the field for vulnerable children in France and in our countries of intervention. Our volunteers therefore have a major role to play in the implementation of our social mission and as representatives of Asmae within civil society. The "Yalla Day!" held on October 8<sup>th</sup>, 2016 was an opportunity to thank volunteers for their investment and to praise the work they do through the presentation of different activities.

## Head office volunteers

Thirty volunteers provide valuable daily assistance with administrative, accounting and finance tasks, as well as sponsorship management. They are an integral part of the team and are vital for the smooth running of the association. We want to salute their efforts at the end of the year, a crucial period for fundraising, during which they doubled their efforts, and we welcome all those who joined us in 2016!

## Regional representatives volunteers

This year, in our four regional coordination units (Grand Ouest, Rhône-Alpes, Lorraine and Ile-de-France), 13 volunteers raised over €8,000 and taught 675 people about Asmae's work with the help of travelling exhibitions, solidarity marathons or cake sales. They were also present at various shows, representing Asmae and championing the cause of vulnerable children worldwide.

## Divers-Cité volunteers

Residents' collectives supported by the Divers-Cité programme were assisted in 2016 by fifteen volunteers in activities as diverse as after-school tutoring, literacy classes, organisation of neighbourhood meals and parties, cultural trips, artistic workshops or adult/child/adolescent support groups.

## International solidarity work camps

In 2016, 27 volunteers attended international solidarity work camps at 11 partner associations in India, Madagascar, Burkina Faso, the Philippines and Egypt. The volunteers benefited from training and information weekends, preparing them for their on-site experience and providing them with the opportunity to get to know each other. The reports sent back by volunteers, partners and country coordinators highlight an overall satisfaction on the part of all these actors: the work camps are a breath of fresh air in the lives of children and partners, they remotivate beneficiaries and provide visibility to the action of associations among the community. Above all, they provide a valuable and unique intercultural experience for volunteers and beneficiary children alike.

# FINANCIAL REPORT

Since 2014, Asmae has been deploying its strategic plan to achieve financial balance in 2020. The year 2016 is included in this mid-term strategy with the following main challenges:  
To contain activity, restore financial balance and invest in the future.

INCOME (€)	2016	2015	VARIATION	
I - Income collected from the public	2,979,138	2,758,274	220,864	7,4%
I.1 Donations	1,746,365	1,966,069	-219,704	
Non-allocated gifts by hand	1,501,575	1,443,931	57,644	3,8%
Allocated gifts by hand	244,790	522,138		
Donations allocated France	0	8,000		
Contributions to work camps	1,400	2,100		
Sponsorship	220,113	234,034		
Association events	10,047	21,930		
Other donations allocated overseas	13,230	256,074		
I.2 Other income from fundraising from the public	1,232,773	792,205	440,568	35,7%
Non-allocated bequests and gifts	1,232,773	792,205		
Allocated bequests and gifts				
2 - Other private funds	479,995	445,098	34,897	7,3%
Allocated France	126,750	78,487		
Allocated overseas	292,071	276,926		
Non-allocated	61,174	89,685		
3 - Subsidies and other public aid	2,078,264	1,897,393	180,871	8,70%
Allocated France	1,667,815	1,609,836		
Allocated overseas	410,449	287,454		
Non-allocated	0	103		
4 - Other income	322,259	447,148	-124,889	-38,8%
Operating income from Bobigny	111,416	103,640		
Income from other activities	0			
Membership fees	5,977	5,080		
Other income from operations	28,420	12,088		
Interest income	91,800	292,947		
Non-recurring revenues	84,646	33,393		
I - Total income for the year entered in the income statement	5,859,656	5,547,913		
II - Reversal of provisions		32,000		
III - Unused allocated income carried forward from previous years	607,812	351,573		
Gifts by hand carried forward	314,291	168,035		
Unused subsidies carried forward	293,521	183,538		
IV - Change in dedicated funds from fundraising				
V - Shortage of income for the year	145,781	84,454		
TOTAL	6,613,249	6,015,940		

## Explanations

The first challenge is to restore financial balance by 2020 and has the objective of increasing income from the diversity of funding levers.  
2016 saw:

- The continued growth of public funds (+ 8.7% compared with 2015) with the achievement of new cofinancing at the end of 2015 and of income pertaining to these subsidies over 2016, networking and institutional representation efforts in France and worldwide.
- The continuation of the bequests policy +35.7% compared with 2015, thanks to numbers of bequeathed life insurance policies.
- A stability of donations by hand, increasing slightly by 3.8% for non-allocated gifts.

