



**La chaîne
de l'espoir**

Together, let's save children

2020

Activity Report



Editorial



Éric Cheysson, MD

Chairman of La Chaîne de l'Espoir



2020 was a year of great uncertainty and anxiety. However, our commitment across the world remained stronger than ever.

We continued our work in Sinjar, Iraq, under extremely difficult circumstances, beginning construction of what will become the Centre Médical Français de Sinjar. La Chaîne de l'Espoir also provided support to the local population after the two terrible explosions at the Port of Beirut in Lebanon. The health crisis also accelerated the development of new technologies to stay in touch with our partners and provide them with support and advice.

My thoughts are also with Amina, a little Afghan baby, and the surgical battle led by Dr Najebullah Bina to save this little girl. She was only five hours old when she was badly injured by armed men who killed her mother in the terrorist attack on the Médecins Sans Frontières maternity ward in Kabul. In such a sea of inhumanity, Amina was able to be saved and she has become a symbol of hope for us and the whole of Afghanistan.

Alain Deloche, MD, PhD
Founder of La Chaîne de l'Espoir



In the midst of the Covid-19 health crisis, unbelievably it felt like I was doing humanitarian work in France.

Never could I have imagined that one day I would be distributing masks to the elderly in care homes or providing French hospitals with ventilators.

Nonetheless, that is what our organization is all about: responding to urgent needs to save lives.

Alongside our work in France, we also wanted to provide support to countries where we are already established as quickly as possible. In particular, La Chaîne de l'Espoir provided support in Africa to combat Covid-19. We equipped hospital facilities and sent out ventilators, as well as protection kits for local people and healthcare staff. An oxygen concentrator was also sent to Dakar in Senegal.

At the same time, we also adapted our usual work since most of our projects had to be cancelled. It was temporarily impossible to send children requiring surgical treatment to France because of pandemic restrictions.

The consequences have been appalling: the waiting list has grown longer and children have suffered because of a lack of access to healthcare...We are therefore more determined than ever before to take action to save children.



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Associative Project

Our vision

We aim to correct the injustice of place of birth which deprives millions of children and women of access to good healthcare and surgical treatment.

Our mission

La Chaîne de l'Espoir is an international NGO founded in 1994. Our mission is to strengthen healthcare systems so as to give everyone, and particularly children, the same chance of survival and development. We work in 28 countries. Our global approach is centered on the child but also on mothers and disadvantaged communities.

How we work

La Chaîne de l'Espoir works with international bodies, governments and local authorities, as well as public and private bodies and local partners pursuing similar goals, both in France and overseas. We provide technical and financial support to our healthcare partners and work with schools. To achieve its goals, La Chaîne de l'Espoir is financed by donations from the general public and also by institutional backers.

Our commitments

Transparency and sound management of donations

La Chaîne de l'Espoir is mindful of the need to be fully transparent in its management of donations and all its activities are rigorously audited : its accounts, its management and its governance at headquarters and on the ground. It is regularly audited by institutional backers and the compliance of its annual accounts is certified by the Deloitte auditing firm.

We are also accredited by Don en Confiance and IDEAS, two bodies which certify that best practices have been followed regarding financial management, transparency, and monitoring the effectiveness of our

actions. Based on strict criteria, these accreditations are a guarantee of reliability and trustworthiness for both funders and donors.



Non-discrimination and neutrality

La Chaîne de l'Espoir treats all people equally without any discrimination on the basis of race, nationality, gender or religion. Our work is entirely neutral and impartial and does not favor any side in conflicts, armed or otherwise.

Cooperation and medical empowerment

La Chaîne de l'Espoir works closely with local medical teams. We seek to empower doctors and paramedical teams through training and financial, human and logistical support.

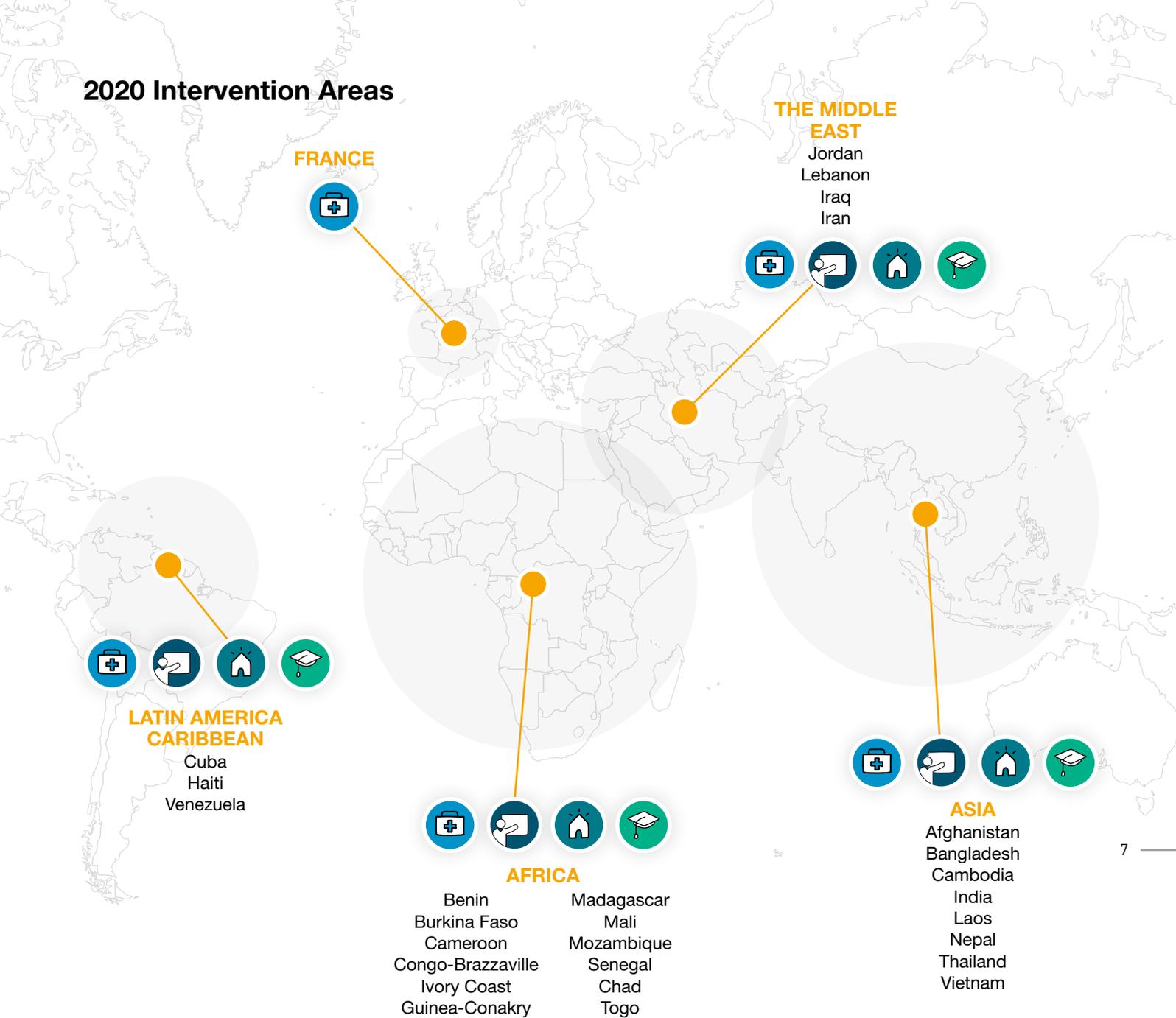
Integrity

La Chaîne de l'Espoir applies the principle of disinterested management in its choice of service providers. To this end, we adhere to strict ethical criteria and comply with procurement procedures which ensure transparency.

Respect

La Chaîne de l'Espoir supports vulnerable people humanely and impartially in compliance with medical ethics. In our fundraising methods, we are careful to avoid any words or images which might be offensive to people's dignity or beliefs.

2020 Intervention Areas



Our areas of intervention



Prevention and screening

from a very early age, particularly within the framework of health programs in schools.



Training

for local teams through our international network of medical experts.



Treatment and surgery

to meet the most urgent needs of children and mothers in France or overseas when they do not have access to the technical and financial means in their country of origin.



Hospital construction and equipment

in countries where healthcare facilities are inadequate.



Key events of the year



2020 key figures

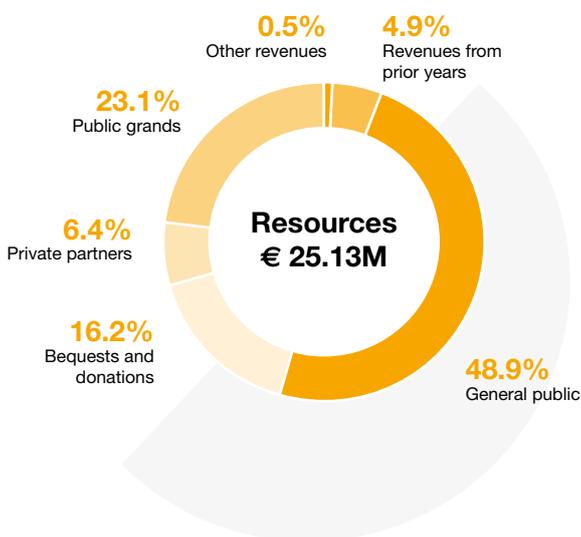
More than 
4.600 CHILDREN
 OPERATED

€ 22.26M
 GLOBAL BUDGET

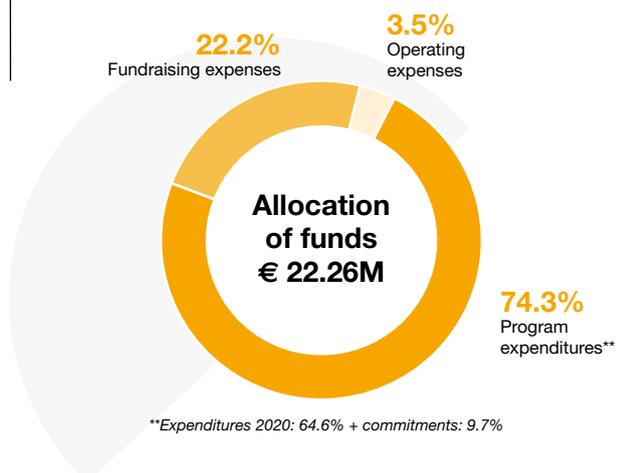
and **210.000**
**RECIPIENTS
 OF OUR
 PROGRAMS**



Principle forms of income by origin in 2020



Principle forms of expenditure by purpose in 2020



Coping with Covid-19

The health crisis and the closing of international borders made organizing projects and providing equipment more complicated. Nevertheless, medical procurement and international logistics remained very strong in 2020. Although La Chaîne de l'Espoir's support focused on Covid-19 requirements in particular, the usual programs represented more than half of consignments.

Nearly 20 tons and 210m³ were sent overseas to fifteen countries with a value of €1.2 million . Of this total, shipments specific to the health crisis only represented 40% of the weight, volume and value. Hospitals, care homes, paramedic teams, partner organizations: from the beginning of the pandemic, La Chaîne de l'Espoir provided support to 17 facilities across France, notably in the east of the country which was particularly badly affected. To achieve this, it used its own stockpile and supplies it was able to obtain from its suppliers. Its support mainly took the form of PPE (surgical and FFP2 masks, gowns, gloves, visors, etc.).

It also provided logistics for the biomedical equipment supplied to hospitals (syringe pumps, ventilators, oxygen flowmeters, etc.).

Internationally, La Chaîne de l'Espoir supported its traditional partners: CHU Tengandogo in Burkina Faso, Clinique du Luxembourg and Hôpital du Mali in Mali, Centre Cardio-Pédiatrique Cuomo and CHU Fann in Senegal, and Hôpitaux du Sacré-Cœur and Hôtel Dieu in Lebanon.

It also delivered PPE to several organizations working in Burkina Faso and Mali in particular.



Innovation

2020 was marked by the spread of Covid-19. As well as the terrible cost in terms of lives, the health crisis also turned the daily lives of individuals and organizations upside down because of the lockdown measures imposed.

Although the situation complicated deployment of projects on the ground, it also revealed the resilience of La Chaîne de l'Espoir and the tenacity of its spirit of solidarity.

Indeed, as soon as the first indications of the pandemic became apparent, the organization mobilized to fight Covid-19. We were able to make use of new technology to ensure the continuity of our medical work.



Training

The organization of webinars was an important resource in this area. A total of 60 sessions covering all specialties ensured that support for ongoing training with several partner hospitals could be continued: HME de Bamako in Mali, CNHU de Fann in Senegal, CHU de Tengandogo in Burkina Faso, HME de Bingerville in Ivory Coast and FMIC in Afghanistan.

Some sessions involved the participation of several countries simultaneously, thus intensifying interactions and the sharing of experiences.

Raising awareness of coronavirus among healthcare players was central in the distance learning cycle. A module focusing on Covid-19 was therefore created by our doctors and established to teach participants about the various aspects of viral infection such as physiopathology, the contamination process and the necessary protection measures.

The number of webinars increased over the course of 2020. From being a response to the health crisis, they became a real lever for preparing, complementing and enhancing face-to-face training assignments. This has been born out in several areas where the organization works to strengthen skills: radiology, orthopedics, minimally invasive visceral surgery and infectiology, to name just a few.

