

# Close to those in need

Annual Report 2021



**50**  
years

People for development



**This Annual Report is an extract of AVSI's 2021 Social Report, which can be viewed in full at [avsi.org](https://avsi.org), and has been prepared by**

Bruno Nazim Baroni, Aurélien Bertholet, Lucrezia Cerabino, Maria Laura Conte, Mauro Giacomazzi, Aldo Gianfrate, Monica Mascolo, Francesca Peverelli, Arianna Scroccaro, Dania Tondini, Anna Zamboni

**Translator**

Sheila Berti

**Proofreaders**

Jackie Aldrette, Angie Kilner

**Graphics**

Cultur-e

**This publication has been made possible thanks to the contribution of all of AVSI's staff in Italy and all over the world**

**Financial statements certified by EY S.p.A**

AVSI Foundation's project design is in line with **UNI EN ISO 9001:2015 International Standard**



**AVSI's Annual Report photos were taken by**

Matteo Bastianelli, Alex Bellini, Marco Calvarese, Alessandra Fuccillo, Aldo Gianfrate, Eugenio Grosso, Erick Laurore, Alberto Maretti, Sara Melotti, Emmanuel Museruka, Francesco Pistilli, Stefano Schirato



# Table of contents

## **6 2021 / Close to those in need**

## **8 2021 / In numbers**

## **10 Who we are / General information about the Foundation**

- 11 Information and offices
- 14 International and national memberships and accreditations
- 16 Areas of operation
- 18 Articles of Association
- 18 Values and objectives

## **20 Structure, governance and administration**

- 21 Governance
- 22 Compliance
- 25 Code of Ethics
- 26 Quality certification
- 26 Risk assessment and management

## **28 Stakeholders**

- 30 Protagonists
- 31 Founding members
- 31 Staff
- 31 Local partnerships
- 31 AVSI Points
- 32 Donors
- 34 Main donors and partners

## **38 Our people**

- 39 Organizational structure: AVSI-as-One
- 40 Staff

## **42 Objectives and activities**

- 43 Objectives and results
- 44 Projects
- 48 Beneficiaries
- 49 Sectors of activity and policy areas
- 51 Results of the projects concluded in 2021
- 52 Focus 2021
- 55 Distance Support Program
- 56 Intercountry Adoptions

## **58 Economic and financial position**

- 59 Private and public fundraising performance
- 59 Private fundraising campaigns
- 61 Aggregate financial statements
- 62 Key Performance Indicators (KPI)
- 66 Income Statement





# 2021

## Close to those in need

The numbers in this Annual Report, along with evaluations, descriptions, charts and testimonials showcase the hallmarks of AVSI, which in 2021 experienced many challenges due to the realities of the operating countries. Humanitarian emergencies press on and we are always ready to look for new solutions, to design and implement our projects by combining experience and innovation, and to also measure and objectively evaluate their impact.

In this complexity, we can trace some key words that enable us to enter the heart of our organization. For the challenging year we leave behind, we remember these words above all: *close to those in need*. This expression reflects the position from which our action takes its cue, which is not just doing something *for* someone, or *in place of* someone. Each of our programs and interventions, in fact, aspires to be implemented close to the people who are most vulnerable, encouraging *them* to be the protagonists. This is the approach we believe in, which allows us to undertake a long path together, to seek with our beneficiaries the most appropriate ways to learn about their needs and to together build concrete responses.

*Close to those in need* is a criterion for the intelligence of reality, for action, for authenticity.

*Close*, moreover, is an adverb that has gained even more meaning with the pandemic. Forced to keep our distance to ensure the health of our beneficiaries and workers, especially with the most fragile, we had to identify new ways to be present and physically close. We reorganized our activities ensuring both distancing as a preventive measure and the proximity essential to work together, without delegating everything to virtual means.

The search for this new way is one of the main challenges of development cooperation, which is always evolving. A challenge that - as stated in this Annual Report - AVSI embraces: supporting human development by being in the field, close by, while also always guaranteeing that the people encountered have the autonomy and freedom to get involved and grow.

Even where the possibility of building a future is threatened by crisis or emergencies, being close to those in need feeds the hope that for everyone there is always the chance of a new beginning.

**Patrizia Savi**  
President

**Giampaolo Silvestri**  
Secretary-General



# 2021

## In numbers

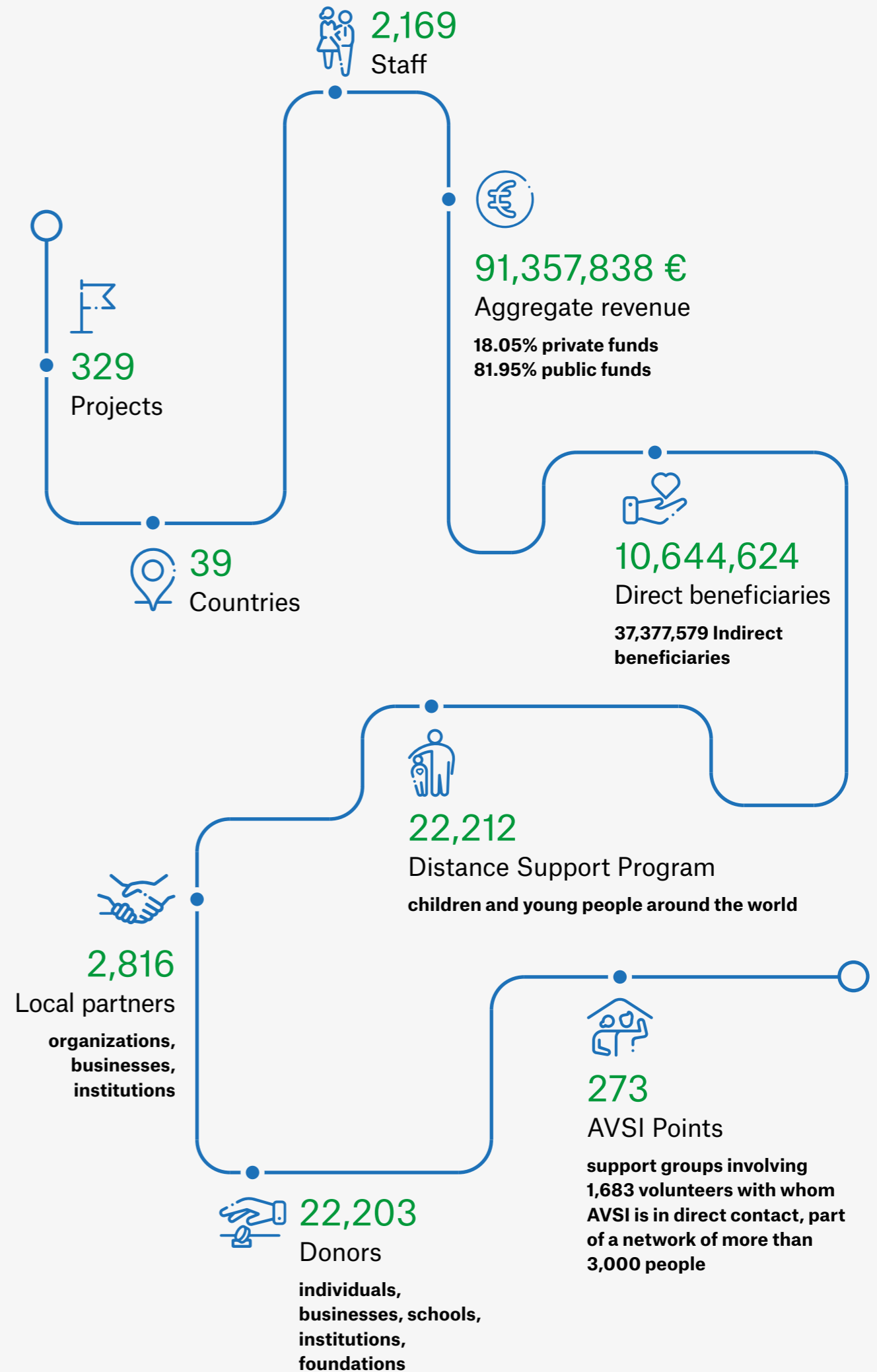
AVSI was created in 1972 and is a non-profit organization that carries out development cooperation and humanitarian aid projects.



The slogan chosen by AVSI in 2021, Close to those in need, has pushed AVSI to find innovative ways to gain this closeness, a challenge that has led to significant growth. Projects (including those completed, ongoing and started) have increased **from 255 to 329** in one year, reaching a total of **more than 10 million direct beneficiaries**. Among them, **22,212** are children and young people within the Distance Support Program, along with their families and communities.

**Education** remains the cornerstone of development for AVSI, but the activities carried out in the **39 countries** in which AVSI works cover several, interconnected sectors: **Agriculture and Food Security, Child Protection, Energy, Environment, Vocational Training and Employment, Economic Strengthening and Livelihoods, Nutrition, Sustainable Cities, Human Rights, Democracy and Peace, Health, and Water and Sanitation.**

The continued support shown by AVSI's private and institutional donors made it possible to close the year with a financial statement of **91,357,838 euros**, 23 million more than in 2020. For every euro received, **91.63 cents** are allocated to projects.







# Who we are

## General information about the Foundation

### INFORMATION AND OFFICES

**Name** FONDAZIONE AVSI

**Tax reference no.** 81017180407

**VAT no.** 03817840402

#### Legal form and Third Sector Code qualification

AVSI FOUNDATION is a participatory foundation registered since 24/06/2005 under number 176 in the Register of Legal Persons held by the Forlì-Cesena Governmental Area Office, and, on 27/06/2019, approved the amendments to the statute to enable future registration in the Single Register of Third-Sector Entities (as the provisions in force to date stand, such registration will be carried out as of the publication of the list of non-profit organizations on the website of the Italian Revenue Agency (Agenzia delle Entrate) and by March 31 of the tax period following the European approval of the tax regime provided by the reform of the third sector).

#### Registered office address

Via Padre Vicinio da Sarsina, 216 - 47521 Cesena

#### Administrative and operational headquarters address

Via Donatello, 5B - 20131 Milan

#### Other offices in Italy

- Piazza Luigi Dallapiccola, 3 - 50144 Florence
- Via Nuova Poggioreale, Compensorio INAIL, Torre 7 - 80143 Naples

#### Other offices around the world

AVSI has offices in almost all of the countries in which it operates.

The main offices are listed below: in the countries where AVSI has more significant operations, there are also other peripheral offices.