The second challenge is to consolidate the structuring and organisation of our head office and of our representation offices to support our work and refocus our social mission: Search for more experienced profiles at head office and in the field (structuring of the finance and HR hub), country organisation and redefinition of roles which:

- 19.1% increase in our projects abroad
- 5.7% increase in our projects in France with the creation of a new project for Bobigny, "les petits pas".

The third challenge was to create and lead the foundation:

- The foundation is created under the aegis, €150,000 was paid for this purpose in 2016 (in financial charges).



EXPENDITURE (€)	2016	2015	VARIATION	
<b>I - Social missions</b>	<b>4,784,310</b>	<b>4,158,154</b>	<b>626,156</b>	<b>13,1%</b>
I.1 Projects in foreign countries	2,753,770	2,224,453	529,317	19,2%
Activities carried out directly	766,674	550,365	216,309	28,2%
Payments to partner organisations	1,069,628	951,153	118,475	11,1%
Support for projects in foreign countries	917,468	722,935	194,533	21,2%
I.2 Activities carried out in France - Activities carried out directly	1,791,621	1,689,013	102,608	5,7%
La Chrysalide (Mother and child centre in Bobigny)	1,578,545	1,580,333	-1,788	
"Les petits pas" (Bobigny)	43,450			
Divers-Cité	112,144	69,790	42,354	
Support for projects in France	57,482	38,890	18,592	
I.3 Public awareness-raising	238,919	244,688	- 5,769	
<b>2 - Fundraising costs</b>	<b>632,318</b>	<b>617,264</b>	<b>15,054</b>	<b>2,3%</b>
2.1 Costs of fundraising from the public	320,966	292,647	28,319	8,8%
Calls for and processing of donations	260,291	244,450	15,841	6,1%
Calls for and processing of bequests	42,015	30,149	11,866	28,2%
Costs of other forms of fundraising	18,660	18,048	612	3,3%
2.2 Costs of seeking other private funds	164,208	236,317	-72,109	
2.3 Costs of seeking subsidies and other public aid	147,144	88,300	58,201	39,7%
<b>3 - Operating expenses</b>	<b>986,096</b>	<b>766,105</b>	<b>219,991</b>	<b>22,4%</b>
Current operating expenditure	649,541	556,635	92,906	14,3%
Information and communication expenses	253,910	244,924	8,986	3,5%
Management costs	395,631	311,236	84,395	21,3%
Taxes				
Depreciation				
Costs of other activities		475	-475	
Other expenses	336,555	209,470	127,085	37,8%
Foundation	54,398			
Financial expenses	29,115	178,447	-149,332	
Non-recurring expenses	253,042	31,023	222,019	87,7%
<b>I - Total expenditure for the year entered in the income statement</b>	<b>6,402,724</b>	<b>5,541,523</b>		
<b>II - Provisions</b>	<b>0</b>	<b>18,017</b>		
<b>III - Commitments to be made on allocated resources</b>	<b>210,525</b>	<b>456,401</b>		
Commitments to be made on sponsorship donations	14,430	163,387		
Commitments to be made on allocated subsidies	196,095	293,014		
<b>IV - Surplus income for the year</b>				
<b>TOTAL</b>	<b>6,613,249</b>	<b>6,015,941</b>		

## Note

The statement of income and expenditure presented in this report has been approved by the statutory auditor. In accordance with the law, a note specifies the method used to draw up the income statement and is available on request or for download from the association's Website.