Distance learning led to the production of a large amount of very informative material. It will soon be evaluated, systematized and provided to ensure more partner establishments can benefit.



echoes®

Echoes® remote consultations have equally played a part in the organization's support for medical and teaching work. The echoes® program, where ultrasound scans can be performed remotely and in real time, took on new meaning within the context of the closure of international borders.

The 53 echocardiograms contributed to improving the diagnosis (and therefore medical or surgical treatment) for 268 children. Some scans led to the creation of a list of serious cases which could benefit from being transferred to France. Remote consultations were also used to prepare programs for cardiac surgery on the ground. An illustration of this was the cooperation established in October 2020 with CHU de Tengandogo in Burkina Faso whose echoes® scans led to the selection of patients to receive an operation during the January 2021 surgery program.

13 obstetric ultrasound scans were performed at FMIC in Kabul (2 scans) and HME in Bingerville (11 scans). 30 patients were seen and diagnosed.





Covid-19: Research and Development

The MODU-CARE humanitarian hospital: an innovative solution to address the main healthcare challenges

In reaction to the Covid-19 pandemic, La Chaîne de l'Espoir's Infrastructure and Equipment department, supported by a consortium of French businesses, very quickly decided to develop the concept of a humanitarian healthcare facility to address the global health crisis: an easily transportable modular hospital which could be constructed quickly and robustly. Developed in containers, the facility was designed to be very flexible and adaptable to various terrains.

It was initially created on the basis of five functional units: a technical and support area, a Covid screening and diagnosis area, an imaging area, a Covid surveillance area and, finally, a Covid + area for the most severe cases requiring intensive care. The medical and technical program of this modular hospital was subsequently enhanced with new functional units so as to cover efficiently a set of health needs going beyond just the response to Covid-19 alone. Thanks to this facility La Chaîne de l'Espoir now has an additional tool to improve access to surgery across the world. This new concept, developed during 2020, is now destined to be deployed internationally to contribute to improving the health of all. It will be constructed in France before being exported to countries where the organization is already established.

The CORO-PROTECTOR: A new medical device designed to protect healthcare staff

Alerted to the risks facing healthcare staff who are exposed to the virus on a daily basis, La Chaîne de l'Espoir wanted to support the initiative launched by Dr Vincent Lajarige, an intensive care anesthetist at Hôpital Joseph Imbert d'Arles, to create the CORO-PROTECTOR in collaboration with the company ASKORN.

This medical device improves the protection of healthcare staff exposed to the risks of contamination during treatment provided to patients suffering from Covid-19. Composed of a Plexiglas unit and a cover which isolates the patient's face, it allows staff to perform any anesthetic and resuscitation maneuvers while minimizing the risks of contamination. This innovation, patented by La Chaîne de l'Espoir and its inventor, is suitable for all bacterial and viral risks.

It may be used in any healthcare establishment with a resuscitation unit, an intensive care ward, monitoring in the operating theatre or an emergency department, even beyond the Covid-19 context. The organization plans to equip the hospitals it supports overseas with this device.





Inform, raise awareness and mobilize

Social media

-  **Facebook 71,065 followers** (+9.23% compared to 2019) • **330 posts**
-  **Instagram 6,340 followers** (+21% compared to 2019) • **295 posts**
-  **Twitter 6,788 followers** (+4.6% compared to 2019) • **369 tweets**
-  **Linkedin 4,461 connections** (+57% compared to 2019) • **245 posts**
-  **Youtube 2,980 subscribers** (+20% compared to 2019) • **26 videos**

COMMUNICATION & MARKETING

Marked by an extraordinary health crisis, 2020 saw the list of children waiting for surgery increase to a dangerous level. To raise awareness about their plight with as many people as possible, La Chaîne de l'Espoir continued its fundraising campaigns. Toky in Madagascar, Sakina in Burkina Faso, Arun in Cambodia and hundreds of other children across the world have therefore been saved.

At the same time, urgent fundraising was organized to address the priority needs connected to Covid-19 in France, the explosions in Beirut, Lebanon, and within the framework of the conflict between Armenia and Azerbaijan.

As is the case every year, one of the most important communication and marketing events was the end-of-year campaign. La Chaîne de l'Espoir's "I share the hope" message was again circulated on the internet and on television, and seen on posters at townhalls and in several towns in France, the regional press and on social media, etc.



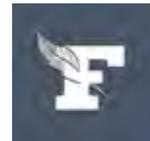


THE MEDIA

The goal of media relations is to intensify the reputation of La Chaîne de l'Espoir with the general public and therefore attract the attention of donors, partners and patrons.

The challenge of a long-term media strategy is to reach different audiences so that the organization benefits from regular visibility on a variety of media outlets. This was the case throughout 2020 via various media highlights:

- **January:** return of the twins Bissie and Eyenga to Cameroon, opening of a branch office and operation of little Gracy in La Réunion
- **February:** program on esophageal caustic stenosis in Ivory Coast, profile of the women involved in *Ouest France* and on *France Bleu*
- **March:** "Win the ocean" with skipper Benoît Hochart
- **July:** "Health Priority": special program focusing on cardiac surgery in Africa on RFI
- **November:** promotion of the book "Their Life is My Life" by Prof. Alain Deloche
- **December:** highlighting the children who came to France for an operation (Nantes, Lyon, Toulouse, Tours, Bordeaux), "Looking after the Yazidis of Sinjar" - Dr Éric Cheysson's column in *FigaroVox*



EVENTS AND BRANCH OFFICES

Numerous events were organized in 2020 by La Chaîne de l'Espoir's 16 regional offices located across France. Some events were held virtually due to the health crisis.

- La Chaîne de l'Espoir Mondays: 13 January with Philippe Labro, 3 February with Alain Juppé, 2 March with Alain Pujol, 28 September with Jean-Pierre Raffarin, 14 December with Antoine Basbous
- Solidarity sale in Portet: 7 March
- Play *Les Insoumis à Albi*: 7 March
- Concert by the choirs Do Majeur & A Clair'Voix in Luçon: 8 March
- Paris No Finish Line: from 10 to 14 June
- Golf competitions in Normandy: 23 August, 5, 13 and 25 September, 8 November
- La Solitaire du Figaro race: from 30 August
- Open Pays d'Aix CEPAC tournament: from 5 to 13 September
- Professionnels du Droit et du Chiffre virtual race: from 20 November to 8 December
- La corrida de Noël: from 1 to 24 December
- Éric Barbé's Loto solidaire: 27, 28 and 29 November

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DONATIONS, BEQUESTS, AND LIFE INSURANCE

The increase in the number of donations received by La Chaîne de l'Espoir is the fruit of our efforts over the last 20 years.

Communication with the general public and our special relationship with donors still play, as always, an essential role. Established in 2018, the campaign to promote donations to La Chaîne de l'Espoir ensures that we strengthen our presence throughout the year with the media with powerful and engaging imagery and messaging.

Two highlights from just one week distinguish this campaign: the broadcast in March and October of radio adverts (on France Bleu and France Inter) and the circulation of adverts in the press (La Croix quotidien and the newsletter). This communication strategy is strengthened through the provision of free advertising space in the press and on the radio (generally through regional media outlets, something which broadens our outlook) for longer periods, sometimes running for as long as three months.





Our projects in France

Transfer of children and treatment in France

In 2020, the team responsible for transferring sick children redoubled its efforts to enable young patients to come to France, despite the difficulties of international travel due to the health crisis.

18 girls and 9 boys were therefore able to reach France. However, due to the Covid-19 pandemic transfers were suspended between April and September.

The children had an average age of 6 and came from Madagascar, Congo-Brazzaville, Benin, Burkina Faso, Guinea-Conakry and Togo.

Six children aged under 2 and one under 1 also received treatment. Further, a young Madagascan woman, who had already been supported by La Chaîne de l'Espoir as a child, was able to receive follow-up surgery.

Two children from Madagascar were also transferred to the Centre Hospitalier Universitaire in La Réunion. This year, 93% of transfers involved cardiac procedures.

The others related to visceral or maxillofacial pathologies. As is the case every year,

La Chaîne de l'Espoir was able to count on the full support of its nine regional offices, host families and various hospitals located across France. Aviation Sans Frontières also helped enormously in bringing the children to France and taking them back to their country of origin.

In 2021, La Chaîne de l'Espoir will continue to support overseas children with treatment in France, adapting to how the health situation evolves.

Covid-19: mobile clinics in Île-de-France

In response to the emergence of the pandemic and the first lockdown in March, La Chaîne de l'Espoir linked up with the NGO Première Urgence Internationale (PUI) to improve medical and social access and support for those living in extremely precarious conditions in the Île-de-France region.

Sessions to raise awareness and provide information about Covid-19 were held and hygiene kits were distributed in squats, camps and slum areas in Seine-Saint-Denis and Val-de-Marne.

The team from La Chaîne de l'Espoir regularly worked on the ground with PUI and was able to identify needs in order to suggest supplementary medical action.

In 2021, La Chaîne de l'Espoir would like to extend its work by organizing screening for potential problems (vision, hearing, sensory) and compiling a list of children living in extremely precarious conditions.

Support for hospitalized children

La Chaîne de l'Espoir manages a program in 13 facilities in Île-de-France and La Réunion for children whose parents are absent or rarely present during their hospitalization for various reasons: geographical distance, psychosocial problems, children under the care of social services.

La Chaîne de l'Espoir sets up personalized support for all these young patients who are often suffering from serious pathologies. A dedicated volunteer visits them several times a week throughout their stay in hospital.



Initial involvement: 1994

Budget: €909,000

Sources of funding:

**Air France, Fondation nehs
Dominique Bénéteau, Proludic,
public donations**

Recipients: 417

Their presence, games, reading, conversation and listening thus improve the child's well being and alleviate or prevent certain problems due to emotional deprivation.

In 2020, 44 girls and 48 boys received support. More than 70 volunteers were mobilized, some of whom have supported several children. The number of young patients accompanied decreased compared to last year because of the health crisis, the impact being particularly strong during the months of lockdown.

Although visits to the children by volunteers were suspended between mid-March and mid-May, support continued through calls, letters and videos thanks to the invaluable involvement of teams within our partner facilities.

The children benefiting from the program were mainly aged 5 and under. The number of children without any parental presence is increasing.

The volunteers devoted more than 8,600 volunteering hours to the children and the program's activities. Nearly 25 discussion groups were organized by psychologists, enabling the volunteers to talk about their experiences. Some of the volunteers received training on hygiene and a better understanding of pathologies from the facilities involved.

However, the organization of joint conferences and training sessions had to be delayed until 2021 because of the pandemic.

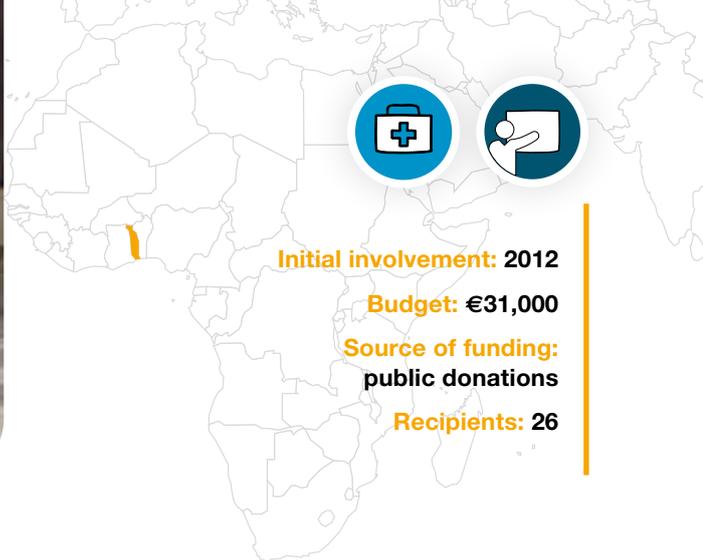


Finally, meetings were organized with various hospitals across France to study the possibility of introducing child support within those establishments. These meetings highlighted the value of this program for some young patients.

In 2021, La Chaîne de l'Espoir would like to deploy this program in new establishments and increase its visibility within facilities in order to support more children. Finally, it will enhance its work through the development of projects seeking to improve the daily lives and well-being of children hospitalized in France, in collaboration with the establishments involved.



AFRICA



Initial involvement: 2012

Budget: €31,000

Source of funding: public donations

Recipients: 26

Benin

Context

According to the African Development Bank (ADB) 2018 African Economic Outlook report, 40% of Benin's population lives below the poverty line. The unemployment and underemployment rate is high and its 2019 human development index remained poor: Benin was 158th out of 189 countries. Consequently, a significant proportion of the population does not have the resources required to meet its basic needs for survival, including access to healthcare. Public hospitals face numerous challenges and problems: dilapidated medical equipment, a lack of equipment, healthcare staff shortages, etc.

Our work

In 2020, La Chaîne de l'Espoir was able to continue its work in this country alongside its two hospital partners in Cotonou: Centre Hospitalier Universitaire de la Mère et de l'Enfant de la Lagune (CHUMEL) and Centre National Hospitalier Universitaire Hubert K. Maga (CNHU-HKM).