## AVSI in Africa

- **AVSI Burundi** Avenue Mpotsa 11, quartier Kabondo, zone Rohero, commune Mukaza, Bujumbura
- **AVSI Cameroon** S/c Saïld, Bp 11955, Yaoundé
- **AVSI Ivory Coast** CCocody-II Plateaux Aghien, Galerie Santa Maria, Abidjan
- **AVSI Kenya** St. Kizito Building, Thika Road, Nairobi
- **AVSI Mozambique** Avenida Paulo Samuel Kankhomba 483, Maputo
- **AVSI Democratic Republic of the Congo** Avenue des Orchidées 029, Quartier les Volcans, Goma
- **AVSI Republic of Congo** Résidence Gabriella, Porte 203, Avenue Linguissi Pembellot, centre-ville Pointe-Noire
- **AVSI Sierra Leone** 5G off King Harman road, Brookfields, Freetown
- **AVSI Somalia** Kismayo Office
- **AVSI South Sudan** Afex River Camp, Juba
- **AVSI Tunisia** Immeuble Cristal Palace, bloc A, 1er étage, bureau numéro 3, Rue de Lac Annency 1053, Les Berges du Lac, Tunisi
- **AVSI Uganda** Plot 1119, Ggaba Road, P.O. Box 6785 Kampala

## AVSI in Asia

- **AVSI Myanmar** Dagon Tower, 6-A, No. 190/192, Corner of Shwe Gone Daing Road and Kabar Aye Pagoda Road, Yay Tar Shay Ward, Yangon

## AVSI in the Middle East

- **AVSI Jordan** Nemr Al-Edwan St. 37, 2nd floor, Jabal Al-Weibdeh, P. O. Box 910030, 11191 Amman
- **AVSI Iraq** Villa 743, Dream City, Erbil
- **AVSI Lebanon** Jean-Paul II Center, St. Fawka Street, Jounieh
- **AVSI Palestine** Saint Saviour Monastery, Saint Francis Street 1, Jerusalem
- **AVSI Syria** Umayyad Hotel, First floor, Brazil Street, Damascus

## AVSI in Latin America and the Caribbean

- **AVSI Ecuador** Av. 6 de Diciembre N33-382 y Eloy Alfaro, Edificio Ziza, Piso 9, Oficina 902, Quito
- **AVSI Haiti** Rue Jacob 17 (Route de Frères), Pétion-Ville, Port-au-Prince
- **AVSI Mexico** Hipólito Taine 244, interior oficinas 22 y 23, Colonia Polanco V Sección, Alcaldía Miguel Hidalgo, C.P. 11560, Mexico City
- **AVSI Peru** Calle Germán Schreiber 276, Distrito San Isidro, Lima







## INTERNATIONAL AND NATIONAL MEMBERSHIPS AND ACCREDITATIONS

### National Accreditations

AVSI is registered as a **Civil Society Organization (CSO)** – according to Italian Law no. 125 of August 11<sup>th</sup>, 2014 – under no. 50 in the list of not-for-profit entities held by the Italian Agency for Development Cooperation (AICS) with Decree no. 2016/337/000143/0 of April 4<sup>th</sup>, 2016.

AVSI is **registered in the Single Database of Charities held by the Italian Tax Authority** (ref. no. 57967 of November 23<sup>rd</sup>, 2015).

AVSI is listed in the **Register of Entities and Associations that Perform Activities in Aid of Refugees** held by the Italian Ministry of Employment and Social Policies – referred to in Article 42, Italian Consolidated Immigration Act – in the first section of the Register under number A/1192/2020/FC.

AVSI is a **body authorized by the Italian Government to perform intercountry adoption activities** as per Decree no. 50/2000/AE/AUT/CC/DEL issued on October 4<sup>th</sup>, 2000 by the Commission for Intercountry Adoptions.

AVSI is an **accredited Civil Service body** under code SU00202 according to Italian Law no. 64 of March 6<sup>th</sup>, 2011, registered with the Department for Youth Policies and Universal Civil Service, part of the Presidency of the Council of Ministers.

AVSI is **registered in the Cassa Depositi e Prestiti (CDP) List of Financial Operators**, category “International Cooperation Support Services”.

AVSI is **listed in the Register of Representatives of the Interests of the Italian Chamber of Deputies**.

AVSI is a member of the Italian National Council for Development Cooperation (CNCS), referred to in Italian Law No. 125 of August 11<sup>th</sup>, 2014.

AVSI adheres to the National Forum for Sustainable Development, referred to in Resolution No. 108 of Dec. 22, 2017 of the Inter-ministerial Committee for Economic Planning (CIPE).

AVSI collaborates with the Inter-ministerial Committee for Human Rights (CIDU), in particular on the topic of Business and Human Rights.

### National Memberships

- CDO Opere Sociali
- Concord Italia
- CoLomba – COoperazione LOMBardia (association of the organizations of international cooperation and solidarity of Lombardia Region)
- VolontaRomagna ODV
- OLA OLTRE L'ADOZIONE - Coordination of Entities Authorized for the Subsidiarity of International Adoption

### International Accreditations

- AVSI has general consultative status at the United Nations' Economic and Social Council (ECOSOC)
- AVSI is accredited with:
  - UNICEF - United Nations Children's Fund
  - UNIDO - United Nations Industrial Development Organization
- AVSI has obtained Pre-Qualification Procurement (PQP) status from UNHCR, the United Nations High Commissioner for Refugees
- AVSI participates as an observer in the Executive Board of the World Food Program (WFP), the United Nations World Food Program
- AVSI was awarded the EU Humanitarian Partnership Certificate by the European Commission Humanitarian Office (ECHO)
- AVSI is registered in the special list of the International Labor Organization (ILO)
- AVSI is an accredited member of
  - UN Global Compact
  - Global Nutrition Cluster
- AVSI is listed in the European Union Transparency Register
- AVSI is listed as a Private Voluntary Organization (PVO) by the United States Agency for International Development (USAID)

### International memberships

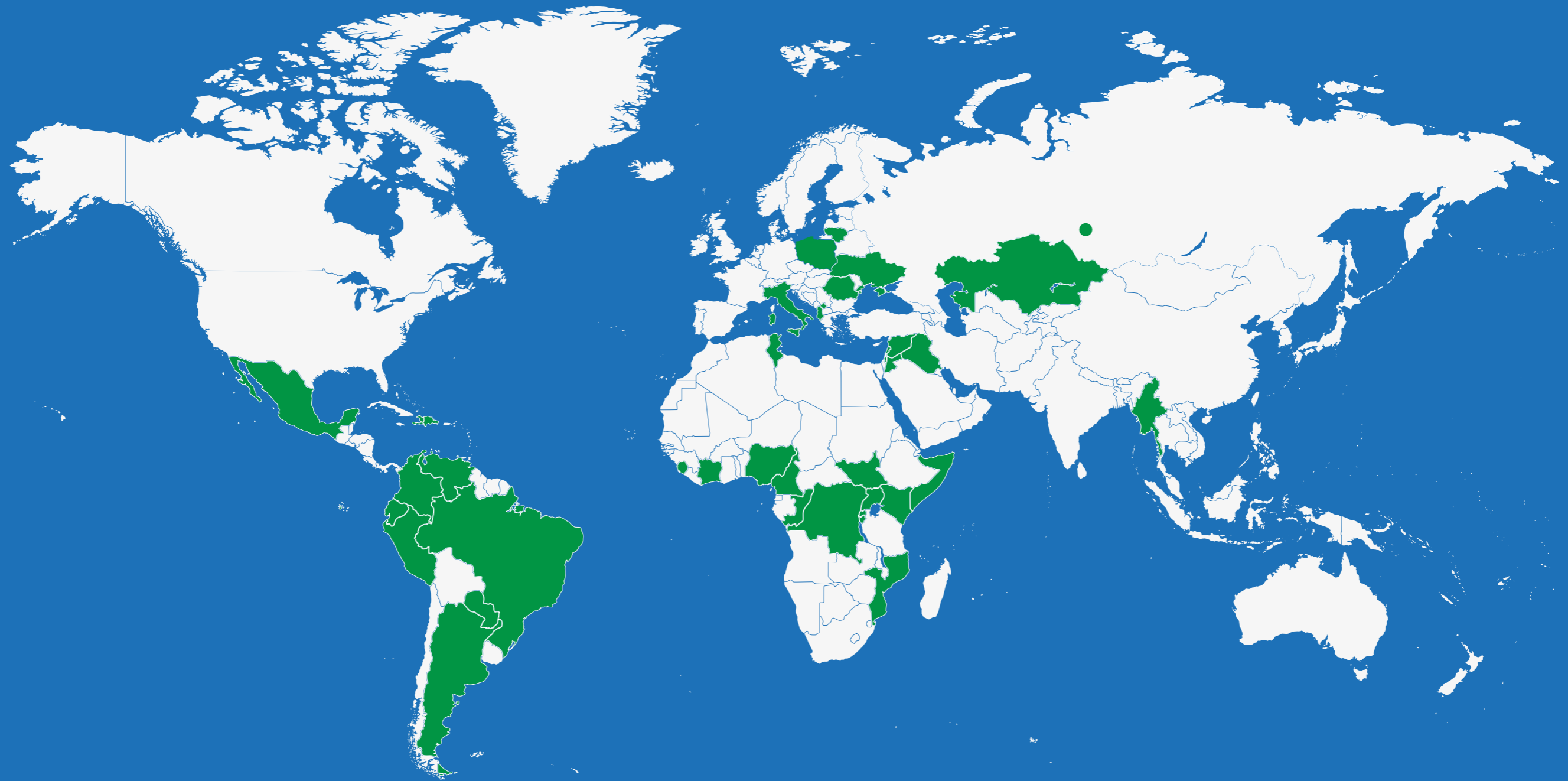
- AVSI is a member and board member of Cities Alliance
- AVSI is a member of the Friends of Europe's Stakeholder Network
- AVSI is a member of
  - Clean Cooking Alliance
  - The Alliance for Child Protection in Humanitarian Action
  - Alliance for Rural Electrification
  - NGO sub-group of Education Cannot Wait (ECW) civil society constituency
  - Global Modern Slavery Directory
  - School Meals Coalition
  - Global Food Security Cluster (FSC)

### Membership in other Legal Entities

- VITA Società Editoriale
- Fondazione Banco Alimentare
- Fondazione Cascina Triulza
- IFF I Fish Farm social enterprise (Uganda)
- NOVA ENERGIA cooperative (Mozambique)

AVSI is also a founding member of the non-profit organizations AVSI México and AVSI Rwanda as well as a founding member and board member of the Edimar Social Center (Cameroon).





 AREAS OF OPERATION

**Latin America and the Caribbean**

Argentina, Brazil, Colombia, Ecuador, Haiti, Mexico, Paraguay, Peru, Dominican Republic, Venezuela

**Africa**

Burundi, Cameroon, Ivory Coast, Kenya, Mozambique, Nigeria, Republic of the Congo, Democratic Republic of the Congo, Rwanda, Sierra Leone, Somalia, South Sudan, Tunisia, Uganda

**Middle East**

Jordan, Iraq, Lebanon, Palestine, Syria

**Asia**

Kazakhstan, Myanmar

**Europe**

Albania, Italy, Kosovo, Lithuania, Poland, Romania, Russia, Ukraine



## ARTICLES OF ASSOCIATION

Our main activities

- Development cooperation
- National and intercountry adoption
- Raising public awareness
- Professional and personal training for staff
- Collaboration with public and private institutions and organizations, national and international authorities, the United Nations, movements, groups, and communities
- Member of organizations, unions, bodies, national and international federations
- Charity activities
- Humanitarian welcome and social integration of migrants
- Protection of human rights
- Scientific research
- Protection and enhancement of the environment
- Fundraising

*Our complete Articles of Association can be found at [www.avsi.org](http://www.avsi.org)*

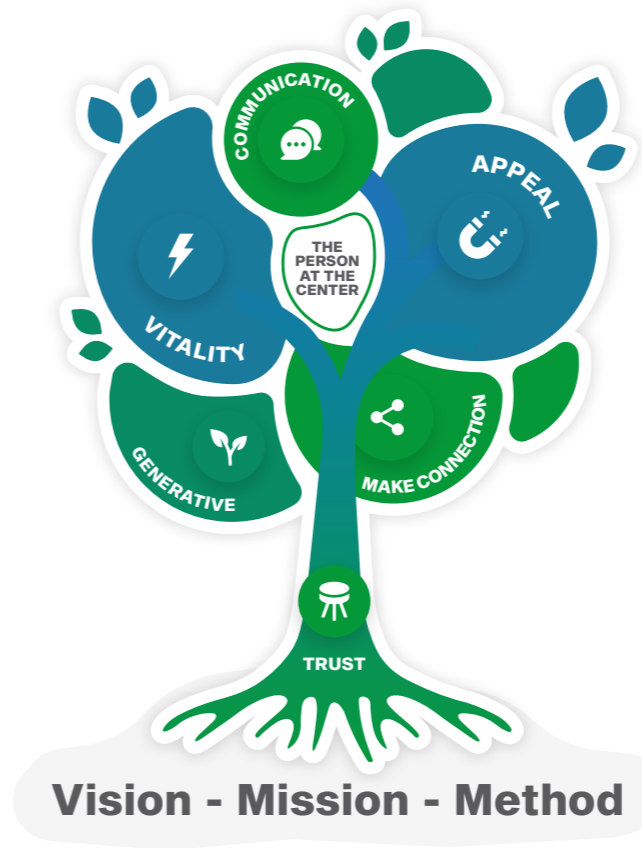
**In 2021 AVSI put in place all the activities envisaged by the Articles of Association** (see art. 2 Objectives) and in reference to art. 5 of Legislative Decree 117/2017, with the exception of the promotion of foster care.