## Volunteering and gratuitous services

Volunteering and gratuitous services provided by professionals or organisations help the association to keep its operating costs down. The amount thus saved is estimated at €603k, corresponding to the participation of some 103 volunteers (17,339 hours) and €128k in gratuitous services.

Valuation of voluntary contributions in kind	2016	2015
Valuation of volunteering	475,163	339,919
Valuation of services in kind	127,933	208,900
<b>TOTAL</b>	<b>603,096</b>	<b>548,819</b>

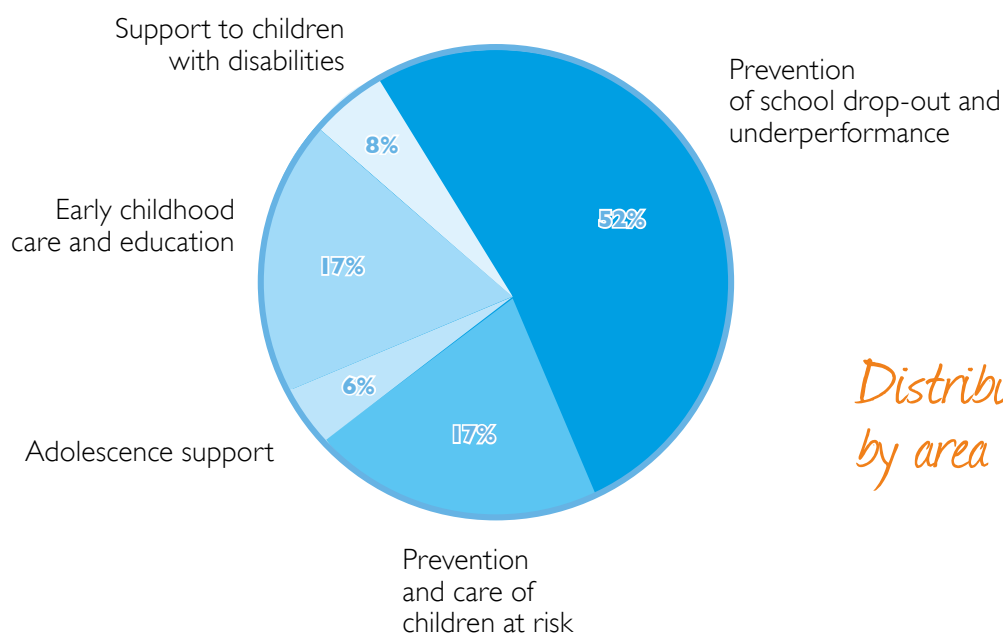
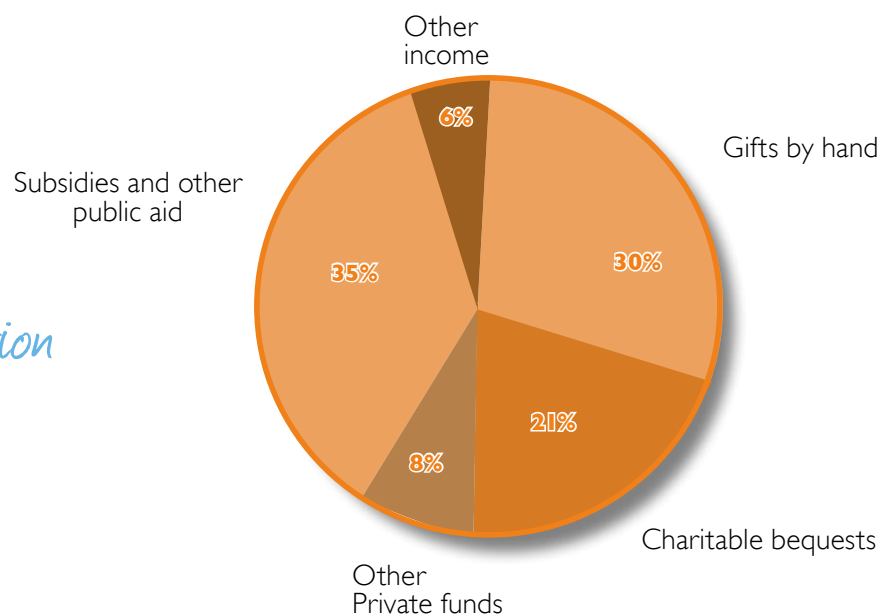
## Reminder