La Chaîne de l'Espoir organized a urological procedure for young patients suffering from hypospadias at the pediatric surgery department of CNHU-HKM. Hypospadias is a congenital anomaly found in boys where the opening of the urethra is located not at the end of the penis but elsewhere along the urinary tract of the organ. This procedure was performed entirely by the local pediatric surgery team at CNHU-HKM, under the responsibility of the head of the department, Professor Michel Fiogbé. Supervised remotely by Professor Agnès Liard-Zmuda from CHU de Rouen in France, 17 of the 26 children who were seen in the clinic subsequently had the operation.

The Covid-19 health crisis had a profound impact on surgical treatment outside the capital. No procedures could be organized in Benin because of the restrictions imposed by the Government.

Nonetheless, La Chaîne de l'Espoir was able to carry out a fact-finding mission in Klouekanmey



in January 2020 which sought to prepare a surgery program planned for March and which subsequently had to be cancelled.

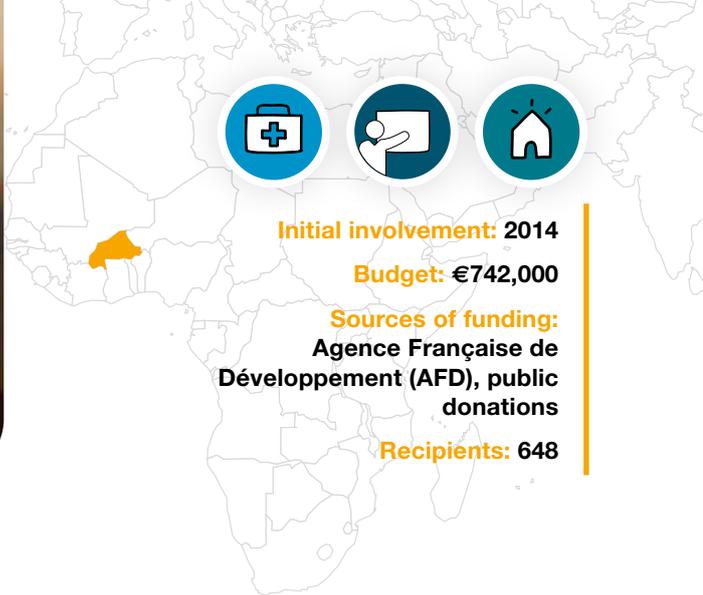
Thanks to the echoesCARDIO® scans used to make cardiology diagnoses remotely, eight children were assessed before being transferred for surgery for congenital cardiopathies. Six of them were treated at the Cuomo centre of CHU Fann in Dakar, Senegal. The other two were treated at CHU de Bordeaux in France.

In 2021, La Chaîne de l'Espoir would like to rearrange its programs and, in particular, envisages two covering reconstructive surgery for serious burn victims at CNHU, two mobile programs outside the capital and two in pediatric urology surgery.

A large donation of equipment will be issued to two hospital partners, CHUMEL and CNHU-HKM. The echoesCARDIO® scans will be continued, as well as medical transfers for children to France and Senegal.



AFRICA



Initial involvement: 2014

Budget: €742,000

Sources of funding:
Agence Française de Développement (AFD), public donations

Recipients: 648

Burkina Faso

Context

With GDP per inhabitant amounting to \$787 (approximately €650) in 2019, Burkina Faso is one of the world's poorest countries.

Further, its healthcare system has been weakened by the security issues which have beset the country for several years.

Burkina Faso has been the theatre for regular jihadist attacks since 2015. As a consequence, more than 1.5 million people in the country cannot access healthcare.

Our work

Noma and maxillofacial pathologies

In Burkina Faso, La Chaîne de l'Espoir and its partners have been implementing a prevention, awareness and medical/surgical support program for noma and maxillofacial pathologies since 2018. Co-funded by the Agence Française de Développement, this program has been deployed in four regions in the country.

Despite the emergence of the Covid-19 pandemic and a security situation which remains concerning, activities were maintained with just a few adjustments to implementation. Awareness and training sessions on noma and maxillofacial pathologies thus raised awareness and trained 329 health workers and 79 community liaison agents at 151 healthcare centres. Advocacy sessions reached 125 people.

Forum theatres and quiz shows were also organized in 20 villages and a camp for internally displaced people. Community liaison agents who had received training about noma and maxillofacial pathologies raised awareness with more than 40,000 people in Burkina's villages. Awareness messages and a radio play were broadcast, reaching more than 1,800,000 listeners.

Two surgery programs using a mentoring scheme with Burkina medical teams were organized and enabled 74 patients suffering from noma, cleft lip/palate and facial tumors to receive treatment.

Cardiac surgery

The program to support the development of cardiac surgery, which began in 2017 at CHU de Tengandogo, reached a major milestone with the achievement of four closed heart operations. These were performed completely independently by Burkina teams with material and financial support from La Chaîne de l'Espoir.

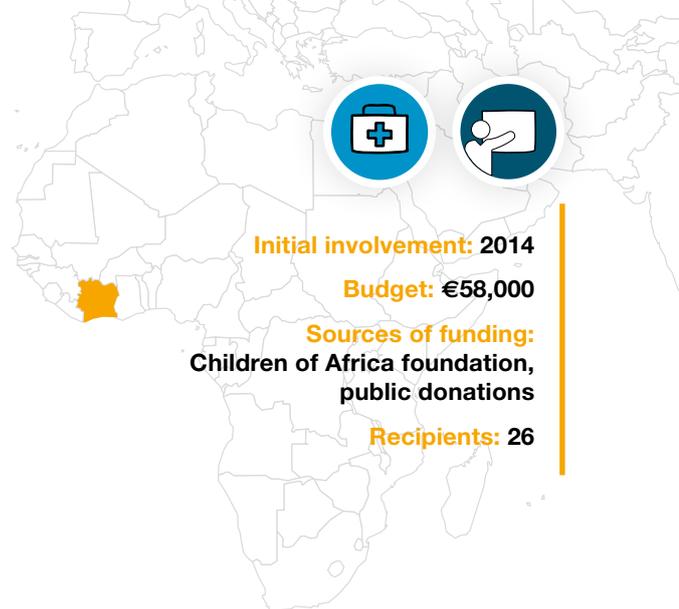
The organization of remote echoes® ultrasound scans made it possible to define a diagnosis for 37 children and include them on waiting lists for treatment in France or Burkina Faso. In this respect, La Chaîne de l'Espoir provided equipment, medicines and consumable items to the CHU. The first open heart surgery program is planned for January 2021 with the support of French medical teams.

La Chaîne de l'Espoir also contributed to the Covid-19 response plan. It provided the staff at CHU de Tengandogo with medical devices and PPE. La Chaîne de l'Espoir also organized remote training sessions for the CHU's medical teams on managing Covid-19 and participated in raising the population's awareness of this disease through the broadcasting of radio microprograms.





AFRICA



Initial involvement: 2014

Budget: €58,000

Sources of funding:
Children of Africa foundation,
public donations

Recipients: 26

Ivory Coast

Context

It is estimated that 200 children in Ivory Coast die every day from diseases which can be easily prevented and treated (source: Unicef).

Faced with a chronic lack of resources, the Ivorian healthcare system is struggling to develop good healthcare.

Our work

No projects could be organized in this country in 2020 due to the health crisis. However, La Chaîne de l'Espoir developed webinars to continue transferring skills to healthcare staff at Hôpital Mère-Enfant de Bingerville (HME).

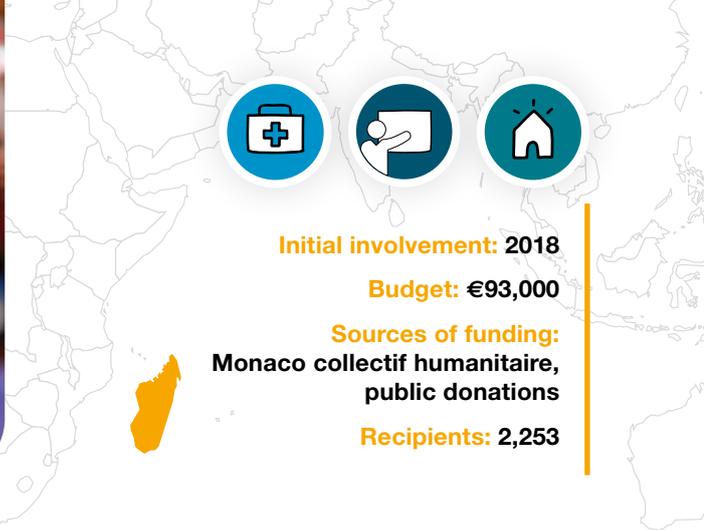
These webinars covered pediatric laparoscopic surgery techniques, management of Covid-19 among children, obstetrics and antibiotic therapy.

In 2021, La Chaîne de l'Espoir will develop the skills of HME's teams in line with the hospital's priority themes: establishment of centres of excellence for surgical procedures, a new maternity project and capacity building in interventional radiology. It will also train healthcare staff in retinal surgery and pain management.





AFRICA



Initial involvement: 2018

Budget: €93,000

Sources of funding:
Monaco collectif humanitaire,
public donations

Recipients: 2,253

Madagascar

Context

The healthcare system in Madagascar remains affected by a number of weaknesses and challenges. The structure of healthcare services is precarious. Facilities and healthcare professionals are unequally distributed across the country. Further, the budget is highly inadequate for addressing the various needs of the population, in terms of both quantity and quality.

Poor economic growth is heavily reflected in very low incomes for most of Madagascar's population. In such circumstances, screening and treatment for cardiac pathologies are not a State priority. The program to support the development of pediatric cardiac surgery, which has been implemented by La Chaîne de l'Espoir since 2018, is practically the only alternative for survival for numerous children suffering from cardiopathies.

Our work

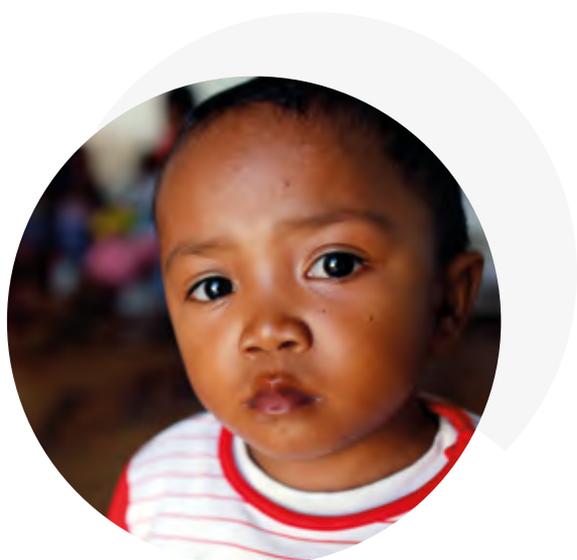
In 2020, the situation had significant consequences for young patients and the list of children waiting for treatment grew longer.

The two medical/surgical programs organized at the Centre hospitalier de Soavinandriana (CENHOSA) were unable to go ahead with the specialist doctors from CHU Félix Guyon de La Réunion as usual. They were carried out by doctors from CENHOSOA and enabled 321 children to be seen, compared to 784 children in 2019, i.e. a reduction of 59%. Eight surgical procedures were also carried out, a reduction of 71% compared to the 28 operations carried out last year. Further, 17 children (compared to 30 in 2019) travelled to France to have open heart surgery.

For the first time, La Chaîne de l'Espoir was able to organize a training and mass screening program in Madagascar. It took place in the region of Sava, in the extreme north-east of the island. It enabled 26 doctors to be trained on the telltale signs of pediatric cardiopathy and 1,889 pupils to be examined, 11 of whom had a heart defect. Remote ultrasound scans within the echoesCARDIO® program continued with the participation of cardiologists from CENHOSOA, CHU Félix Guyon de La Réunion and CHU de Bordeaux. They provided medical expertise for 17 cases of complex heart defects, thus contributing to building the capacities of Madagascar's doctors.

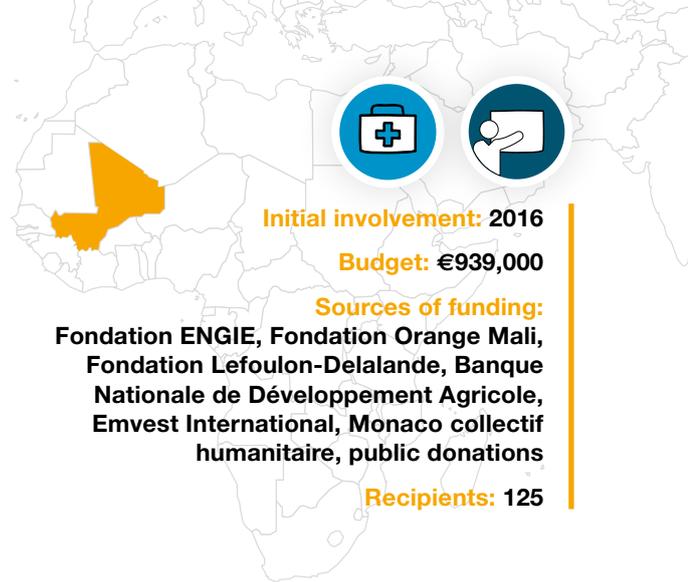
To tackle the Covid-19 pandemic, La Chaîne de l'Espoir supported Madagascar's response plan by providing biomedical equipment and PPE for healthcare staff.

In 2021, the main challenge will be initiating open heart surgery. To achieve this, CENHOSOA's technical facilities for cardiac surgery will be renovated and equipped, and a training program will be introduced through mentoring schemes.