Regarding ancillary activities, in 2021 services were carried out in Sierra Leone, Ivory Coast, Uganda, Brazil and Burundi.

Revenues from the disposal of carbon credits in Haiti and Mozambique were also invoiced exclusively in the context of cooperation activities.

Also due to the pandemic, AVSI did not receive any corporate sponsorships. In order to achieve the corporate purpose, AVSI's participation in other legal entities continued, as detailed in the section "Membership in other Legal Entities."

## The six dimensions of AVSI's leadership



**AVSI's leadership model** - defined through a participatory path concluded in 2020 - is represented as a tree.

Its **six dimensions** describe a new management style that is inclusive and caring, based on trust and the capacity to listen.

These dimensions are traceable to skills, competences and behaviors.

They are common to all staff in all countries, distinguishing, guiding and inspiring their actions.

## VALUES AND OBJECTIVES

### Vision

AVSI works for a world where the person, aware of his or her value and dignity, is the protagonist of his or her own integral development and that of his or her community, even in crisis and emergency contexts.

### Mission

AVSI implements cooperation projects in various sectors with a preferential focus on education, meaning that the person is accompanied towards self-discovery and recognition that the other person is a resource. Each project is conceived as an instrument to promote this awareness in everyone involved, has in itself a need for communicating and sharing, and creates an impact capable of generating a positive change.

### Method

In project implementation, AVSI uses the following approach:

- to start from the value of the person, who is never defined by the circumstances in which s/he lives
- to consider the person always in his/her family and community context
- to accompany and let ourselves be accompanied, recognizing that we all share the same human experience

- to involve all stakeholders: encourage the participation of beneficiaries, providers, partners, donors, and the private sector
- to learn from experience and capitalize on the lessons learned





# Structure, governance and administration

## GOVERNANCE

### AVSI is governed by:

- Meeting of Founding Members
- Committee of Partners
- Board of Directors
- President and Vice-President
- Secretary-General
- Board of Auditors

### Meeting of Founding Members

45 founding members

- 34 founding member organizations (from 25 countries)
- 11 individuals

### Committee of partners

92 participants

- 91 individuals
- 1 body

### Board of Directors

Appointed on 06/23/2021

President: **Patrizia Savi**

Vice President: **Alfredo Mantica**

Members: **Daniele Contini, Alessandro Maffioli, Lorenzo Ornaghi, Giampaolo Silvestri, Antonella Sciarrone Alibrandi**

### President

**Patrizia Savi**

### Vice-President

**Alfredo Mantica**

### Secretary-General

**Giampaolo Silvestri**

### Advisory Board

Appointed on 09/14/2020

**Angelino Alfano**

**Laura Frigenti**

**Paolo Lembo**

**Stefano Manservisi**

### Founding members

1. ACDI, Asociación Cultural para el Desarrollo Integral, Argentina
2. Asociația FDP-Protagonisti in educatie, Romania
3. AVAID, Switzerland
4. AVSI Alto Adige, Italy
5. AVSI BRASIL, Brazil
6. AVSI CANADA, Canada
7. AVSI Polska, Poland
8. AVSI San Marino, Italy
9. AVSI-USA, USA
10. Cardinal Otunga Charitable Trust, Kenya
11. CDM, Cooperação para o Desenvolvimento e Morada Humana, Brazil
12. CESAL, Spain
13. CoWA Kenya, Kenya
14. COWA Uganda, Uganda
15. Crecemos DIJO, Mexico
16. CREN, Brazil
17. EDUS - Educazione e Sviluppo, Italy
18. Famiglie per l'Accoglienza, Italy
19. Fondazione del Sacro Cuore di Cesena, Italy
20. Fundación Sembrar, Ecuador
21. KHANDLELO, Mozambique
22. La Libanaise - Femme du 31 mai, Lebanon
23. LGIHE - Luigi Giussani Institute of Higher Education, Uganda
24. Maksora, Russia
25. MASP - Mezhdunarodnaja Asociacija Socialnykh Proektov, Kazakhstan
26. Meeting Point International, Uganda
27. Meeting Point Kitgum, Uganda
28. SHIS, Albania
29. Shpresa e Jetës, Kosovo
30. SOTAS, Lithuania
31. Support International e.V., Germany
32. The Seed, Nigeria
33. VIDA - Voluntariado Internacional para o Desenvolvimento Africano, Portugal



## COMPLIANCE

In accordance with the provisions of Legislative Decree No. 231/2001, the Foundation, sensitive to the need to ensure conditions of fairness and transparency in the performance of its activities, for the protection of its image and position, its employees as well as its collaborators and related third parties, has decided to proceed with the adoption and implementation of an Organization, Management and Control Model.

The Organizational Model represents a coherent set of principles, procedures and provisions that: i) affect the internal functioning of the Foundation and the ways in which it relates to the outside world, and ii) regulate the diligent management of a control system of sensitive activities, aimed at preventing the commission of the crimes referred to in Legislative Decree No. 231/2001. The adoption and constant updating of this Model, in addition to being a tool for the prevention of illegal conduct, is a reason for exemption from liability of the entity and is an act of social responsibility by the AVSI Foundation.

The Foundation's Organizational Model, drafted in accordance with the Guidelines issued by Confindustria and other non-profit entities belonging to the specific context of Non-Governmental Organizations in collaboration with the Directorate General for Development Cooperation of the Ministry of Foreign Affairs, was adopted in 2013 by a resolution of the Board of Directors and subsequently updated in 2016 and most recently in 2021.

The Foundation ensures constant updating of the Organizational Model to enable timely alignment with internal regulatory and organizational changes, as well as adequate training for all staff.

The current version of the Organizational Model was approved by AVSI's Board of Directors on March 17, 2021, and includes all the predicate offenses included in the catalog under Legislative Decree 231/2001 up to that date as well as the organizational changes that have occurred.

Following the approval of the Model, training sessions were delivered to illustrate the updates made and provide practical examples with illustrations of the possible ways in which offenses could be carried out. The training involved the Secretary General, all managers of AVSI Italy who report directly to the Secretary General, Focal Points and Staff; with reference to staff operating abroad, Regional Managers, Country Representatives, Program Directors as well as Operation Managers were trained.

### Supervisory Board

The Supervisory Board is an independent body which, pursuant to Article 6, Legislative Decree 231 of 2001, has the function of supervising the implementation of and compliance with the Organization, Management and Control Model and the Code of Ethics, as well as promoting their updating. Legislative Decree 231/2001 requires members of the Supervisory Board to meet the requirements of independence, autonomy, honorability and professionalism.

Appointed by the Board of Directors of AVSI Foundation, but not envisaged in the Articles of Association, the Supervisory Board was established on 04/30/2013, renewed on 05/20/2019 and remains in office until 05/19/2023. The Supervisory Board of AVSI Foundation is composed of:

- President: **Benedetta Colombo**, Lawyer at Studio Associato Lecis Cannella Grassi
- **Giorgio Brandazza**, Chief Executive Officer at Cornelian S.r.l.
- **Claudio Consigliere**, AVSI Internal Auditor

The Supervisory Board is assigned the tasks and powers identified in Section 4.3 of the Organizational Model, as well as all other tasks, duties, prerogatives

and faculties indicated by the Model with reference to processes and/or sensitive activities and/or events potentially relevant to the implementation of the Model. The Body meets at least quarterly.

The remuneration of the members of the Supervisory Board is commensurate with current professional rates and, in any case, in compliance with the provisions of Article 8, paragraph 3, letter a) of Decree 117. In order to enable communications with the Supervisory Board, an e-mail box [organismodivigilanza@avsi.org](mailto:organismodivigilanza@avsi.org) has been created.

The Supervisory Board receives reports of illegal conduct or violations of the Model, Code of Ethics and Policies and Procedures that are sent, even anonymously, to the email address or by hard copy letter pursuant to the "Whistleblowing Policy". The Supervisory Board carries out investigations deemed necessary, informing the Board of Directors of the results of the investigations and the opportunity to implement any improvement actions.

The Supervisory Board guarantees the confidentiality of the identity of the reporter in good faith and protection from any form of retaliation. As clarified in the paragraph devoted to the Code of Ethics, all recipients of the Model shall communicate to the Supervisory Board any information useful for facilitating the performance of checks on the proper implementation of the Model and, in particular, the commission or alleged commission of offenses under the Decree of which they become aware, as well as any violation or alleged violation of the Code of Ethics, the Model or the procedures established in its implementation.

During 2021, the Supervisory Body monitored the implementation and observance of the Organizational Model and the Code of Ethics by conducting special audits, either already planned or carried out in the face of events deemed worthy of investigation. The Supervisory Body also monitored issues related to the epidemiological emergency from COVID-19, supervising the adoption and proper implementation of safety and security measures and corporate protocols aimed at limiting and containing the spread of the contagion, verifying that they were in compliance with the regulations effective as well as adequate to the organizational structure of the Foundation.

### Internal Audit

The Internal Audit is responsible for verifying compliance with international standards, the operation and suitability of the internal control and risk management system, with a view to ensuring the integration of this function into internal processes. The aim is to effectively and efficiently identify, measure, manage and monitor key risks, in order to contribute to the sustainable success of AVSI.

The inclusion of this function adds another piece to AVSI's internal compliance, which is ensured by the following bodies and processes:

- Financial Statement Auditing Company
- Organizational Model Law 231 and Supervisory Board
- Enterprise Risk Management (ERM)
- Board of Auditors
- Internal Audit

The Board of Directors of June 16<sup>th</sup>, 2021 appointed Claudio Consigliere as AVSI Internal Auditor.





*AVSI is committed to the principles of the Universal Declaration of Human Rights and the European Convention on Human Rights, the Declaration on the Rights of the Child, and the Convention on the Elimination of All Forms of Discrimination against Women.*

*AVSI has also adhered to and signed the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in the implementation of disaster relief programs.*

## CODE OF ETHICS

The Code of Ethics collects the principles and rules of conduct to which all those who work or, in any case, have relations with the Foundation are subject. It must be observed by all staff, suppliers and any person who carries out activities in the name of and on behalf of the Foundation wherever they operate, both in Italy and abroad.

The purpose of the Code of Ethics, therefore, is to declare and disseminate the values and rules of conduct to which the Foundation intends to make constant reference in the implementation of its activities. All the rules and policies adopted by the Foundation are an integral part of the Code of Ethics and the Organizational Model. In particular the "Child Safeguarding Policy", the "Policy for the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH)" and the "Anti - fraud and anti-corruption", give shape and substance to AVSI's work and vision.

### **Whistleblowing Policy**

In order to enable the reporting of anomalous behavior and alleged or actual violations of the Code of Ethics, the Organizational Model and current regulations, AVSI has established a whistleblowing system, described in the "Whistleblowing Policy," to which all employees and collaborators of the Foundation have access.

Through a dedicated e-mail box, the Supervisory Board receives and independently handles reports and ascertains with careful investigation of any violations, suggesting appropriate measures. Any worker or collaborator is encouraged to submit reports in connection with unlawful conduct of which he or she has become aware by reason of the duties performed, provided that such reports are substantiated and based on precise and consistent facts. The Foundation takes appropriate measures to ensure that the confidentiality of the identity of those who transmit information to the Supervisory Body is always guaranteed. Any form of retaliation, discrimination or penalization against those who report to the Supervisory Body in good faith is prohibited.