The association's accounts are kept by the accounting firm Olivier Paris and audited by the firm Pouget and Associates. The budget is drawn up and monitored by the Director under the supervision of the Treasurer and the President. Payments to partner organisations are transferred to the accounts of the local associations with which we work.

	2016	2015
Ratio of social mission expenditures/ total expenditures (except surplus, unused income and impairment)	75%	75%
Support expenses for France / projects in foreign countries	33.2%	32.5%
Ratio of fundraising costs/ total expenditures for the year	9.9%	11.1%
Ratio of fundraising costs/ total income for the year	10.5%	11.1%
Ratio of fundraising costs/ donations by the public	10.8%	10.6%
Income allocated to foreign countries	1,180,653	1,135,075
Ratio of income allocated to foreign countries / Non-allocated income + income allocated to foreign countries	29.7%	38.0%
Income allocated to France	2,013,805	2,076,890

# FINANCIAL REPORT

## Income distribution



## Distribution of expenditure by area of intervention

### Portion of expenditure allocated to social missions

Expenditure allocated to social missions  
Total expenditure for the year entered in the income statement =

75%\*

In 2016, the portion of expenses allocated to social missions was 75%.

\*The ratio is controlled and corresponds to the association's action plan as we first wish to structure its bases to then roll out our action on a broader scale. The ratio is expected to reach 78.5% by 2020 which was its 2014 level.

The balance sheet structure remains sound and inter alia, financial reserves are unchanged.

VARIATION	2016	2015	VARIATION
<b>ASSETS</b>			
SUB TOTAL Fixed assets	521,190	500,784	4%
Tangible and intangible assets	306,688	271,372	
Financial assets	214,502	229,412	
SUB TOTAL Current assets	8,269,415	8,449,261	-2%
Inventory and work in progress	802	503	
Accrued assets	1,184,736	704,413	
Investments and cash assets	7,044,292	7,722,857	
Deferred charges	39,585	21,488	
<b>TOTAL</b>	<b>8,790,605</b>	<b>8,950,045</b>	<b>-2%</b>
<b>LIABILITIES</b>			
SUB TOTAL Association funds and reserves	6,987,771	7,133,553	-2%
Association funds and reserves	6,948,073	6,948,073	
Income controlled by financing third parties	129,733	69,957	
Retained earnings	55,747	199,977	
Loss for the year	-145,782	-84,454	
SUB TOTAL Debts	1,802,834	1,816,492	-1%
Provisions	163,810	0	
Dedicated funds	210,525	738,970	
Other debts	1,401,641	1,009,322	
Deferred revenue	26,858	68,200	
<b>TOTAL</b>	<b>8,790,605</b>	<b>8,950,045</b>	<b>-2%</b>

### Explanations

- 1 – The association still has significant reserves to invest in the future.
- 2 – The deficit recorded was anticipated and proved lower than expected.

## FINANCIAL PARTNERS

Many thanks to all the institutions and companies that support us!



### Companies and foundations

ASElectronics, Association Santé et Progrès, Beazley Solutions France, Clarins, Domaine de la Dragonnière, FACILOG, Fondation Agir Sa Vie, Fondation Air Liquide, Fondation IdKids, Fondation Insolites Bâtisseurs, Fondation Meeschaert, Fondation Mustela, Fondation Notre Dame, Fondation Sisley d'Ornano, Fondation Valoris, FROMI, Jacadi, Le Maillon, Lustin Coup de Pouce, TAPA EMEA, Thankseveryone, Topaze (Idea), Zankyou





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