AFRICA



Initial involvement: 2016

Budget: €939,000

Sources of funding:

Fondation ENGIE, Fondation Orange Mali, Fondation Lefoulon-Delalande, Banque Nationale de Développement Agricole, Emvest International, Monaco collectif humanitaire, public donations

Recipients: 125

Mali

Context

Like almost all the world's countries, Mali was affected by the Covid-19 pandemic in 2020, limiting the possibility of organizing international projects. Moreover, recurrent political destabilization has made a country already diminished by the conflict between military forces and jihadists in the north and centre of Mali since 2012 even weaker.

Our work

Cardiac surgery

Every year, the need for cardiac surgery grows in Mali. In 2016, in collaboration with Hôpital Mère Enfant-Le Luxembourg (HMEL) located near Bamako, La Chaîne de l'Espoir built and equipped the FESTOC centre, a technical facility focusing on pediatric cardiac surgery. In 2020, 56 cardiac operations were carried out at HMEL, some of which were supported by the organization of two international medical programs. Although travel was limited by restrictions connected to the pandemic, La Chaîne de l'Espoir maintained its assistance remotely via its biomedical team (to resolve equipment breakdowns) and via the purchase and dispatching of consumable items and equipment. Moreover, the echoes® remote consultation service continued. It enabled Malian and international cardiologists to collaborate and 52 video consultations were performed.

Restorative surgery

Further, Mali is one of the countries in the sub-Saharan regions most affected by so-called 'facial' pathologies such as noma and cleft lip/pallet. In 2020, within the framework of the restorative surgery program, the organization NEWFACE, La Chaîne de l'Espoir's local partner for preventing and treating maxillofacial pathologies, trained 70 traditional healers.

The latter are on the front line in terms of identifying these pathologies. A restorative surgery program was organized to facilitate the treatment of 50 children suffering from cleft lip/pallet, the after effects of noma and burns. Local surgeons carried out the operations independently.

As regards Covid-19, La Chaîne de l'Espoir supported partner hospital facilities for the protection of medical teams and treatment of confirmed cases. 17,500 FFP2 masks, 53,000 surgical masks and 100 3D protective visors were therefore distributed to healthcare staff at Hôpital du Mali and HMEL.

In 2021, La Chaîne de l'Espoir would like to continue building the capacities of the medical, paramedical and technical teams at the FESTOC centre. To achieve this, it will continue international projects, encourage South-South cooperation and identify new training opportunities in West Africa. It will also strengthen support for the surgical team in Mali for complicated restorative surgery procedures. It will also develop prevention and awareness of maxillofacial pathologies, including noma, in collaboration with medical teams in Burkina Faso.





AFRICA

Initial involvement: 2001
Budget: €210,000
Source of funding: public donations
Recipients: 167

Mozambique

Context

Mozambique is ranked 181st out of 189 countries by the UN in terms of development and faces a number of challenges. The healthcare system is limited by outdated medical facilities and a shortage of healthcare staff.

Our work

ICOR (Institut du Cœur), which opened in Maputo in 2001 with the support of La Chaîne de l'Espoir, was forced to halt a large proportion of its surgery work in 2020 to treat Covid cases. Nevertheless, 53 children did receive heart surgery. A single

surgery and interventional cardiology program was organized before the lockdowns (compared to two usually). Most of ICOR's equipment budget was used to purchase protective clothing to combat Covid-19.

La Chaîne de l'Espoir therefore increased its support, sending more than €100,000 worth of cardiac surgery equipment. Further, 114 children were hosted at the children's house. They were mostly children who had travelled from a long way away, like the young 13-year-old patient in the photo above who came from Beira (1,216 km from Maputo).



AFRIQUE

Initial involvement: 2019
Budget: €20,000
Source of funding: public donations
Recipients: 25

Chad

Context

In Chad, the mostly rural population is too poor and isolated to reach the hospitals in the large cities which have a surgical department. Moreover, the number of doctors and surgeons is far too low to meet the population's needs.

Our work

In view of this situation, La Chaîne de l'Espoir is developing an essential surgery program in Chad. Its aim? To treat common surgical conditions such as cesarians and appendicitis less than two hours from the home.

Due to the global health situation, the planned local training sessions could not be organized in 2020. However, research was carried out. In particular, it demonstrated the need to make the program a greater part of the country's socioeconomic and cultural context.

Opportunities for collaboration with local facilities will be studied. Projects will resume in 2021. Approximately 20 Chadian doctors should receive support for training leading to a diploma in essential surgery.



AFRICA

Initial involvement: 2014

Budget: €868,000

Sources of funding: Air Liquide, Axa, Bambini Cardiopatici nel Mondo, Fondation Cuomo, Fondation ENGIE, Fonds de dotation Mécénat Servier, public donations

Recipients: 1,591

Senegal

Context

Since it opened in 2017, the Centre Cardio-Pédiatrique Cuomo (CCPC) has increasingly become a centre of excellence for treating patients suffering from cardiac pathologies and training medical and paramedical staff in cardiac surgery. Despite recurrent problems surrounding a lack of human resources and procurement, the Centre is increasing its level of activity year upon year, thereby benefiting the population of Senegal and West Africa as a whole.

However, the response provided by the CCPC remains broadly below requirements.

Approximately 1,000 children with heart defects are born every year in sub-Saharan Africa and 80% of them die before the age of 5 because of a lack of specialist care.

Our work

Despite a good start with a weekly activity level which increased during the first months of the year (seven patient operations per week on average compared to five the previous year), the CCPC's work was strongly disrupted by the Covid-19 pandemic in 2020. The Centre was actually requisitioned to treat patients with Covid-19 for approximately six months, preventing any surgical procedures.

Consequently, the number of procedures fell by 42%, from 226 in 2019 to 132 in 2020. Among them were 75 children (59% of operations) and 106 open heart operations (i.e. 80% of the total). Further, 1,459 ultrasound consultations were carried out, compared to 2,500 on average usually. The pandemic and the resulting measures also had an impact on the CCPC's training work because of the difficulty of hosting overseas professionals. In spite of everything, the Pavillon des Enfants was able to support 12 children from neighbouring countries and their carers.

Since the start of the pandemic, La Chaîne de l'Espoir has also acted to support the Senegalese healthcare system to treat Covid-19 patients.

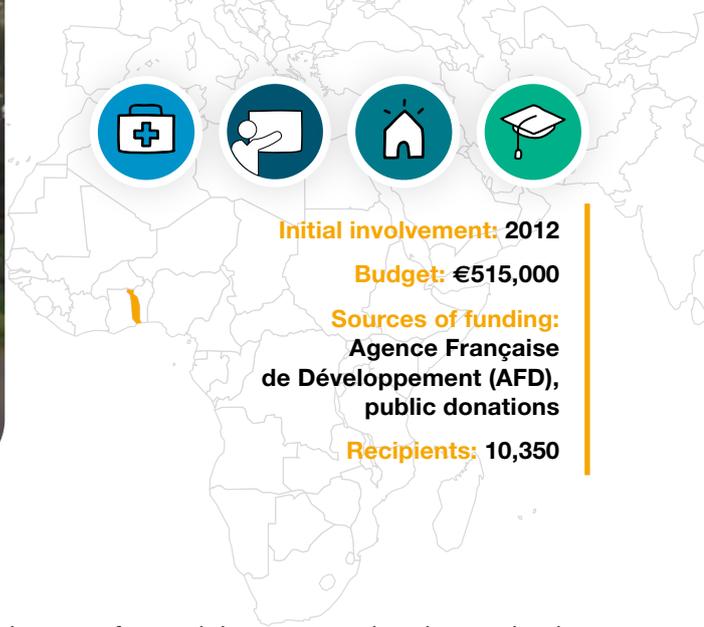
In practice, this meant dispatching medical devices (ventilators, intensive care beds, ultrasound scanners, portable radios, etc.), PPE for healthcare staff and medical consumables. Numerous face-to-face and remote training sessions were also organized on using and maintaining the equipment dispatched, as well as on treating patients at different stages of the disease.

In 2021, the increased activity of the CCPC will be supported by better operation of two functional operating theatres. Hosting of overseas children by the Pavillon des Enfants should also be developed through the establishment of a schedule encouraging their regular treatment at the Centre.





AFRICA



Initial involvement: 2012
Budget: €515,000
Sources of funding: Agence Française de Développement (AFD), public donations
Recipients: 10,350

Togo

Context

Togo has been reforming its healthcare system since 2017 to improve the quality of its care. However, it remains one of the most precarious systems in West Africa.

The problems are many: a lack of baseline modern public hospitals, a lack of equipment and a shortage of qualified healthcare staff.



Our work

Togo's schools were closed from 20 March to 2 November 2020 due to the Covid-19 pandemic. In spite of everything, much of the work envisaged was maintained thanks to the involvement of La Chaîne de l'Espoir's partners.

My Health, My School: a collective issue

The project "My Health, My School: a collective issue" (*Ma santé, mon école, un enjeu collectif* or MSME), launched in 2019 and co-funded by Agence Française de Développement (AFD), continued in 2020. Instructors from five schools established awareness-building activities for 9,800 pupils and 250 teachers. Two weeks of events focusing on school health and 25 radio programs produced for the occasion reached pupils and teachers from Lomé and the surrounding areas. Further, 285 instructors were trained in two other schools on leadership, self-organization and

themes of non-violence, sexual and reproductive health, and water, hygiene and sanitation. Moreover, 620 vulnerable children were supported with their schooling through payment of healthcare costs and the canteen, and issuing of hygiene kits. In collaboration with the NGO Antenna France, La Chaîne de l'Espoir also started a clinical study to identify the effects of spirulina in the food of 350 children suffering from anemia due to a lack of iron. La Chaîne de l'Espoir also began a pilot project to detect learning difficulties, "Project Ignace", in four primary schools in Lomé involving 405 pupils. In total, 14 teachers were trained and a network of eight healthcare professionals was set up.

Support for surgery

Most field projects had to be cancelled due to the health crisis. However, a pediatric surgery program was carried out at CHU Sylvanus Olympio (CHUSO) in Lomé, resulting in operations for 16 children. It was performed entirely by the local pediatric surgery team under Professor Jean-Pierre Komla Gnassingbé with remote supervision by Professor Yann Révillon. Children have also started to be transferred overseas again. Three children were treated without complications in France. In response to the pandemic, La Chaîne de l'Espoir donated PPE to staff at CHUSO. It also supported 630 vulnerable children and their families through three distributions of food and hygiene kits and the donation of 3,500 washable masks. Further, it provided 30 mobile handwashing devices installed in 13 public areas.

In 2021, the pilot Spirulina and Ignace projects will feed into the second phase of the MSME project. It will include a sensory screening element to anticipate any learning difficulties for school children. Further, mobile and orthopedic surgery programs will be scheduled.



AFRICA

Prevention and treatment of cesophageal caustic stenosis

Context

In 2020, La Chaîne de l'Espoir, with financial support from Agence Française de Développement, initiated a program to prevent and treat caustic burns in the esophagus in Mali and Ivory Coast.

Our work

2020 was disrupted by the global Covid-19 pandemic and it was also a difficult political year in both Mali and Ivory Coast.

Results were nonetheless obtained thanks to our volunteers, partners and teams on the ground: la Fondation Terre des Hommes Lausanne in Mali and la Croix Rouge in Ivory Coast. A surgery program organized at the start of the year at the Hôpital Mère-Enfant de Bingerville therefore led to 14 children from Ivory Coast and other countries in West Africa receiving treatment. Each child could be accompanied by a parent. Trainee surgeons and doctors from Ivory Coast, as well as several West African surgeons, were able to participate in the operations thanks to a live broadcast of the procedures in a meeting room.

The presence of these African medical teams also meant that practices could continue to be exchanged and skills transferred across the sub-region. Further, training courses were organized for users and retailers of caustic soda and artisan and trade representatives in both countries. Sessions to raise awareness were also carried out with a number of individuals. A harmonized protocol for recording, treating and monitoring cases of children who have been victims of accidental ingestion of caustic soda has been drawn up in Mali and work has begun in Ivory Coast.

In 2021, the harmonized protocol should be finalized in Ivory Coast and approved by the Mali Health Ministry, two surgical programs will be carried out in Ivory Coast and Mali, and training and awareness raising activities will be intensified at community level.



Initial involvement: 2020

Budget: €204,000

Sources of funding:

Agence Française de Développement (AFD), public donations

Recipients: 750

South-South care



Context

La Chaîne de l'Espoir organizes the transfer of children suffering from serious illnesses across Africa to several health facilities in West Africa where it has trained high level medical teams for several years.

Our work

In 2020, 15 children from different countries in Africa were transferred to treatment centres in West Africa for operations.

Five children (three from Benin, one from Senegal and one from Mali) were able to receive a surgical procedure for a visceral pathology (esophageal caustic stenosis). In January, a medical program was organized by La Chaîne de l'Espoir at Hôpital Mère-Enfant de Bingerville in Ivory Coast to receive and treat these young patients.

Further, ten children suffering from cardiac pathologies (six from Benin and four from Guinea-Conakry), accompanied by a parent, were transferred to the Cuomo pediatric cardiac centre at CHU Fann in Senegal where they were operated upon by the local team which had previously been trained by La Chaîne de l'Espoir. Their stay in Dakar had to be extended by several weeks following their operation because the Senegalese border was closed due to Covid-19 restrictions.