During 2021, the Supervisory Board received no reports through the whistleblowing channel related to unethical behavior. During the reporting period, the Supervisory Board concluded the investigation related to two reports received in 2020.

The Supervisory Board, through appropriate reports, communicated to the Board of Directors the findings of the investigations carried out. One report was dismissed as no violations of the Code of Ethics were found, while with regard to the second one, specific corrective actions were implemented against the responsible parties in order to protect AVSI and the donor.



## Main regulations in force

AVSI has a corpus of 44 internal rules and regulations to meet the requirements of the various Italian, European and international institutions to which it refers and, above all, to document its transparency, responsibility and accountability to all stakeholders. Each standard is transposed and adapted locally by each country where AVSI operates in special procedures.

In line with the principle of relevance set forth in the Social Report Guidelines, the main regulations in force are shown below:

- **Child safeguarding policy, prevention sexual exploitation abuse and harassment policy (PSEAH), fraud and corruption policy** (an integral part of the Code of Ethics); **whistleblowing policy; environmental policy.** Training is conducted on the Code of Ethics and standards of behavior listed above to all staff in Italy and abroad during the initial training cycles (Orientation).
- **Environmental policy, privacy policy, quality policy, enterprise risk management policy, accountability policy, staff appraisal system, internal audit.**
- Main regulations issued or updated in 2021: **training and professional development; employee relations; use of social media; use of electronic devices; communication guidelines; procurement procedures; preparation of budget and project reporting; approval and start of new projects.**

## QUALITY CERTIFICATION

AVSI conforms to **UNI EN ISO 9001:2015** specifications for project design of cooperation, aid, and development support activities in partnership with and on behalf of prominent institutional, national, and international donors.

No non-conformities were found during the three-year certification renewal audit in 2021.

## RISK ASSESSMENT AND MANAGEMENT

AVSI has adopted an Enterprise Risk Management (ERM) system for which, on an annual basis and in all the countries where it operates, significant risks affecting the feasibility, effectiveness and sustainability of its operations are identified, assessed and classified in a standardized way.

The mapping of risks, shared annually with the Board of Directors, and their continuous monitoring, supports the Foundation's senior management to pursue strategic decision-making and provides assurance for the relevant stakeholders.

Given AVSI's mission to promote the integral development of people and communities in vulnerable contexts, the Foundation cannot ignore risk-taking, as risks are inherent to the contexts in which it operates.

The ERM model adopted by AVSI is a tool that allows for key risks to be highlighted so that mitigation actions can be developed in order to reduce exposure. ERM processes and procedures aim to safeguard safety and security, efficiency and effectiveness of development cooperation interventions in different countries by drawing inspiration from international best practices in this area.

Four categories of risks have been selected, within which local teams identify specific risks: strategic and external context; operational; financial; legal and compliance. The identified risks are evaluated based on qualitative-quantitative metrics in terms of impact and probability of occurrence, with respect to the economic-financial, operational and reputational dimensions, considering the mitigation actions already in place.

In addition, AVSI has well-established ad hoc safeguards for specific management systems in compliance with sector regulations in reference to the environment, occupational health and safety, and corruption. The risk analysis is carried out in advance and preliminary to the annual planning of activities, so that AVSI branches integrate risk mitigation and monitoring measures into their annual operational and financial plans; thus demonstrating that the risk culture is fully integrated into the Foundation's management.

While in 2020, in its first year of implementation, the ERM system had been adopted by 16 countries/branches, in 2021 the system was adopted by all 24 developing countries where AVSI operates

through a direct and structured presence (branch) as well as, of course, by the Italian headquarters. A total of 275 risks were identified of which 88 were assessed as top risks. As in the previous year, human resources risks were by far the most numerous (20 top risks). The second most significant risk area concerns the safety and security of people working in the field (13 top risks), while natural and climate-related catastrophic events constitute the third area (10 top risks).

Therefore, a risk mitigation plan was developed, implemented and monitored. Actions include further strengthening of the process of personnel selection and training and the program of Staff Care for the benefit of staff working in crisis areas.

Country Representatives, with the support of AVSI's Risk Manager, are responsible for monitoring risks and mitigation plans. Supervision and control, on the other hand, are the responsibility of the ERM Committee, which meets quarterly. It is composed of the Secretary General, the Risk Manager and the heads of administration, projects, human resources, fundraising and communication units.







# Stakeholders

AVSI's stakeholders, that is, internal and external actors with an interest related to the organization's activities, constitute a complex and plural reality.

This broad group of stakeholders corresponds to what is stated in the mission, according to which each project effects "everyone involved", as well as to the AVSI method which envisages "involving all stakeholders: encouraging the participation of beneficiaries, providers, partners, donors, and the private sector".

The primary stakeholder role is played by the people who benefit from AVSI's projects and activities, but also by their communities and local, institutional and non-institutional organizations, and by AVSI's own constituency, made up of organizations and individuals, and by the staff in Italy and abroad.

Stakeholders also include all donors, public and private, multilateral and bilateral institutions with which AVSI collaborates, volunteers, partner and sponsor companies, other third-sector organizations up to suppliers, banks, and the community as a whole.





## PROTAGONISTS

**10,644,624** direct beneficiaries  
**37,377,579** indirect beneficiaries

The participation of beneficiaries in all project phases is one of AVSI's main keys to success. The involvement of development actors has always been considered a priority; it is also increasingly recognized as important by the policies of institutions related to accountability to beneficiaries, particularly in emergency contexts.

The term **accountability** refers to the process by which one is called to account for the consequences of one's actions at a social, political, corporate, accounting or otherwise collective level.

The purpose of a consistent accountability approach is to allow the organization to **better respond to the needs of the affected population** and to play its role in building long-term resilience.

Since 2020, AVSI has had its own policy on accountability that commits it to integrate feedback and accountability mechanisms into the documentation of the countries in which it operates (e.g.: strategies, program proposals, M&E). This includes self-assessments by country teams with identification of corrective, follow-up and improvement actions. AVSI also actively seeks the opinions of beneficiaries, as well as staff and partners, to improve policies and programming practices.



## FOUNDING MEMBERS

**34**

Given their nature as civil society organizations in the countries in which AVSI operates, our Founding members are regularly informed and involved, as per our articles of association, in planning, implementing, and evaluating AVSI's activities. Many of them also participate operationally in AVSI's work. They are involved in global-level processes (e.g., the Monitoring Evaluation Accountability and Learning - MEAL - Working Group), in the research of project opportunities, project design and management, communication, training, and in the study of issues of common interest. In 2021, 35 projects were implemented in partnership with Founding members, and 30 new project proposals were jointly submitted.

## STAFF

**2,169**

Caring for the beneficiaries of activities, employees, collaborators, donors is one of AVSI's main characteristics.

Through a pilot project continued in 2021, "AVSI Leadership Tree", **some AVSI Managers at global level** have been involved in a work **to strengthen their leadership**, both internal and external. Thanks to an **experiential training program** participants worked on their listening skills and abilities, in order to transfer them to their teams.

## LOCAL PARTNERSHIPS

In 2021, AVSI's projects were carried out in partnership with 2,816 local entities.

**786** CSOs local civil society organizations

**968** local businesses

**1,062** local authorities

Localization, institutional building, capacity development of local civil society, are now common terms in the field of development cooperation. They form the basis of AVSI's method, which promotes the involvement of local entities, from governments to community organizations, both in the context of project implementation and in occasions of broader dialogue such as consultations, joint programming, and advocacy opportunities.

There have been various collaborations with local institutions and governments.

## AVSI POINTS

**273**

**273 AVSI Points with proxy involve 1,683 volunteers with whom AVSI is in direct contact. They are part of a network of more than 3,000 people.**

AVSI Points are in charge of organizing fundraising events at the local level, promoting awareness of AVSI through different types of initiatives and supporting campaigns organized every year (5x1000 tax donation, Tents Campaign) and for humanitarian emergencies.



## DONORS

### Private 22,153 private donors

Individuals, groups of friends, families, schools, businesses, foundations, contribute financially to AVSI's projects and initiatives, including the Distance Support Program, with tracked donations.

- 325 companies
- 34 foundations
- 306 schools

Our main donors include

- Fondazione MEI
- Fondazione Azimut
- Fondazione Mediolanum
- LDS Charities
- Pellegrini S.p.A.
- Unicoop Tirreno
- Fondo Intesa
- CITI Group
- NTT Data
- Caritas Pro Vitae Gradu Charitable Trust
- Fondazione Umano Progresso
- Altana SRL
- ENI S.p.A.



AVSI also encourages corporate volunteering and social entrepreneurship through initiatives such as payroll giving (opportunity to donate the financial equivalent of one or more hours of work to a non-profit organization), corporate gifts, in-business events, and event sponsorship.



### Institutional 50 public institutions

including various Italian government agencies, the European Commission, UN agencies, multilateral funds, development banks, governments and bilateral cooperation agencies.

Public donors:

- Italian government (AICS - Italian Agency for Development Cooperation, Ministry of the Interior, Ministry of Labor and Social Policies, Ministry of Ecological Transition, Presidency of the Council of Ministers - Commission for International Adoptions, Presidency of the Council of Ministers - Department of Youth and National Civil Service, Presidency of the Council of Ministers - Department for Administrative Coordination - Service for the procedures for the use of the eight per thousand of personal income taxes (IRPEF), Presidency of the Council of Ministers - Department for Family Policies)
- European Union (DG DEVCO/DG INTPA, DG ECHO, DG EMPL, DG NEAR, EUTF - European Union Emergency Trust Fund)
- U.S. Government (USAID, USDA - U.S. Department of Agriculture, U.S. State Department - BPRM - Bureau of Population Refugees and Migration, U.S. CDC - Centers for Disease Control and Prevention)
- Embassy of the Kingdom of the Netherlands in South Sudan
- Embassy of the Kingdom of the Netherlands in Uganda
- GIZ - German Society for International Cooperation
- Hungary Helps Agency
- Polish Aid
- RoAid - Ministry of Foreign Affairs of Romania
- DC - Swiss Agency for Development and Cooperation
- WFP
- UN OCHA
- UN WOMEN
- FAO
- UNDP
- UNESCO
- UNHCR
- UNICEF

*Fostering partnerships* is an approach recommended by the 2030 Agenda in Sustainable Development Goal 17, which is increasingly decisive in the way national and international institutions work; inviting the various players in the system to contribute to the elaboration of documents, programs, policies, and strategies.

Regarding global partnership, in September 2021 AVSI obtained from UNHCR the so-called "Pre-Qualification Procurement - PQP" status, a certification that allows all countries where AVSI has a presence to use its own procurement procedures in all UNHCR-funded projects as well.



# MAIN DONORS AND PARTERS

## Private donors and partners





# Institutional donors and partners







Our people

## ORGANIZATIONAL STRUCTURE: AVSI-AS-ONE

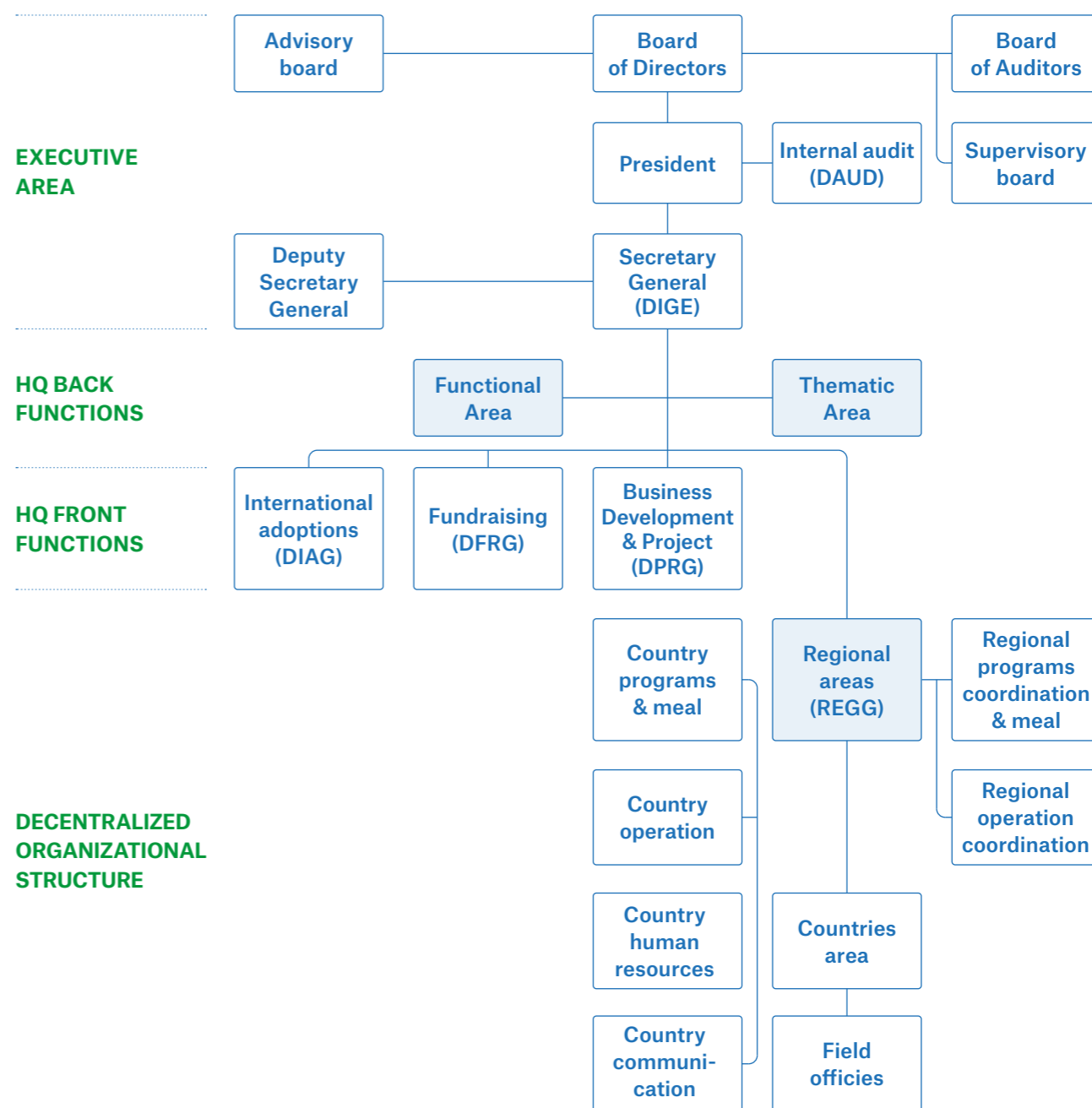
AVSI's structure is decentralized by geographical area, and is organized into **four levels**:

- 1. Executive area:** oversees the processes of defining strategies and the communication of information useful for ensuring the desired behaviors consistent with the values of the organization, as well as in compliance with high quality standards, across the organization.
- 2. HQ back functions:** oversee key processes supporting headquarters and countries and positioning of the organization for success.

- 3. HQ front functions:** oversee the processes of fundraising for project funding, acquisition of new opportunities, implementation and project management.

- 4. Decentralized organizational structure:** oversees project management and implementation processes at the country and regional levels in systematic dialogue with headquarters.

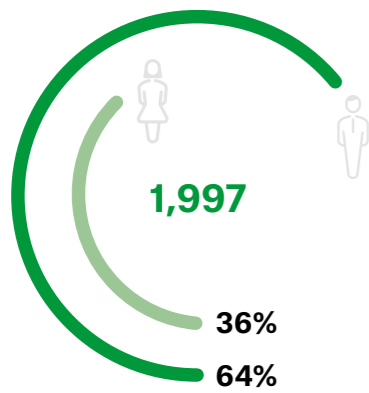
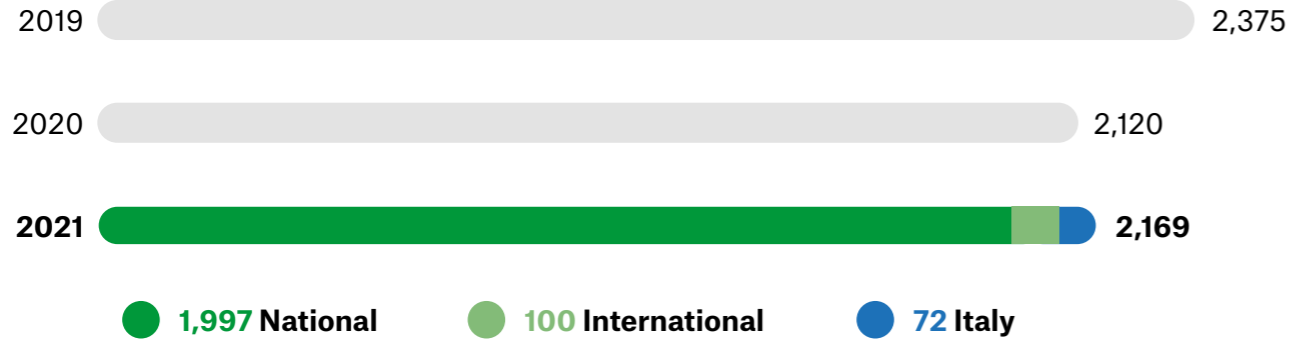
This structure aims to ensure capillarity of action while maintaining a common strategic and operational vision and safeguarding local specificities.



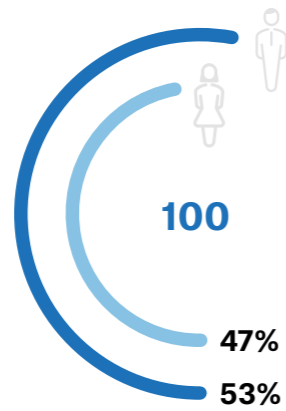


# STAFF

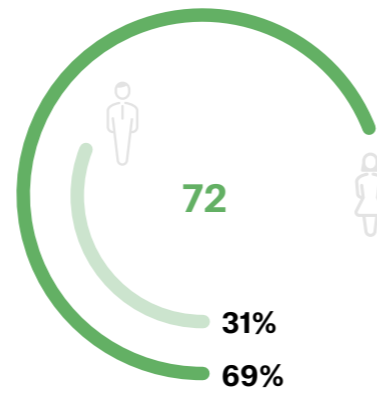
## In numbers



**National** staff based in various countries



**International** staff based in various countries



Staff based in **Italy** (in our Milan and Cesena offices)







# Objectives and activities

## OBJECTIVES AND RESULTS

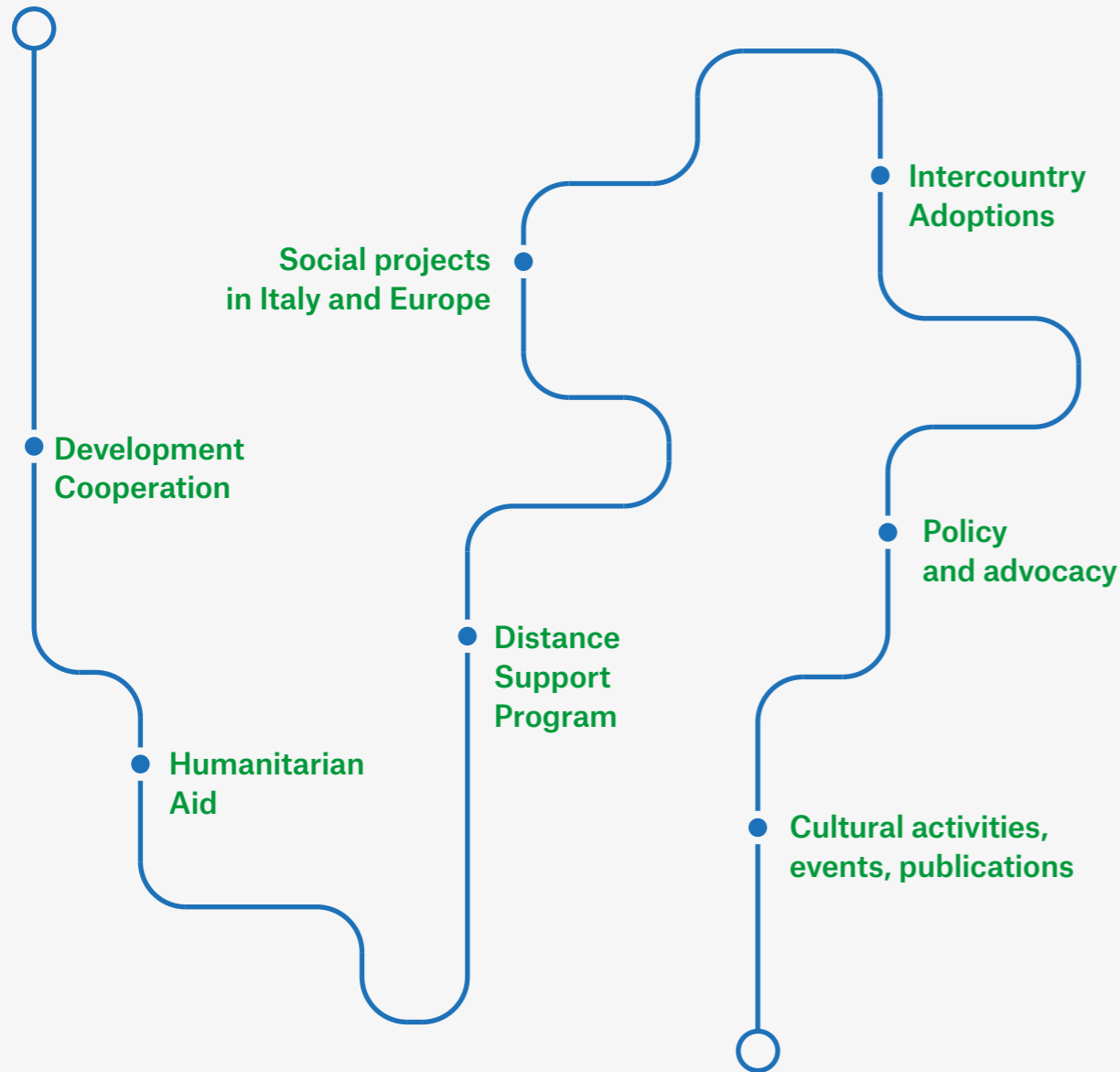
In 2021, targets were largely met and funds managed increased, returning to pre-COVID-19 levels, despite AVSI's activities being affected by various events such as the eruption of the Nyiragongo volcano in the North Kivu region of the Democratic Republic of Congo, the political crisis in Myanmar, and the earthquake and coup in Haiti.

The positive results achieved were thanks to the further strategic consolidation of relationships with some **institutional donors**, the excellent success rate of project proposals (about 50%), the "resilience" of private donations which have undergone only a slight decline, and also to the new opportunities that have arisen.

Within the **organizational structure and human resources**, there was a continuity of significant investment in staff training and involvement processes. The Internal Audit function was introduced to support all levels of responsibility in the application of internal procedures and donor compliance.