Initial involvement: 2019

Budget: €194,000

Source of funding: public donations

Recipients: 15

Support for providing specialized West African pediatric surgery qualifications

Context

Since 2014, La Chaîne de l'Espoir has contributed to training doctors enrolled on courses specializing in pediatric surgery in West Africa, Benin, Burkina Faso, Ivory Coast, Guinea-Conakry, Senegal and Togo. In each of the six programme countries in turn it organizes educational seminars on pediatric orthopedic and visceral surgery twice a year. Themes are determined in collaboration with the teaching teams of each country, enabling La Chaîne de l'Espoir to mobilize specialist doctors from its network.

Theory lessons are supplemented by procedures in the operating theatre in which students can participate. These are rebroadcast and commented upon live in a room containing approximately fifty participants on average.

Our work

Over the last few years, teaching has focused particularly on visceral and orthopedic traumatology, esophageal caustic stenosis, minimally invasive techniques in pediatric surgery, Hirschprung's disease and upper arm abnormalities.

In 2020, movement restrictions connected to the health crisis meant that it was not possible to organize these seminars and they have therefore

been postponed until 2021. However, as is the case every year La Chaîne de l'Espoir has offered six of the most vulnerable students the possibility of obtaining a bursary to meet their daily needs and pay registration and schooling costs.

This was the case for Dr Goudjo, for example, who received a bursary for several years, obtained his pediatric surgeon diploma in Togo and can now practice in Benin, his country of origin.



Initial involvement: 2014

Budget: €31,000

Source of funding: public donations

Recipients: 6



LATIN AMERICA - CARIBBEAN




Initial involvement: 2009
Budget: €38,000
Source of funding: public donations
Recipients: 32

Cuba

Context

In Cuba, the promotion of good health and access to free and universal healthcare was one of the cornerstones of the Revolution, making this developing country a model in this area. However, Cuba faces problems around the procurement of medicines and equipment, and ensuring the quality and organization of treatment, particularly specialist treatment.

Our work

A program was organized in Havana in 2020, despite the restrictions caused by the global

health crisis. Four pediatric surgeons and an anesthetist therefore organized several meetings at the Annual Conference of the Cuban Pediatric Surgery Society. They also trained house doctors and young surgeons in laparoscopic surgery techniques. These classes were approved by the universities of Havana and Holguín.

This team, enhanced by the presence of three Cuban surgeons, then carried out a treatment program in Holguín and Santiago de Cuba: 32 children suffering from urological and visceral pathologies received operations.



LATIN AMERICA - CARIBBEAN




Initial involvement: 2019
Budget: €45,000
Sources of funding: Centre de crise et de soutien du ministère de l'Europe et des Affaires étrangères, public donations

Venezuela

Context

Venezuela has been experiencing a major economic crisis since 2013 due to its dependence on oil revenue. The population has become poorer and there are frequent shortages of basic products. The healthcare system has not been spared. Access to treatment has been affected by the emigration of healthcare professionals, the lack of maintenance of medical equipment and the suspension of public services and supplies.

Our work

Thanks to a financial contribution from the Centre

de crise et de soutien du ministère de l'Europe et des Affaires étrangères, La Chaîne de l'Espoir is developing a treatment access project for the most vulnerable people in the country, a project which has been considerably held up by the Covid-19 pandemic. The project is structured around two themes: on the one hand, providing good surgical treatment for children through international programs involving volunteer healthcare teams from La Chaîne de l'Espoir; and on the other hand, strengthening the treatment capacity of two hospitals by training healthcare staff and supplying medicines, equipment and consumable items.



LATIN AMERICA - CARIBBEAN



Initial involvement: 2010

Budget: €442,000

Sources of funding:
Agence Française de Développement (AFD), Fondation ORLO, TP Media, public donations

Recipients: 2,540

Haiti

Context

Access to treatment remains difficult in rural areas of Haiti where healthcare facilities are few and far between or too far away to be easily accessible by the entire population. Further, the sociopolitical crisis which began at the start of 2020 has made numerous Haitians vulnerable, a situation aggravated by the Covid-19 pandemic.

Our work

Pediatric nursing specialization

There is no pediatric specialization in the initial training course for nurses. To address these needs, La Chaîne de l'Espoir has designed a program to train healthcare staff on these subjects which are so essential, and to improve the quality of treatments on offer to Haitian children. In 2020, the 40 student nurses in the third cohort studying for a pediatric specialization finished their training at Université des sciences médicales Quisqueya in Port-au-Prince. This program is supervised by La Chaîne de l'Espoir and Institut Necker Pédiatrie en Haïti (INPHA). It has continued with a new cohort of 40 nurses in 2020/2021 and preparations are underway for a fifth group in September 2021.

School health

Following Hurricane Matthew in 2016, the organization has been strengthening the assistance for schools it had already been providing on the ground since the earthquake in 2010. In 2020, it funded the reconstruction of a school destroyed by the hurricane. Further, the local medical team was enhanced. La Chaîne de l'Espoir has also continued its consultations in schools, in partnership with Fondation Paradis des Indiens. This Haitian organization works for the education and well-being of children in the district of Grande Anse in the extreme south-west of Haiti. It supports 2,179 school children in the Foundation's nine primary and infant schools.

In 2020, 74% of pupils received screening assessments, 85% had a medical examination and a dental practice was set up in September. Schools were closed for three months due to the Covid-19 health crisis. La Chaîne de l'Espoir therefore provided all pupils with food aid during that period. It also distributed hygiene kits, hydroalcoholic gel and masks to all families and Foundation staff.

In 2021, La Chaîne de l'Espoir would like to continue its work on school health in this country in the midst of a sociopolitical crisis which has already lasted for many months. It therefore plans to expand its network of specialists and strengthen awareness within the education community. It will also continue to support its partner Fondation ORLO which treats ophthalmic diseases.





Afghanistan

Context

The onset of Covid-19 has worsened the economic and humanitarian situation in Afghanistan, a country which has already been affected by nearly 40 years of war. Despite the start of peace talks between the Afghan Government and the Taliban, violence continues to cause extreme physical and psychological damage and is generating significant population movement.

In 2020, the UN estimated that 14 million Afghans needed humanitarian aid, i.e. more than twice as many as in 2019.

Our work

Training Afghan healthcare staff

Despite the health crisis, La Chaîne de l'Espoir has continued its training work at the French Medical Institute for Mothers and Children (FMIC) and 14 programs were organized involving 13 volunteer healthcare professionals. Five long pediatric cardiac surgery programs were organized running for a total of 250 days. Since 2006, La Chaîne de l'Espoir has focused on and supported the development and structuring of the cardiac surgery department at FMIC, the first in the country and which has an excellent reputation. Over the years, Dr Najeebullah Bina, who has been in Kabul with La Chaîne de l'Espoir since the beginning of this adventure, has trained local teams on the treatment of cardiac patients. Today, local teams are able to perform simple common operations and continue to be trained in more complicated cases by La Chaîne de l'Espoir. The organization has also continued its support for the development of the hospital's maternity department, created in 2016, and, in particular, organized two short treatment and training programs for gynecology and obstetrics, as well as three training programs for midwives. In the context of the pandemic, La Chaîne de l'Espoir has had to adapt, developing remote learning through the continuation of echoes® cardiology sessions and the organization of webinars on various specialties such as orthopedics, radiology, dental treatment and ophthalmology.

This has made it possible to strengthen theory training, maintain the bond with Afghan healthcare staff and share experience of the Covid-19 pandemic between the volunteer doctors from La Chaîne de l'Espoir and their Afghan colleagues. In total, 40 webinars were organized in 2020 for FMIC staff, doctors from the medical community in Kabul and other regions in Afghanistan. Further, La Chaîne de l'Espoir maintained its support for the post-doctoral medicine training program. In 2020, twelve house doctors obtained diplomas in eight disciplines including cardiovascular surgery, anesthetics and pediatric surgery.

Accommodation at the Pavillon des Femmes et des Enfants

Afghans found it harder than ever to access healthcare in 2020. The lack of good healthcare and treatment facilities has always been a major obstacle. However, the worsening security context and the emergence of the Covid-19 crisis made access to healthcare even more complex for most of the population.

La Chaîne de l'Espoir continued to support vulnerable women and children needing surgical treatment through the work of the Pavillon des Femmes et des Enfants. The Pavillon hosted 896 children from 34 regions of Afghanistan, accompanied by their families, who required healthcare services from FMIC. In total, 973 surgical procedures were performed and 301 new recipients were registered. La Chaîne de l'Espoir funds transport, accommodation and meal costs, awareness sessions on hygiene and health themes, as well as psychosocial support for patients when necessary.

In order to reach these isolated families across the entire country, La Chaîne de l'Espoir uses its national network of partners which send it children and women in need, in accordance with defined criteria. Priority is given to the most complex cases. As waiting lists have become too long, new registrations were suspended in 2020 for most pathologies. Further, due to



Initial involvement: 2005

Budget: €5,296,000

Sources of funding:

Agence Française de Développement (AFD), Clarins, Karen Woo Foundation, Kfunds, Global Affairs Canada via Health Action Plan for Afghanistan, Linda Norgrove, public donations

Recipients: 164,062

restrictions connected to the Covid-19 health crisis, access to the Pavillon was significantly limited and only children and women whose treatment could not be deferred were accommodated.

Faced with this unprecedented crisis, the team from La Chaîne de l'Espoir adapted its work. In collaboration with the Swiss organization Terre des Hommes, 1,000 hygiene kits were distributed at ten camps for displaced people in Kabul, to the benefit of 7,000 individuals. The nursing team also alerted those registered at the Pavillon to Covid-19 by telephone.

Since 2018, the Pavillon has expanded its gynecological surgery treatment work. Every year, the number of patients increases and, in 2020, 85 women received gynecological treatment. La Chaîne de l'Espoir also enhanced this support with the start of a pilot project in the second half of 2020. This project aims to identify and provide gynecological treatment for women who have been victims of violence and marginalization. To achieve this, the organization is hosting awareness sessions at camps for displaced people and shelters in Kabul.

Access to healthcare treatment at FMIC is guaranteed for the most vulnerable thanks to the Pavillon project, as well as the hospital's Welfare program which funds a proportion of patients' health costs depending on their economic situation. In view of the health crisis, La Chaîne de l'Espoir strengthened its support in 2020 with an exceptional transfer of €500 000 to FMIC for this Welfare program.

Project to expand the Hospital

With its partners from the Aga Khan network, La Chaîne de l'Espoir would like to expand FMIC to broaden the treatments it can offer adults and add 50 beds to its current capacity of 170. The organization is aware of the security and health obstacles, as well as the availability of human and finance resources. The goal is to enable FMIC to treat all categories of the population with a high level of treatment. Feasibility studies will begin in 2021 with financial assistance from Agence Française de Développement (AFD).

Outlook for 2021

In order to prepare for this expansion, in 2021 La Chaîne de l'Espoir will seek to strengthen its training work at FMIC in two main areas: adult treatment (in preparation for the expansion project) and gynecology/obstetrics with, in particular, the creation of a post-doctoral program in this specialty.

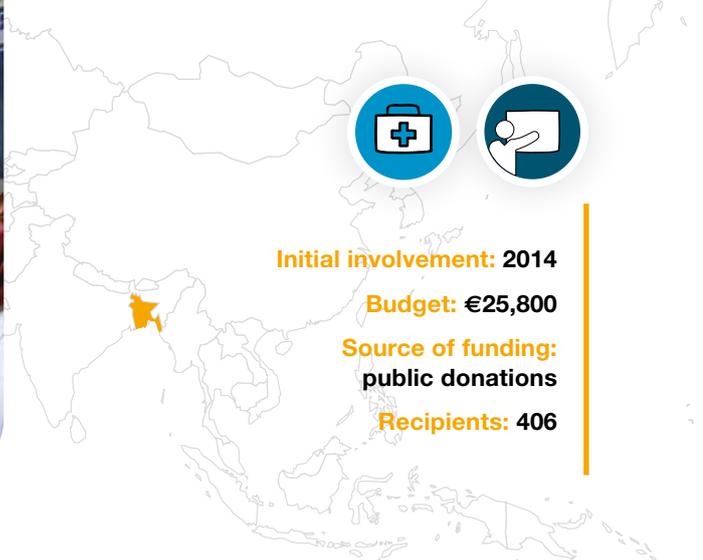


At the same time, La Chaîne de l'Espoir will continue its support for vulnerable children through the work of the Pavillon, giving priority to the 200 children who are currently on the waiting list, mainly for cardiac, orthopedic and general surgery treatment.

Finally, La Chaîne de l'Espoir is seeking to develop its support for vulnerable women, victims of marginalization and violence, through its project to improve access to gynecological treatment launched at the end of 2020. Two midwives therefore identify the women living in camps for displaced people and shelters who require gynecological treatment and who, if they so wish, are treated for free at FMIC.



ASIA



Initial involvement: 2014

Budget: €25,800

Source of funding:
public donations

Recipients: 406

Bangladesh

Context

In Bangladesh, caring for a population of more than 160 million inhabitants is a veritable challenge, particularly because of the lack of healthcare infrastructure and the shortage of qualified medical staff.