## Activities

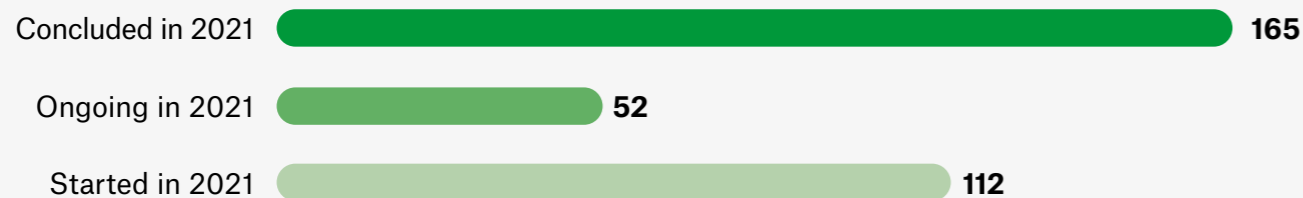


## PROJECTS

In 2021, the number of projects significantly increased compared to the previous year, corresponding with the increase in the volume of activities, due to more emergency projects, which are typically of shorter duration, as well as to the increasing accuracy in the research of funding opportunities at the local level.

### Projects

**Total 329**



## Countries and sectors

### Africa

Burundi	
Cameroon	
Ivory Coast	
Kenya	
Mozambique	
Nigeria	
Democratic Republic of the Congo	
Rep. of the Congo	
Rwanda	
Sierra Leone	
Somalia	
South Sudan	
Tunisia	
Uganda	

### Europe

Albania	
Italy	
Kosovo	
Lithuania	
Poland	
Romania	
Russia	
Ukraine	

### Middle East

Jordan	
Iraq	
Lebanon	
Palestine	
Syria	

### Latin America and the Caribbean

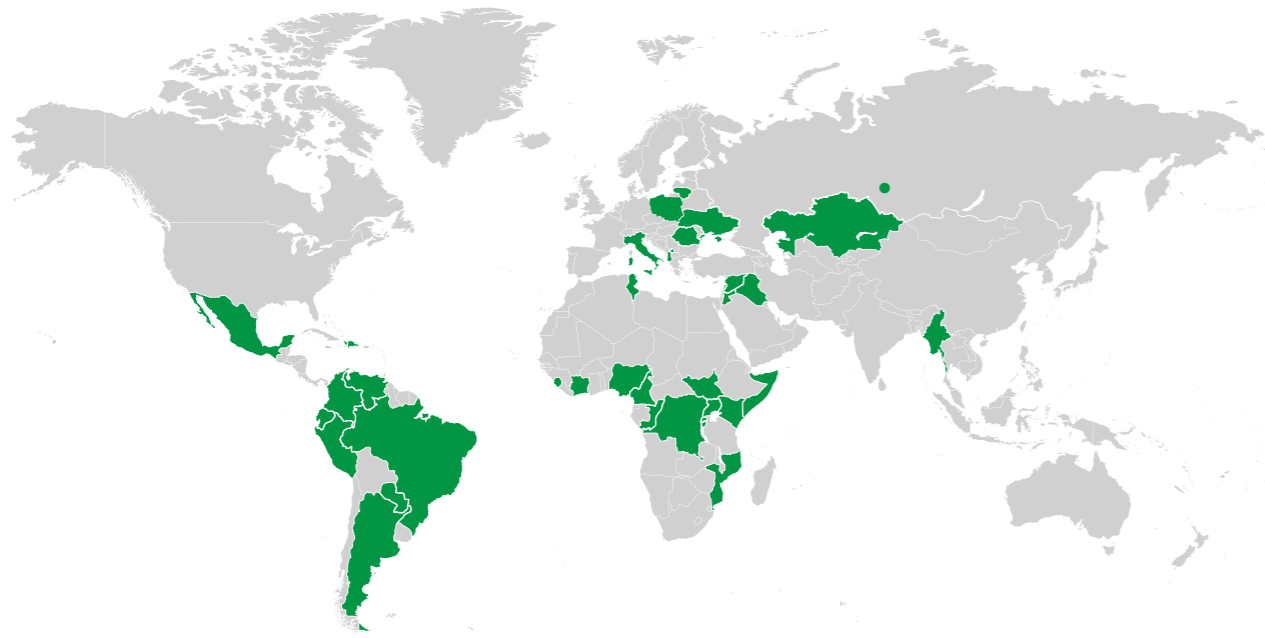
Argentina	
Brazil	
Colombia	
Ecuador	
Haiti	
Mexico	
Paraguay	
Peru	
Dominican Rep.	
Venezuela	

### Asia

Kazakhstan	
Myanmar	



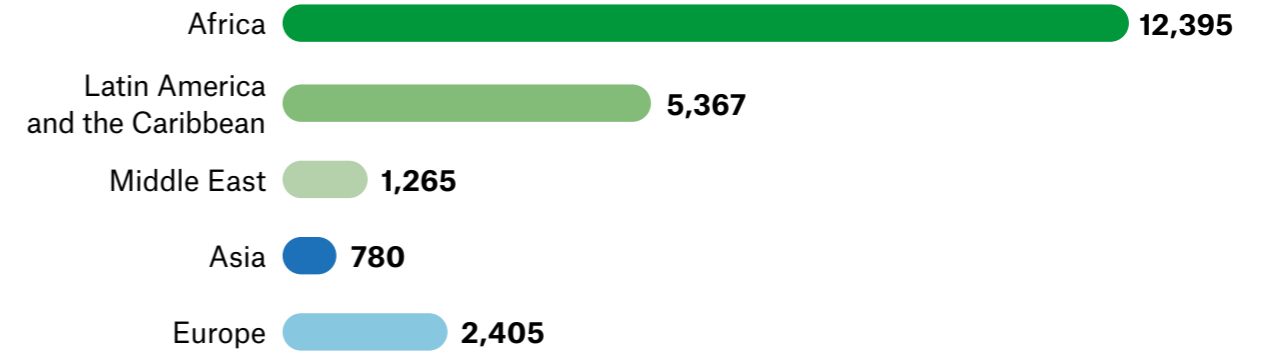
## Where AVSI works



## Projects by sector in 2021

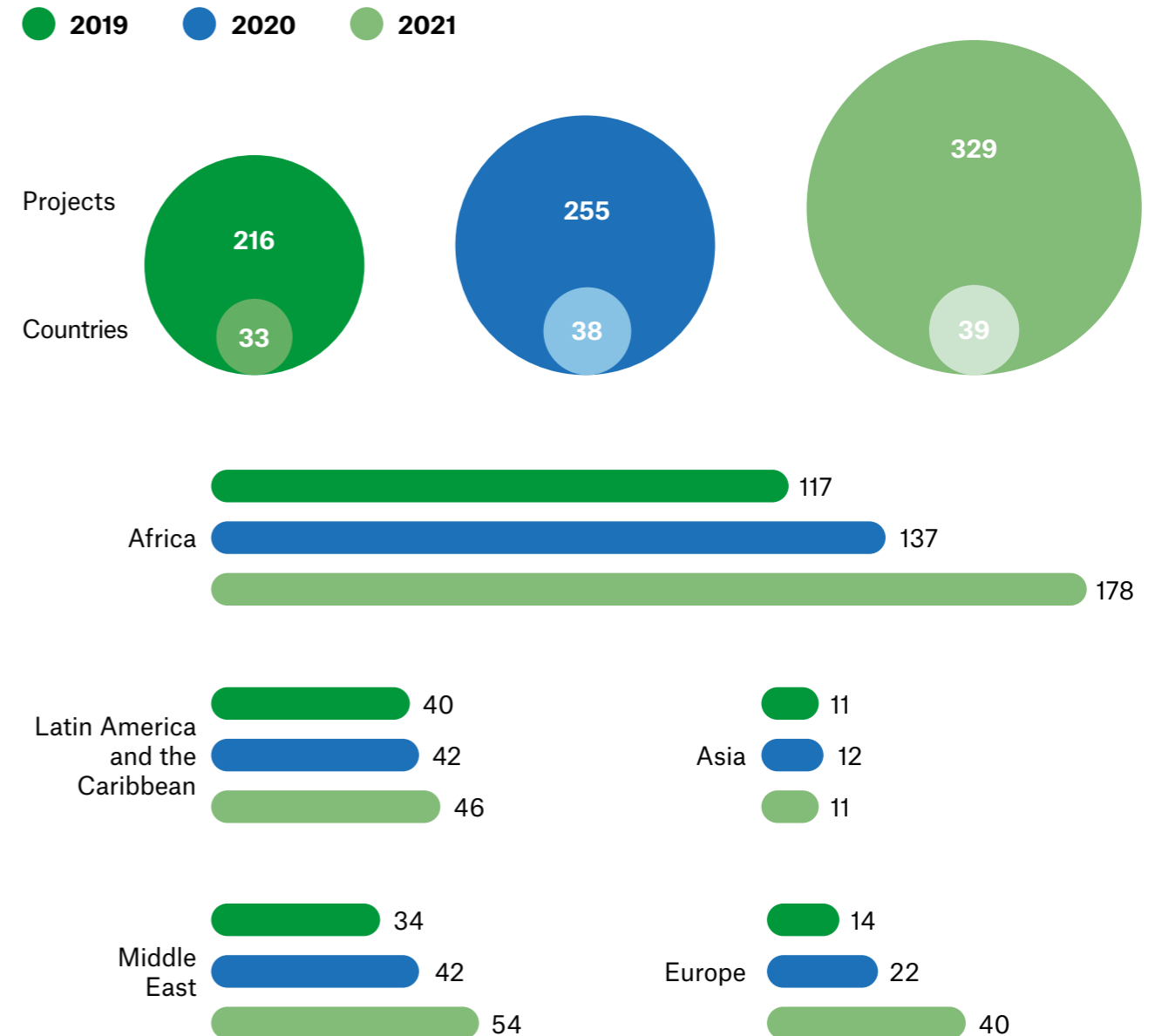
		Africa	Middle East	Latin America and the Caribbean	Europe	Asia	
Environment		3	0	1	0	0	<b>4</b>
Health		14	3	0	0	1	<b>18</b>
Energy		16	0	0	1	0	<b>17</b>
Agriculture and food security		25	5	9	4	5	<b>48</b>
Child protection		14	5	9	6	1	<b>35</b>
Education		48	12	6	6	2	<b>74</b>
Human rights, democracy, and peace		11	1	9	8	0	<b>29</b>
Economic strengthening and livelihoods		11	9	2	1	0	<b>23</b>
Nutrition		11	0	4	0	0	<b>15</b>
Sustainable cities		5	4	2	0	0	<b>11</b>
Vocational training and job creation		16	15	3	14	2	<b>50</b>
Water and hygiene		4	0	1	0	0	<b>5</b>

## Children within the Distance Support Program



**Total 22,212**

## Total projects in 2021



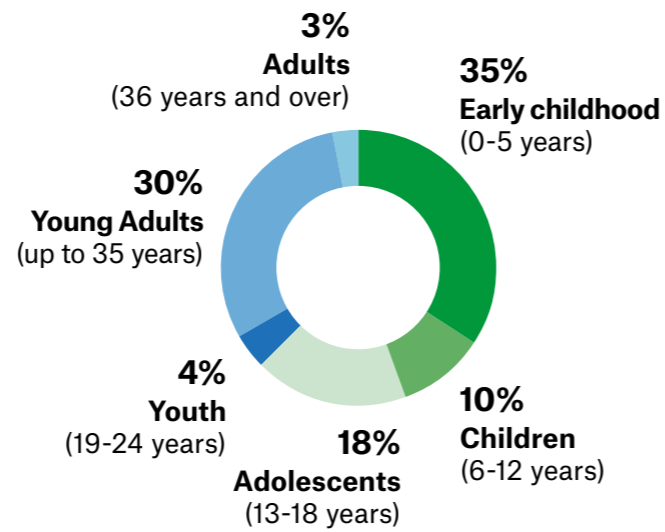


## Projects by country

Albania	3
Brazil	4
Burundi	10
Cameroon	3
Democratic Republic of the Congo	27
Dominican Republic	1
Ecuador	7
Haiti	25
Iraq	8
Italy	33
Ivory Coast	9
Jordan	10
Kazakhstan	1
Kenya	12
Kosovo	1
Lebanon	18
Mexico	5
Mozambique	40
Myanmar	10
Nigeria	1
Palestine	7
Peru	4
Poland	1
Republic of the Congo	4
Russia	1
Rwanda	6
Sierra Leone	3
Syria	11
Somalia	1
South Sudan	21
Tunisia	3
Uganda	38
Ukraine	1

## BENEFICIARIES

**Direct**  
**10,644,624 people**



### Bodies

Civil society organizations	8,736
Businesses	1,932
Local authorities	2,543
Public services (schools, educational centers, etc.)	550
Public services (hospitals, healthcare centers, etc.)	5,277

**Indirect**  
**37,377,579 people**

### Bodies

Civil society organizations	1,207
Businesses	2,926
Local authorities	2,800
Public services (schools, educational centers, etc.)	961
Public services (hospitals, healthcare centers, etc.)	500

## SECTORS OF ACTIVITY AND POLICY AREAS

AVSI has decided to adopt a multidimensional thematic classification of its interventions.

Projects in response to the COVID-19 crisis are of particular importance, i.e., projects in the health sector and projects launched in Italy to support new vulnerabilities caused by the pandemic, also crucial in relation to the increase in the number of beneficiaries compared to the previous year.

### Primary sectors

		Number of projects	Direct beneficiaries	Resources utilized
Education		74	920,894	35%
Agriculture and food security		48	2,717,754	11%
Child protection		35	189,554	5%
Energy		17	1,062,162	1%
Environment		4	8,984	6%
Vocational training and job creation		50	126,038	8%
Economic strengthening and livelihoods		23	87,797	11%
Nutrition		15	862,868	7%
Sustainable cities		11	44,169	1%
Human rights, democracy and peace		29	110,753	5%
Health		18	4,469,388	9%
Water and hygiene		5	44,263	1%
<b>Total</b>		<b>329</b>		

### Policy areas

	Number of projects	Percentage
Climate change	126	38%
Women empowerment	250	76%
Migration	164	50%
Emergency	130	40%



## The contributions made by AVSI projects to the United Nations 2030 Agenda for Sustainable Development Goals

AVSI, in its multi-sectoral approach, contributes to all 17 Sustainable Development Goals of the 2030 Agenda. The fight against poverty and education are confirmed as the most relevant goals, but the growing importance of the contribution to Goal 8 should also be noted: indeed, in AVSI's vision, job creation has always been a fundamental factor for true development.

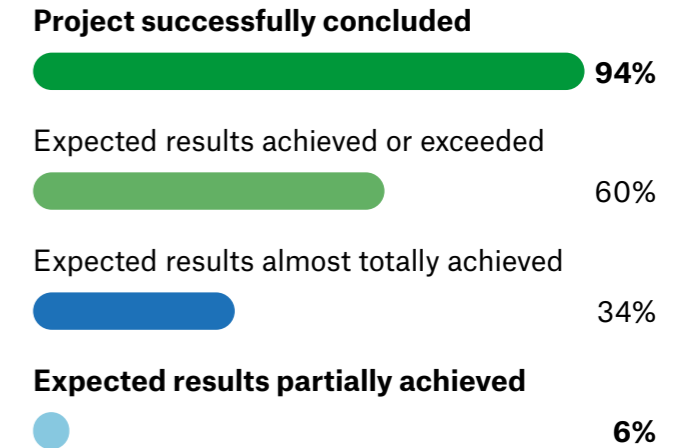
	Number of projects
No poverty	124
Zero hunger	68
Good health and well-being	76
Quality Education	131
Gender equality	250
Clean water and sanitation	31
Affordable and clean energy	25
Decent work and economic growth	102
Industry, innovation and infrastructure	9
Reduced inequalities	69
Sustainable cities and communities	28
Responsible consumption and production	17
Climate action	126
Life below water	1
Life on land	8
Peace, justice and strong institutions	22
Partnerships for the goals	274

## Analysis of the key SDG targets

1.1 Eliminate extreme poverty	55
1.2 Reduce poverty by at least half	68
1.4 Ensure equal rights regarding financial resources	40
1.5 Build resilience and reduce exposure and vulnerability to extreme events	64
2.1 Eliminate hunger and ensure access to safe, nutritious, and sufficient year-round food	52
4.1 Ensure that all children complete primary and secondary education	84
4.2 Ensure access to child development, to necessary care, and to kindergarten	50
4.4 Increase technical and professional skills for employment, dignified work, and entrepreneurial ability	44
4.5 Eliminate gender disparity in education and ensure equal access to education for the disabled, indigenous populations, and vulnerable children	60
4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development	45
5.1 Put an end to all forms of discrimination against all women and girls in all parts of the world	65
5.2 Eliminate all forms of violence against women and girls	46
8.5 Achieve full and productive employment in a dignified job and receive equal remuneration for equal work	67
8.6 Substantially reduce the proportion of youth not in employment, education or training	60
10.2 Empower and promote the social, economic and political inclusion of all	60

## RESULTS OF THE PROJECTS CONCLUDED IN 2021

The year 2021 was still marked by the impact of the COVID-19 pandemic in many countries around the world (we need only think of schools in Uganda, which were closed from March 2020 to February 2022). Nevertheless, thanks to the great flexibility, adaptability, and sometimes even creativity of colleagues in the field and staff, the percentage of projects that have met or exceeded the expected results is highly satisfactory.



## Some examples

Outputs (immediate social results achieved through goods or services provided)	Number of beneficiaries
Participants in savings, micro-credit, and financial literacy groups	31,753
Students involved in academic activities	554,958
Participants in school-related or extra-curricular activities	449,318
Teachers, educators, and social workers trained	17,920
People involved in vocational training activities; employment guidance and placement and self-employment	31,147
Participants in energy improvement activities	12,679
People who received food support, housing support and emergency subsistence	1,988,078
People who received medical care, disease prevention, and health education services	6,057,856
Participants in activities to improve agricultural production and food security	189,692
Participants in educational/awareness-raising or nutritional recovery activities	1,261,378
People who have benefited from access to water, hygiene, and sanitation activities	860,548
People involved in violence prevention and protection and recovery from violence activities	159,277
People engaged in migration prevention, integration, or voluntary repatriation activities	13,934





 FOCUS 2021

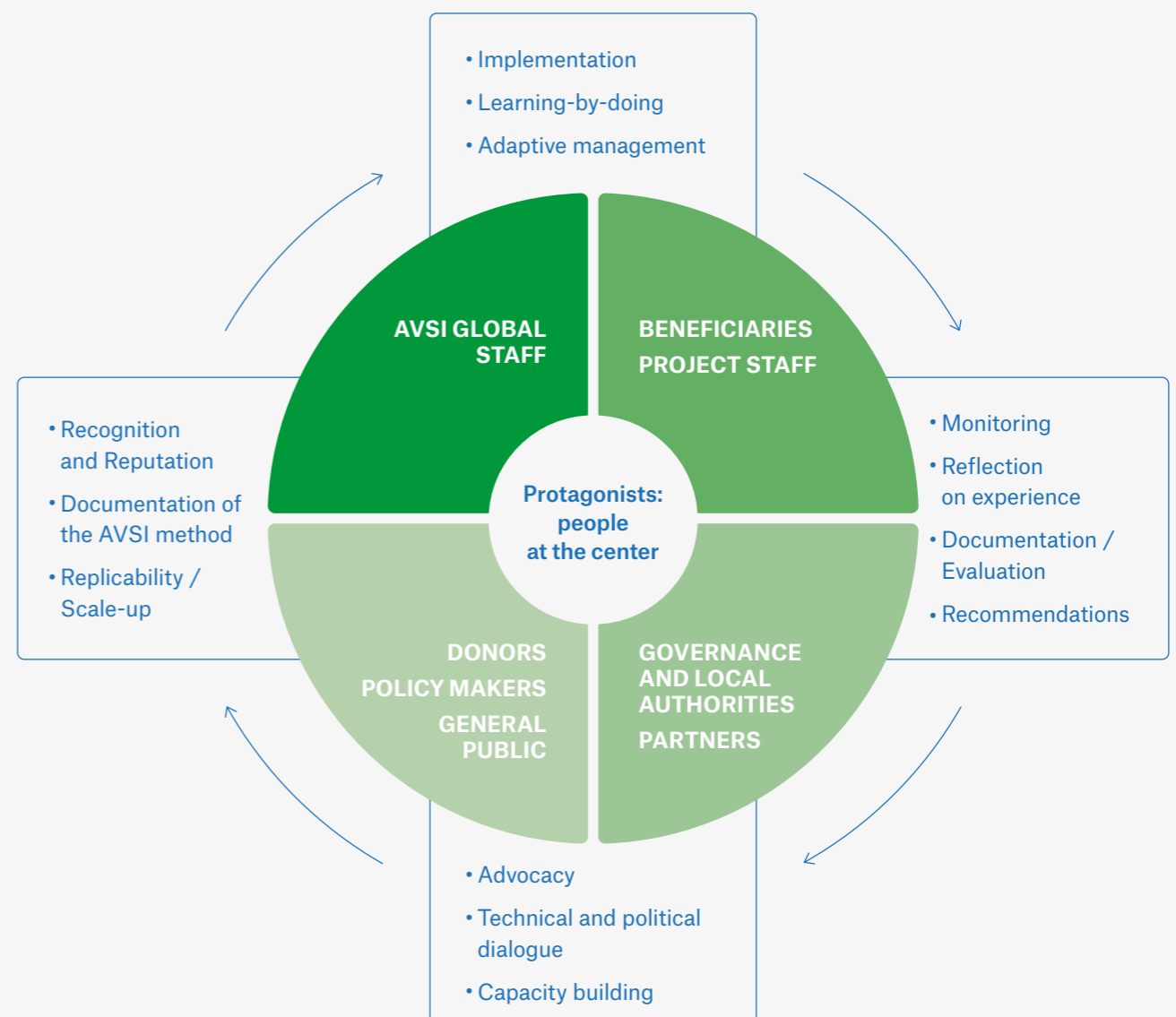
**Advocacy based on direct field experience**

AVSI does not define itself as a specialized advocacy organization. However, AVSI carries out many advocacy actions, both in relations with donors and governments, and in communication.

The starting point of these interventions is always our field experience. AVSI draws the attention of institutions and policymakers to specific issues in order to activate more appropriate responses to solve problems. The experience acquired enables AVSI to intervene

with decision makers with contributions that are an expression of our originality (the Practice of Change), gained and tested day-by-day in many countries, sectors and contexts.

**FROM THE FIELD TO ADVOCACY:  
AVSI's Practice of Change**



Outcomes (lasting effects in the medium-to-long term thanks to project activities)	Number of beneficiaries
People who found work / began subsistence activities	<b>79,813</b>
People who increased their income / improved their means of subsistence	<b>262,378</b>
Students who completed an academic year (formal school / educational / training activities) or the transition from informal education to formal education	<b>319,845</b>
People whose lives were in immediate danger and who have recovered to a condition of relative stability	<b>81,254</b>
People who have improved their health status	<b>5,552,597</b>
People who have increased their awareness and self-esteem	<b>5,012,497</b>
People who have improved their level of social inclusion or involvement in public life	<b>114,236</b>



## AVSI's commitment to agribusiness and collaboration with the World Food Programme



In all the countries where AVSI is present, it has developed a common vision and an integrated approach towards agriculture and food security, which increases effectiveness of activities in the field, increases the use of the best available techniques and adaptation of practices at the community and country levels, and improves local sustainability.

AVSI collaborates with WFP in emergency and non-emergency settings building the resilience of communities and national systems. The projects implemented together have shown that putting people at the center, a cornerstone of AVSI's approach, fosters the active participation of beneficiaries (individuals, families and cooperatives) in their development, both economic and nutritional.