Our work

La Chaîne de l'Espoir has been collaborating with the local NGO Friendship since 2014, organizing medical programs on the floating hospitals of the island Chars and, more recently, providing its expertise in the development of Shyanmagar

hospital in the south of the country. In 2020, only three programs could be carried out for gynecological, orthopedic and pediatric surgery, and for cardiology consultations because of the Covid-19 pandemic. These programs led to the treatment of 330 vulnerable patients.

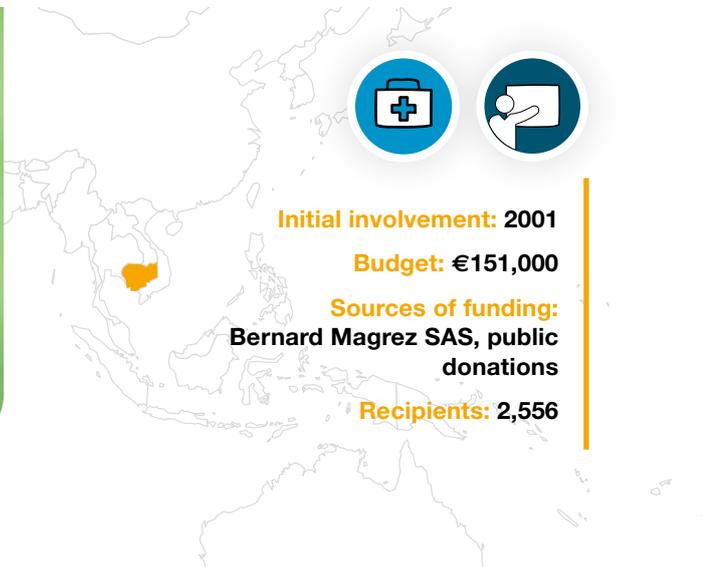
To overcome the inability to travel, teams from La Chaîne de l'Espoir developed remote training on managing the health crisis and infectious and child diseases.

These webinars, followed by 20 to 40 healthcare professionals per session, were aimed at Friendship doctors and paramedical staff.



30

ASIA



Initial involvement: 2001

Budget: €151,000

Sources of funding:
Bernard Magrez SAS, public donations

Recipients: 2,556

Cambodia

Context

Since 2001, La Chaîne de l'Espoir has been supporting the development of cardiology and pediatric cardiac surgery in Cambodia through its longstanding partnerships with Calmette Hospital and Kanta Bopha Hospital. In a country where 80% of the population lives in rural areas, it is estimated that half live below the poverty line. Disparities in access to healthcare remain considerable.

Our work

In 2020, La Chaîne de l'Espoir organized two

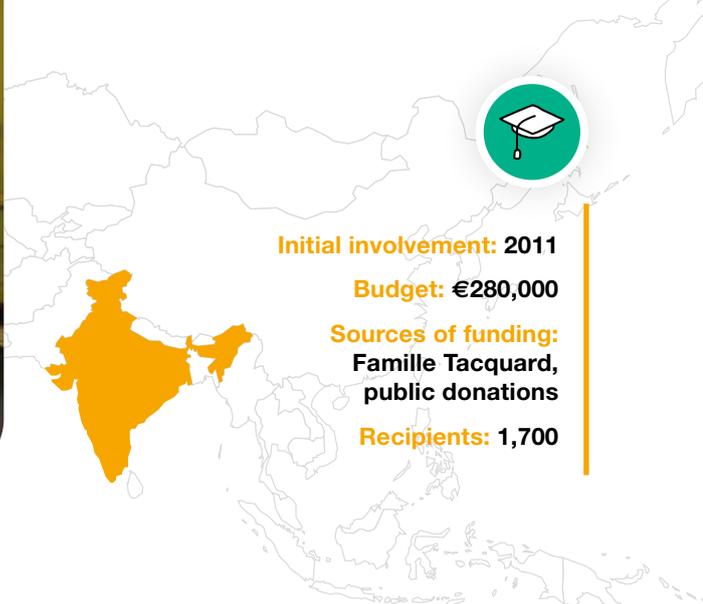
cardiac and neurological surgery training sessions at Kanta Bopha hospital in Siem Reap before programs were suspended.

Further, numerous children were unable to travel to the Pavillon des Enfants in Phnom-Penh because of the strict lockdown. Despite this, La Chaîne de l'Espoir was able to support 2,556 cardiology consultations and 23 pediatric operations.

La Chaîne de l'Espoir will continue its work in 2021 to train Cambodian teams and continue to treat vulnerable children suffering from cardiac pathologies.



ASIA



Initial involvement: 2011
Budget: €280,000
Sources of funding: Famille Tacquard, public donations
Recipients: 1,700

India

Context

The Covid-19 pandemic has tipped India into a major crisis. Numerous day laborers are no longer receiving any income and are struggling to cover their families' needs. This situation also increases the risk that the most vulnerable children are pushed into forced labor.

Our work

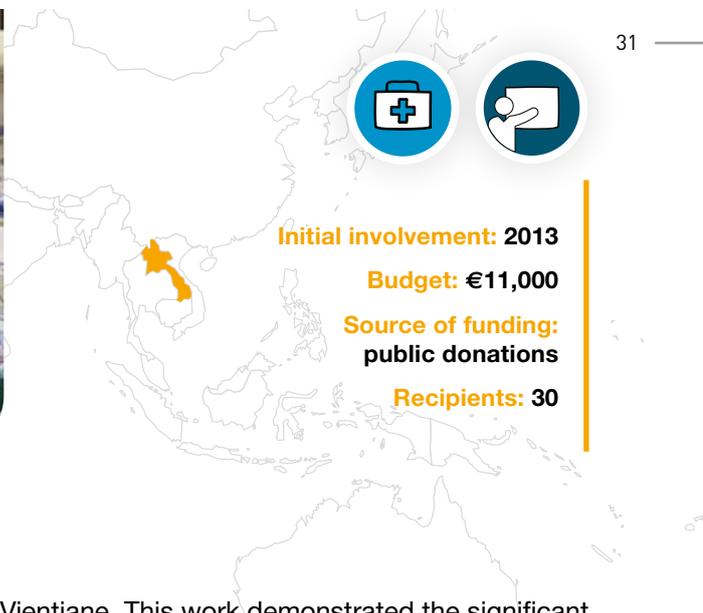
La Chaîne de l'Espoir works with a local organization, Taabar. In 2020, it managed to keep its five day-care centres and a girls' school open for 1,700 children from the slums of Jaipur.

La Chaîne de l'Espoir provided them with tutoring and one meal per day, as well as distributing hygiene kits. An emergency food aid program was set up for their families, providing assistance to more than 3,200 people. More than 2,000 free consultations were organized per month through the mobile clinic to raise awareness about preventative measures, initial symptoms, the importance of testing and, above all, treating common pathologies.

In 2021, La Chaîne de l'Espoir would particularly like to strengthen its work with girls who are especially exposed to the dangers of the street.



ASIA



Initial involvement: 2013
Budget: €11,000
Source of funding: public donations
Recipients: 30

Laos

Context

Child mortality is high in Laos. 5% of children die before the age of 5 (source: WHO). Access to pediatric surgical treatment is very limited because Laos only has one operational pediatric surgery department in the entire country.

Our work

Due to the travel restrictions connected to the Covid-19 pandemic, of the two programs initially planned only one could be carried out in 2020. 30 children were therefore seen in clinic and 17 received an operation at the Children's Hospital in

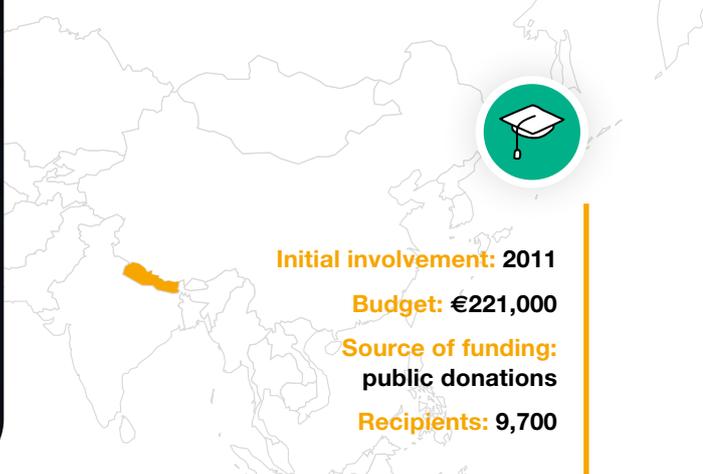
Vientiane. This work demonstrated the significant progress made by the doctors who had been trained who today can operate independently as regards visceral procedures.

The second program, focusing on strengthening the pediatric visceral surgery skills of the healthcare staff at Lao Friends Hospital for Children in Louang Prabang, was cancelled and should start in 2021.

However, in 2020 La Chaîne de l'Espoir was able to draw up an overview of the training requirements of the teams at that hospital for children located in the north of the country.



ASIA



Initial involvement: 2011

Budget: €221,000

Source of funding:
public donations

Recipients: 9,700

Nepal

Context

Nepal is one of the poorest countries in the world and in 2020 the health and social situation forced the most vulnerable groups to emigrate to the towns, resulting in many children living on the streets.

Our work

During the lockdown, our local partner, the NGO Child Protection Centers and Services (CPCS), kept its 26 health centres in schools and its four regional centres open, benefiting more than 9,500 children and their families in the districts of Katmandu, Dolakha, Sindhuli and Morang.

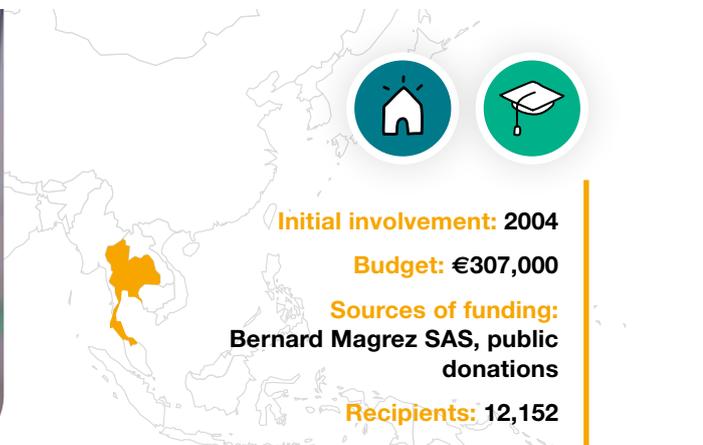
This work provided children with access to healthcare, information about Covid-19, a hot meal and psychosocial follow-up.

Nurses visited families who had stopped sending their children to school to identify any risks of violence or abuse. Emergency food aid was also distributed to 500 children who were without any resources.

In 2021, the CPCS will open five additional health centres and develop consultations to screen for sight, hearing and language problems.



ASIA



Initial involvement: 2004

Budget: €307,000

Sources of funding:
Bernard Magrez SAS, public donations

Recipients: 12,152

Thailand

Context

The Thai healthcare system is hailed as a role model in South East Asia. However, primary healthcare (such as screening and school health) remains limited in rural areas due to a shortage of healthcare professionals.

Our work

In 2020, more than 600 children received an oral examination and more than 3,500 received ophthalmological screening.

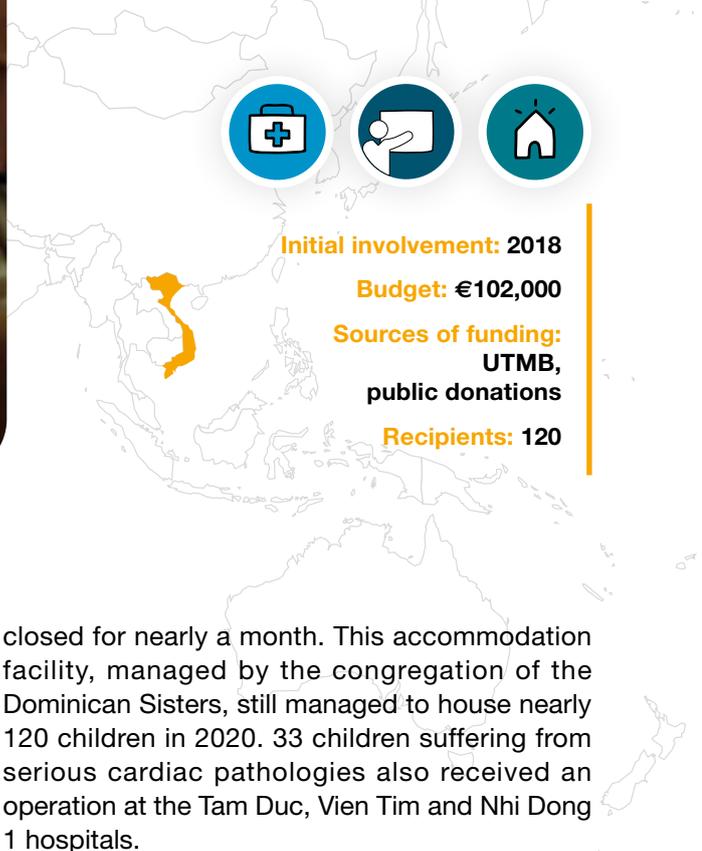
This work was accompanied by training about the importance of treatment, provided to 1,100

children and 55 parents. Sexual and reproductive health lessons were also organized in nine schools for more than 700 pupils. In the face of the Covid-19 pandemic, La Chaîne de l'Espoir carried out work to raise awareness with 200 pupils and distributed hygiene and food kits to the most vulnerable children.

Further, La Chaîne de l'Espoir continued to strengthen the skills of the Committee for the Protection of Childhood, a government social body, enabling 114 children suffering from health problems to be followed-up.



ASIA



Initial involvement: 2018

Budget: €102,000

Sources of funding:
UTMB,
public donations

Recipients: 120

Vietnam

Context

In Vietnam, regional disparities as regards available treatments represent an obstacle to accessing to healthcare, particularly for rural populations. Numerous pathologies can only be treated at hospitals in the large cities, such as Hô-Chi-Minh-City, requiring travel and accommodation costs as well as the cost of the operation.

Our work

In the face of the Covid-19 pandemic, the authorities requisitioned the hospitals and the Pavillon des Enfants in Hô-Chi-Minh-City was

closed for nearly a month. This accommodation facility, managed by the congregation of the Dominican Sisters, still managed to house nearly 120 children in 2020. 33 children suffering from serious cardiac pathologies also received an operation at the Tam Duc, Vien Tim and Nhi Dong 1 hospitals.

For the first time in 2020, UTMB® (Ultra-trail du Mont-Blanc) supported La Chaîne de l'Espoir in Vietnam with bibs in support of our work: twelve 'trailers' were mobilized, resulting in €24,000 being collected and 12 children therefore receiving an operation.





THE MIDDLE EAST



Initial involvement: 2012

Budget: €538,000

Sources of funding:

Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), public donations

Recipients: 1,205

Jordan

Context

Access to appropriate healthcare services remains very limited for Jordan's most vulnerable citizens. The situation is similar for the 663,000 Syrian refugees hosted by the country.

More than 48% are children and 86% live below the poverty line. Medical and surgical treatment is therefore financially inaccessible for the vast majority of them. And yet their needs are many. According to Jordan's Health Ministry, approximately 2% of the country's children suffer from congenital orthopedic and cardiac diseases. Every year, more than 3,000 babies are born in the country with congenital hip dysplasia and 250 with club foot.

Although Jordan was the first country to vaccinate refugees, the effects of the Covid-19 pandemic have been particularly devastating for the disabled: 88% have not been able to access the medical services they needed during this period. Disabled child and young adult refugees, as well as Jordanians, are rarely cared for and treated. Access to treatment is nonetheless essential to improve their quality of life and encourage their social, educational and professional inclusion.

Our work

In 2020, 140 children received an operation, including 133 suffering from orthopedic abnormalities.

This medical/surgical treatment was made possible in particular thanks to three international volunteer programs (two orthopedic programs and one cardiac program). Psychosocial support is an integral part of the work of La Chaîne de l'Espoir. 155 children and their carers were therefore able to receive appropriate support during individual or group sessions.

Thanks to financial support from the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), La Chaîne de l'Espoir also set up early detection campaigns and capacity building sessions.



The latter trained nearly 300 healthcare staff in screening, diagnostics, medical/surgical treatment and therapeutic follow-up for children suffering from congenital orthopedic and cardiac abnormalities. Moreover, nearly 1,000 children were screened in clinic.

All this work could not have been achieved without the assistance of an active network of partners (international and local NGOs, hospitals, community organizations, etc.) which identifies and follows up the individuals benefiting from these programs.

In 2021, La Chaîne de l'Espoir will continue its work on early detection of congenital cardiac and orthopedic abnormalities, identification of patents and follow-up of disabled children and young adults who are refugees or Jordanian nationals.

Finally, training healthcare staff on treating hospitalized children suffering from congenital abnormalities and funding expensive surgical treatment for these children will remain at the heart of our work.



THE MIDDLE EAST



Initial involvement: 2005

Budget: €525,000

Sources of funding:

Centre de crise et de soutien du ministère de l'Europe et des Affaires étrangères, Conseil régional d'Île-de-France, public donations

Recipients: 315

Lebanon

Context

Political instability, financial collapse, Covid-19 and an explosion at the Port of Beirut: humanitarian needs are constantly rising in Lebanon, a country which has been hit by a succession of crises. On 4 August 2020, two explosions at the Port of Beirut devastated a large part of the city, causing 204 deaths and leaving 6,500 injured. The hospitals, some of which were partially destroyed, have been overwhelmed by the flood of people suffering from Covid-19. They are also struggling to meet the growing needs of the Syrian refugees. According to research published by UN agencies, nearly 90% of Syrian refugees were living in extreme poverty in 2020, compared to 55% a year earlier.

Our work

Covid-19 response

In response to the health crisis, we provided logistical support to three hospitals with dispatching medical and biomedical equipment. We also distributed hundreds of PPE kits via our local partners.

Explosion at the Port of Beirut

In the days following the two explosions at the Port of Beirut, anesthetic products, medicines, equipment and consumable items were sent to the field to help treat the injured.

La Chaîne de l'Espoir's team was also on the ground to better assess needs. Beyond the direct consequences of the explosion, access to medical/surgical treatment is a major issue. Many sick people are unable to fund the excess for treatment not covered by national health insurance or private insurance.

La Chaîne de l'Espoir therefore introduced a mechanism to identify and refer vulnerable patients, and finances their surgical procedures at Hôpital du Sacré Cœur in Beirut.

This project, funded by the Centre de crise et de soutien (CDCS) du ministère de l'Europe et des Affaires étrangères, led to 94 people being supported in 2020.

Access to treatment

As regards our treatment access program for Syrian refugee children and the most vulnerable Lebanese children, 66 children suffering from congenital abnormalities were also treated via La Chaîne de l'Espoir's pediatric orthopedic surgery work in partnership with the Lebanese NGO URDA (Union of Relief and Development Associations). Further, 17 children suffering from cardiopathies received an operation and were cared for at Hôpital Hôtel-Dieu de France in Beirut within the framework of the pediatric cardiac surgery program developed by La Chaîne de l'Espoir with its local partner Heart Beat.

In 2021, screening and medical/surgical, orthopedic and cardiac treatment will continue in order to address the immense needs of this country in crisis. The project with CDCS in response to the explosions in Beirut will be continued. Moreover, thanks to the support of Agence française de développement (AFD), La Chaîne de l'Espoir will develop a national referral network, guide and information system to identify and monitor children suffering from congenital orthopedic diseases.

35





THE MIDDLE EAST

Iraq

Context

Between 2014 and 2015, the inhabitants of the Sinjar district, the historic home of the Yazidi community in the north-west of Iraq, were victims of atrocities committed by jihadis from Islamic State (IS). Men and the elderly were killed, young boys were forced to sign up and young girls were enslaved. The rest of the population fled, particularly to Kurdistan to the north of Syria. Today, the town and the surrounding area are still devastated, infrastructure is struggling to be rebuilt and exiled or displaced Sinjaris hesitate to return. La Chaîne de l'Espoir decided to assist in the reconstruction of health infrastructure in the town to help deal with this situation. The Nadia's Initiative foundation, which particularly supports the survivors of sexual violence, and its founder Nadia Murad, winner of the Nobel Peace Prize and spokesperson for the Yazidi community, are supporting this work.

Our work

Renovation of an operating theatre at Sinjar Primary Health Care Center

Working in Sinjar to build a new hospital facility, La Chaîne de l'Espoir initially took action to improve the only medical facility still operating after the

departure of Islamic State: the Sinjar Primary Health Care Center (SPHCC). That is where teams from the town's old general hospital, which had been completely destroyed, had been assigned. As the research phase and then construction of a hospital facility requires several years of work, La Chaîne de l'Espoir decided to renovate the technical facilities within the SPHCC to improve the surgical facilities available on the ground more quickly.

On 4 February 2020, Dr Éric Cheysson, Chairman of La Chaîne de l'Espoir, and Bruno Aubert, French Ambassador in Iraq, as well as representatives from the Centre de crise et de soutien (CDCS) du ministère de l'Europe et des Affaires étrangères, Nadia's Initiative and the Iraqi authorities (Health ministry, Ninive governorate, local authorities) therefore unveiled the surgical technical facilities of Sinjar Primary Health Care Center. This renovation was the result of close French/Iraqi collaboration. Four Iraqi firms were hired for the project and three French projects were coordinated on the ground by La Chaîne de l'Espoir in 2020.

Nonetheless, the health crisis led to a delay of several months before work of the operating theatre could begin. The first essential surgical procedures took place in November 2020. Today, 30 to 40 operations and approximately 40 births take place every month.

In November 2020, La Chaîne de l'Espoir also launched a program to strengthen the medical, paramedical and technical capacities of the local teams and to develop good surgical services. This work will continue in 2021. The training schedule envisages both remote teaching and face-to-face training within the SPHCC. These sessions are led by medical specialists from La Chaîne de l'Espoir and local participants.

Construction of the Sinjar French Medical Centre

La Chaîne de l'Espoir was asked to build a new hospital in Sinjar due to its expertise in medical engineering. The organization remains committed





Initial involvement: 2004

Budget: €1,110,000

Sources of funding:

Centre de crise et de soutien du ministère de l'Europe et des Affaires étrangères, European Union Madad Fund, public donations

Recipients: 266

to its values and motivated by the desire to help the most deprived so was delighted to assist with this project. We used French experts and a reliable technical team based in Erbil to make this project a success.

The Sinjar French Medical Centre (SFMC) aims to help strengthen the regional health system in order to better address the needs of the population in the Sinjar district and support the return of displaced and exiled people. This first independent hospital unit aims to offer medical and surgical support for women, pregnant women and children, as well as for men through the development of outpatient consultations. The whole of the SFMC will be built and equipped by La Chaîne de l'Espoir with financial support from the CDCS as regards construction and the EU Madad Fund for equipment .

Most of the medical and technical research required to launch construction was carried out in 2020

by French and Iraqi firms under the supervision of La Chaîne de l'Espoir and its construction experts.

The SFMC foundation stone was laid on 24 November 2020. The ceremony took place on the site which will host the future hospital facility. Work on construction of the SFMC will begin in July 2021 and is estimated to last for two years.

Until then, preparatory work is underway on the ground to adapt the site, as well as construct a 'life house' to accommodate the on-site teams. Subsequently, this initial facility will be turned into a nurses residence.

This new hospital facility, mostly created by Iraqi firms, will have a total of 27 beds and 31 places. In particular, the SFMC will include:

- a Women, Mother and Child unit for pediatrics, gynecology and obstetrics services
- outpatient consultation and examination rooms, including for antenatal care
- medical and surgical treatment services for hospitalized patients
- and a maternity unit including delivery rooms in particular

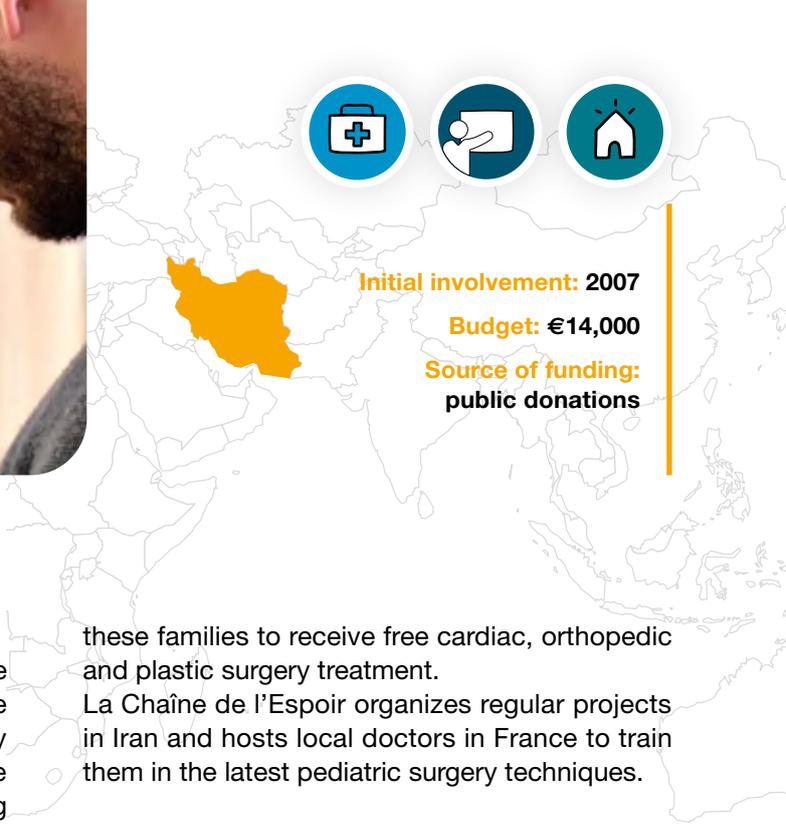
The Sinjar French Medical Centre is the first stage of an even more ambitious project: construction of Sinjar General Hospital with



the addition of supplementary departments such as accident and emergency, psychiatry and diabetology. La Chaîne de l'Espoir and its partners are seeking to establish and entrench the provision of good treatment for all, whatever the economic status or community of the patients, via these different initiatives.



THE MIDDLE EAST



Iran

Context

Iran's healthcare system has made remarkable progress over the last few years. However, the country's economic problems, exacerbated by the severity of the Covid-19 health crisis, are preventing many deprived families from accessing surgical treatment. They are also affecting proper implementation of La Chaîne de l'Espoir's work.

Our work

La Chaîne de l'Espoir has been supporting its partner Zanjireh Omid (La Chaîne de l'Espoir Iran) for several years to enable vulnerable children from

these families to receive free cardiac, orthopedic and plastic surgery treatment.

La Chaîne de l'Espoir organizes regular projects in Iran and hosts local doctors in France to train them in the latest pediatric surgery techniques.

This year, La Chaîne de l'Espoir was unable to carry out its usual work because of Covid-19. However, medical consumables specific to orthopedic microsurgery, which are very expensive and impossible to find in Iran, were dispatched.



Structure, Governance and Finances

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Funding and operational principles

Resources

The organization's resources come from four main sources of funding:

- 1 The **general public** represents the main source of income for La Chaîne de l'Espoir. These donors support the work of the organization, either through occasional donations to help finance surgical operations for children, or through regular donations supporting medium and long-term action, particularly the organization of local treatment and training programs, hospital equipment and educational programs.
- 4 La Chaîne de l'Espoir endeavors to generate interest from donors and the general public about **bequests** through its newsletter, publications and website in order to encourage exchanges of and requests for information. A special, established relationship is then created with the donor (bequests brochure, information, etc.).

Use of the different sources of funds by type of activity

Funds collected from the general public, bequests and some private corporate funds (sponsorship) finance all La Chaîne de l'Espoir's work (treatment for children in France, overseas treatment, school health, training, equipment and construction, etc.).

When they are for a specific project, these funds are earmarked so that they can be traced within the accounts. They are then used for the programs defined in agreement with the partner whose goals, budget and activities meet a specific set of specifications.

40 The general public is contacted by letter, email or telephone. Our main two development priorities are regular donations by bank transfer and online donations.

- 2 **Companies and foundations** help fund major projects for La Chaîne de l'Espoir in the form of partnerships which might last several years, particularly for hospital projects, treatment and training programs, and medical equipment programs. They can also contribute to the treatment program for children in France, educational support and school health programs or, more occasionally, operations for one or several children.

Joint events and rallies are also organized by companies and La Chaîne de l'Espoir to bring employees together to support a common cause (sporting events, auctions, gala evenings, etc.).

- 3 **Institutional partners** support La Chaîne de l'Espoir with the major projects in its long-term plan which, thanks to an integrated approach, seek to provide people with a multifaceted and sustainable response to their needs.



Voluntary contribution in kind

La Chaîne de l'Espoir also relies on in-kind support to fund its work.

- 1 • **VOLUNTEERING** makes an essential contribution to the work of the organization and its reach.

Volunteers working overseas:

Every year, several hundred surgeons, doctors, nurses and technicians ensure the success and professionalism of La Chaîne de l'Espoir's overseas medical and paramedical projects.

Volunteers for the assistance program in hospitals in France:

thanks to them, children (most of them French) whose parents are not present or only rarely so, can receive regular visits and a variety of activities which make their stay in hospital less of an ordeal.

Host families: children transferred to France for an operation are looked after by our volunteer host families. On average, a child stays in France for approximately two months. During that period, the host families give their time to the organization.

Volunteers at headquarters: the volunteers based at headquarters play an active role in administrative activities, fundraising and the organization of overseas projects.



Branch offices: established across France, our dynamic volunteers play a role in hosting children requiring an operation outside the capital, and organizing events and rallies to develop La Chaîne de l'Espoir's reputation and raise money.

- 2 • **MATERIAL GIFTS AND BENEFITS IN KIND** represent important support for our work. Professionals offer us medical material and equipment or furniture, as well as various services, particularly around communication, free of charge.

- 3 • **SKILLS-BASED SPONSORSHIP** is when a company provides qualified staff for periods of time running from a few days to a few years. This is invaluable aid for La Chaîne de l'Espoir and a source of personal fulfilment for employees.

Principle elements governing relations / agreements with French or overseas organizations working on behalf of La Chaîne de l'Espoir

La Chaîne de l'Espoir's collaboration with other organizations is generally regulated by specific agreements, setting out, amongst other things, category of recipients, purpose, definition of the planned operations, responsibilities of each organization involved, schedule, and operational monitoring and assessment procedures.



Governance

Legal structure of La Chaîne de l'Espoir

La Chaîne de l'Espoir is an organization established in accordance with the French law of 1 July 1901 and declared to the Paris Prefecture on 12 December 1994 under Reference No. 94/4993.

Scope of La Chaîne de l'Espoir's annual report

La Chaîne de l'Espoir's annual report covers all its activities: treatment for children in France, emergency action, treatment and training projects, construction projects, equipment, educational programs and school health.

La Chaîne de l'Espoir members

La Chaîne de l'Espoir has 215 active members, all of whom have voting rights.

The Board of Directors of La Chaîne de l'Espoir in 2020

The Bureau

Chairman:

Dr Éric Cheysson,

Head of Vascular Surgery at Hôpital René Dubos, Pontoise

Term of office: until June 2021

Vice-chairmen:

Dr Philippe Valenti,

Hand Surgeon at Clinique Jouvenet, Paris

Term of office: until June 2021

Jean-Roch Serra,

Former Director of the Medical Division of the Siemens Group

Term of office: until June 2023

Secretaries:

Dr Sylvain Chauvaud,

Cardiovascular surgeon, Paris

Term of office: until June 2021

Françoise Monard,

Senior consultant

Term of office: until June 2021

Treasurer:

Emile Dinet,

CEO of the SENY Group

Term of office: until June 2021

Members

Dr Catherine Amrein,

Anesthetist

Term of office: until June 2023

Dr Gérard Babatasi,

Head of Heart Surgery

at CHU de Caen

Term of office: until June 2026

Professor Christophe Chardot,

Pediatric surgeon

Term of office: until June 2025

Dr Michel Cymès,

ENT specialist at Hôpital Européen

Georges Pompidou, Paris – Journalist

Term of office: until June 2023

Gonzague Desforges,

Retired engineer

Term of office: until June 2026

Philippe Dumas,

Retired Inspector-General of Finances

Term of office: until June 2023





Denis Duverne,

Chairman of the Board of Axa

Term of office: until June 2026

Professor Antoine Lafont,

Interventional cardiologist at Hôpital Européen Georges Pompidou, Paris

Term of office: until June 2026

Jacques Maillot,

Founding chairman of Nouvelles Frontières

Term of office: until June 2026

Philippe Peyrat,

Executive Director of Fondation Engie

Term of office: until June 2025

Sébastien Prat,

Lawyer, Paris

Term of office: until June 2026

Professor Yann Révillon,

Former Head of the pediatric surgery department

Necker-Enfants malades, Paris

Term of office: until June 2025

Dr Dominique Tournay,

Anesthetist

Term of office: until June 2023

Dr Jean Vendroux,

Plastic surgeon

Term of office: until June 2023

AP/HP

(Represented by Ms Florence Veber,

Director of international affairs at

Assistance Publique - Hôpitaux de Paris

Term of office: until June 2021

Management Team

Operational management is provided by a management team charged with implementing the strategy drawn up by the governing body.

This team covers general management, operations management, administrative and financial management, development management and human resources management.

Specialist committees of La Chaîne de l'Espoir

The Management Committee

The role of the Management Committee is to oversee implementation of the decisions made by the Board of Directors and correct execution of La Chaîne de l'Espoir's work and projects. It is composed of members of the bureau and the organization's operational directors. It meets at least once a month.

The Financial Committee

The role of the Financial Committee is to explain strategic financial decisions, such as the equity policy or investment decisions, to the Board of Directors.

The Audit and Internal Control Committee

The Audit and Internal Control Committee is an internal supervisory body which actively monitors risk prevention and compliance with the governance rules. It is composed of qualified individuals from the Board of Directors and from outside the organization.

It has a direct link to the Audit and Internal Control Manager (*Responsable de l'Audit et du Contrôle Interne* or RACI) who reports to it. It analyses the risks facing the organization (on the basis of a risk map regularly updated by the RACI) and ensures that the organization's structure and procedures take prevention of such risks into account. It also ensures that the organization is managed in accordance with the law and the rules of good governance, that there are formal procedures with appropriate checks on management processes, and that the production and external audit of the corporate accounts are carried out in accordance with the regulations.



The organization's main provisions for ensuring appropriate internal monitoring

The Audit and Internal Control Manager (RACI) is charged with formalizing internal monitoring procedures.

The RACI advises and supports the various departments with developing management and internal monitoring procedures for the organization, and regularly checks that these are applied correctly. The RACI organizes internal audits at headquarters and in the field or performs them directly.

In the interests of independence, the RACI reports directly to General Management which may also entrust them with performing internal investigations. Further, La Chaîne de l'Espoir regularly calls upon professionals from outside the organization to audit its procedures and its strategy.

La Chaîne de l'Espoir is also obliged to report to various external bodies which audit the good management of the organization and its governance:

- Le Don en Confiance, an oversight body working with French organizations and foundations which share respect for a series of ethical principles in terms of fiscal discipline, accounts transparency and governance.
- Deloitte, an independent auditor which guarantees the discipline of our management every year.
- Backers from international institutions (ECHO, AFD, CDCS, etc.) monitor our activities, our accounts and our management and governance methods, at headquarters and in the field.
- La Chaîne de l'Espoir may be audited at any time by the Court of Audit.

La Chaîne de l'Espoir has been certified by the IDEAS scheme since 2012, demonstrating the quality of its governance practices, its good financial management and the efficiency of its work.

The organization's main provisions for ensuring the prevention of fraudulent practices and conflicts of interest, and the promotion of ethics

In order to prevent and combat any illegal, dishonest or immoral practices it might face within the framework of its work, La Chaîne de l'Espoir applies a zero tolerance policy in this area and implements a number of measures. Contractual relations between La Chaîne de l'Espoir and its suppliers or partners are regulated by ethics clauses which consolidate their ethical commitments and provide for verifications and, where applicable, sanctions.

La Chaîne de l'Espoir has policies in place to prevent fraud, corruption and ethical risks which rest in particular on compliance with the principle of separation of duties and on internal monitoring measures.

Further, everyone working at La Chaîne de l'Espoir is subject to, and undertakes to comply with (and ensure compliance with), a code of ethics and behaviour which defines and contributes to spreading the values we uphold.

All employees demonstrate their support for the organization's humanitarian and ethical principles by signing this document.

Assessment of the quality of La Chaîne de l'Espoir's work

La Chaîne de l'Espoir's close contacts with the health authorities of the countries where we operate ensure that their usefulness and efficiency can be assessed. Before setting up a project, one or several assessments are generally carried out to determine the context, needs, goals to be achieved, expected results, activities to be carried out, and human and material resources required. The viability and sustainability of the project are also examined. A provisional budget is drawn up once these elements have been obtained. Program monitoring and assessment is carried out on the basis of this information.

Achievement and impact indicators are defined and regularly monitored through operational management charts. Financial guidance is provided by monitoring completed and provisional budgetary consumption which is updated monthly. For some projects, investigations are carried out at the start, during and at the end of the project to assess any progress made and the impact of the project. Recipient satisfaction surveys may also be conducted at the end of the project. If necessary, program assessment is carried out by specialist external bodies.



Human Resources

La Chaîne de l'Espoir's structure rests on permanent employees working alongside a large network of volunteers (host families, companions, medical and paramedical staff, technicians, administrative staff) in France and for projects on the ground.

Number of employees at the end of 2020

On 31 December 2020, 53 full-time equivalent employees were working for La Chaîne de l'Espoir at its headquarters in France.

La Chaîne de l'Espoir also has numerous expatriate or local employees at its overseas facilities in its operational areas:

Afghanistan	29
Togo.....	11
Iraq	9
Mali.....	8
Jordan	8
Thailand.....	4
Cambodia.....	3
Lebanon	3
Burkina Faso	3
Madagascar	3
Ivory Coast	1
TOTAL	82

Number of volunteers in 2020

La Chaîne de l'Espoir has been able to count on the support of 543 volunteers across the Organization's roles:

Volunteers for overseas programs.....	61
Volunteers for programs in France	116
Host families.....	250
Branch office volunteers.....	76
Headquarters volunteers	40

Remuneration policy within the organization

La Chaîne de l'Espoir's remuneration policy is based on the career path, skills and responsibilities of each employee within the organization.

La Chaîne de l'Espoir has endeavored to introduce a consistent salary scale and to perform assessment interviews with each employee on a regular basis.

The annual combined salary of the Organization's three most senior directors amounts to €220,248.



Acknowledgements

All the donors and volunteers who are part of this 'chain of hope' [Chaîne de l'Espoir]

Institutional partners

Agence Française de Développement, Agence Régionale de Santé de l'Océan Indien, French Embassies and Consulates in the countries in which La Chaîne de l'Espoir operates, Australian Aid - High Commissioner of Australia in Ghana, Centre de Crise et de Soutien (CDCS) du Ministère de l'Europe et des Affaires étrangères (MEAE), Conseil Régional d'Ile-de-France, Direction de la Coopération Internationale Monaco, Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), EU Regional Trust Fund in Response to the Syrian crisis (the 'Madad' fund), Global Affaires Canada (GAC), Institut National des Hautes Etudes de la Sécurité et de la Justice (INHESJ), Ministère de la Défense, Ministère des Affaires Etrangères, Préfecture de la Réunion.

Sponsors

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