**Despite the impact of the pandemic, in 2021 AVSI and WFP together supported 590,085 beneficiaries, 18,361 families, 14 civil society organizations and more than 600 public services.**



*The relationship between AVSI and WFP is a partnership with deep roots, based on trust, honesty, and the clear awareness that in every crisis, AVSI is there to stay. Along with our significant programmatic and operational relationship in countries, AVSI and WFP HQs have found many ways to collaborate and bring ideas to the global dialogue among the UN and NGOs.*

*WFP is proud to have such a serious and professional partner as AVSI.*

**Giammichele De Maio**  
Chief, NGO Partnerships Unit, WFP

## DISTANCE SUPPORT PROGRAM

With the Distance Support Program, AVSI, in collaboration with schools, religious entities, local NGOs and many other partners around the world, provides children and young people included in the project with **personalized support**, which helps **generate positive change in their lives and those of their families and communities**.

Thanks to a donation from a supporter – an individual or a family, a school, an Italian business – AVSI ensures all children and young people receive:

- the chance to go to school, attend after-school programs and participate in recreational activities;
- essential items (food, medicine, water, hygiene kits) and psycho-social support;
- family support and opportunities for parents to participate in literacy classes, vocational training and livelihood start-up support.

AVSI also promotes community-wide actions such as the creation of savings and credit groups.

Activities are planned with a focus on gender equality, inclusion of people with disabilities, and welcoming regardless of religious affiliations. They are all aimed at stimulating the **active participation of beneficiaries**.

The relationship with the partner organizations which implement the Distance Support Program with AVSI is guided by the intent of **capacity building**: throughout the year, social workers are offered training on AVSI's approach to education and human development, including psychosocial, recreational, and communicative aspects.

The Distance Support Program provides AVSI a solid foundation of knowledge of the beneficiaries and their social network, and the needs of the wider areas where the Distance Support Program is active. This is invaluable for the writing and implementation of institutional projects which can, in turn, allow for a **fruitful integration of the Distance Support Program with other projects** in areas such as: vocational training, agriculture, small and micro business support, training for teachers and educators. Through this integration, the individual donor contribution of 312 euros per year is multiplied and the impact enhanced.





## Children within the Distance Support Program in 2021

Albania	625
Argentina	360
Brazil	1,883
Burundi	965
Colombia	68
D.R. Congo	940
Ecuador	1,069
Haiti	1,122
Iraq	400
Ivory Coast	375
Jordan	345
Kazakhstan	180
Kenya	2,251
Kosovo	240
Lebanon	1,200
Mexico	381
Mozambique	800
Myanmar	600
Nigeria	600
Palestine	460
Paraguay	49
Peru	235
Russia	400
Rwanda	1,504
Sierra Leone	801
South Sudan	510
Uganda	3,649
Venezuela	200
<b>Total</b>	<b>22,212</b>



## INTERCOUNTRY ADOPTIONS

Intercountry adoption is a fundamental tool for responding to the interests of minors, included in a broader intervention aimed at their protection. Every day, AVSI meets many abandoned children throughout the world and wishes to verify for each of them the possibility of having a family.

AVSI operates in Colombia, Mexico, Lithuania, Romania, Ukraine, Sierra Leone and India as an organization authorized by the Commission for Intercountry Adoptions with offices in Milan, Cesena, Florence and Naples.

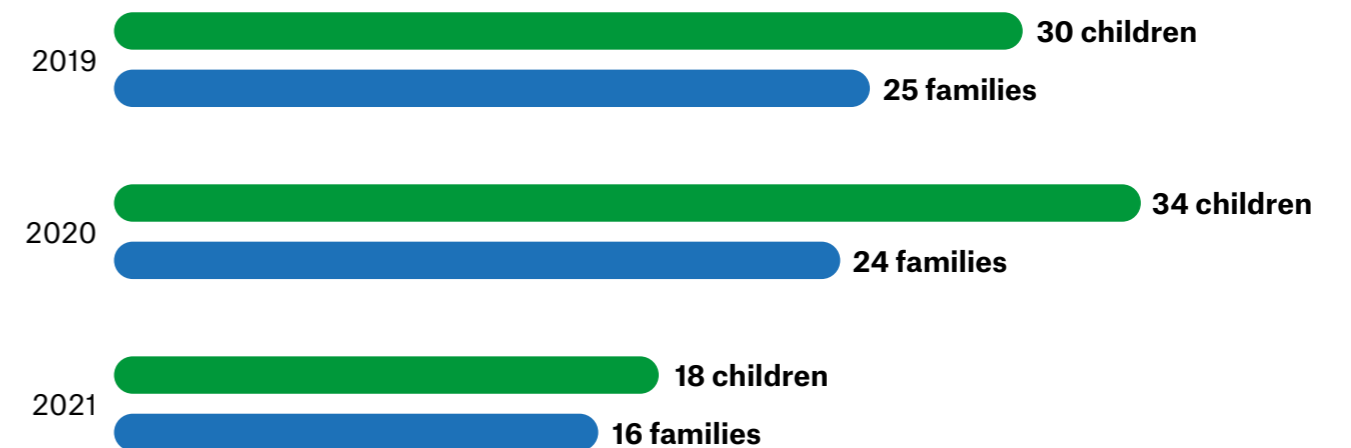


**33 assignments**

**18 children**  
adopted by 16 families

**20 families**  
participated in the post-adoption path involving parents and children. Due to the COVID-19 pandemic, the meetings were held online

**71 families**  
involved in information, training, and support meetings (for individual families or groups of families)



From 2013 to 2021: **645** children have been adopted



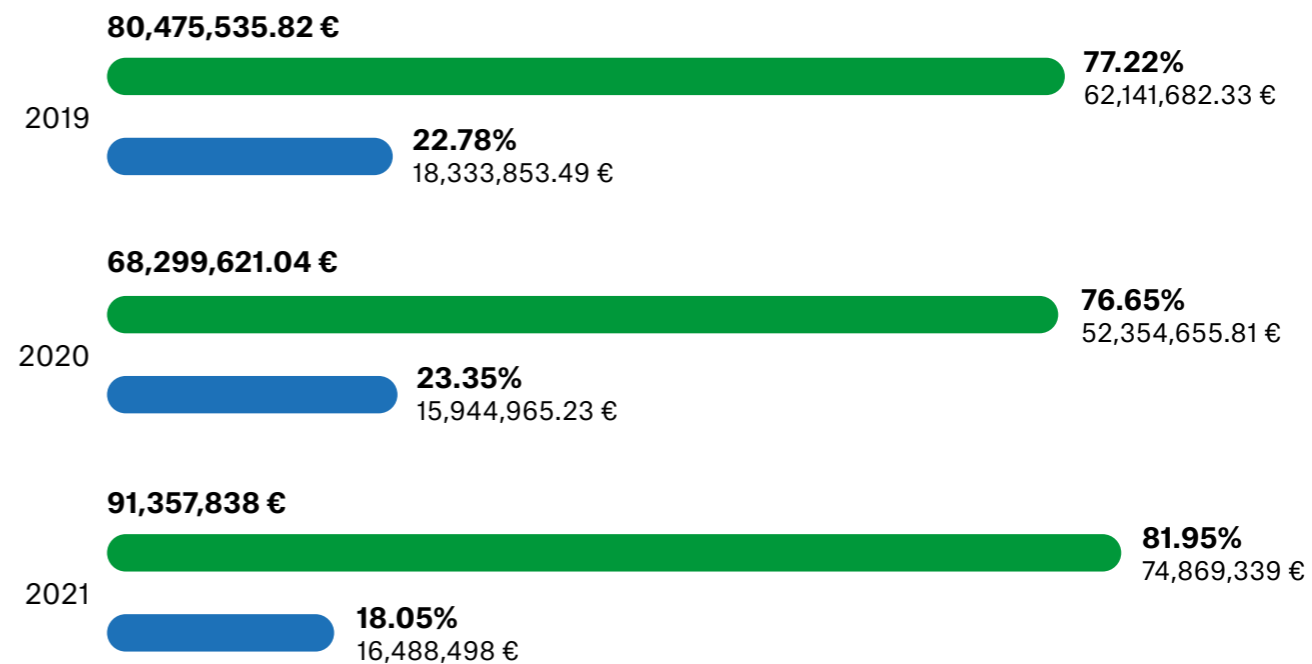
# Economic and financial position



## PRIVATE AND PUBLIC FUNDRAISING PERFORMANCE

● Public

● Private



## PRIVATE FUNDRAISING CAMPAIGNS

### Tents Campaign

This is an annual awareness and fundraising campaign that AVSI promotes from October until September of the following year. In 2021, we launched the following campaigns:

January 2021 - September 2021: **Expand your horizons**

October 2021 - December 2021: **You are the heart of development**

**Funds raised 1,344,482 €**

### Close to those in need with "5x1000" tax donation

In 2021, funds raised by AVSI through "5x1000" tax donation were transformed into concrete help for Italian families affected by the crisis generated by the pandemic. Through the **Close to Those in Need** project, they received economic support to cover the costs of basic items and services, the possibility of access to training courses for job reintegration, and support in studying for children.

	Signatures	Total amount	Average per signature	Fund collected
2020	8,660	<b>433,244.35 €</b>	48.43 €	29/10/2021



## Earthquake in Haiti: #HelpNow

On Saturday, August 14<sup>th</sup>, a 7.2 magnitude earthquake struck Haiti, causing thousands of casualties and destroying homes, schools, and hospitals.

AVSI immediately took action, launching an urgent appeal to be able to bring support to the many displaced people as soon as possible: #HelpNow Haiti.

The generous response made it possible to intervene immediately with the distribution of food items, hygiene kits, and materials to create temporary shelters.

More structured economic, nutritional and psychosocial support activities were then organized. Special spaces were created for children and young people where educators could propose activities to allow them to face and process the trauma suffered.

Throughout the duration of the campaign, updates on interventions and achievements were disseminated through intensive press office activity, publications on the website and social media, and the sending of periodic newsletters and weekly e-mails aimed at donors.

**Funds raised 573,648 €**



## AGGREGATE FINANCIAL STATEMENTS

Total income and revenues in the aggregate financial statements of the AVSI Foundation amounted to **€ 91,357,838** for fiscal year 2021, net of extraordinary items.

AVSI's aggregate financial statements include the financial and economic data of AVSI HQ and all 20 foreign branches that have closed their 2021 financial statements on an accrual basis

and have been certified by EY. The aggregated branches are: AVSI Tunisia, AVSI Democratic Republic of Congo, AVSI Peru, AVSI Syria, AVSI Uganda, AVSI Burundi, AVSI Jordan, AVSI South Sudan, AVSI Mozambique, AVSI Iraq, AVSI Lebanon, AVSI Ecuador, AVSI Myanmar, AVSI Palestine, AVSI Haiti, AVSI Kenya, AVSI Ivory Coast, AVSI Republic of Congo, AVSI Mexico, and AVSI Sierra Leone.

### How AVSI uses your money



- 91.63 cents** are used on projects
- 6.79 cents** are used to cover operating costs
- 1.20 cents** are used to raise funds for projects
- 0.38 cents** are used for activities in support of development projects (ancillary activities, studies, consultancies)







## KEY PERFORMANCE INDICATORS (KPI)

AVSI has identified its key performance indicators by adapting the FMA international framework, specific for non-profit organizations, to the complexity of AVSI's action in many different countries and sectors, in order to highlight critical success factors for each area of intervention. The set consists of a mix of strategic, managerial, operational, process and outcome indicators, relating to administration, human resources, program performance,

communication, action of governance and control bodies. Results are measured in relation to set targets, either in absolute terms or in relation to the previous year.

	2021 Target	2021 Result
<b>Financial health</b>		
Cash and cash equivalents	+ 5% compared to 2020	+20%
Equity	+ 10% compared to 2020	+42%
Liquid Unrestricted Net Assets (LUNA)	+ 5% compared to 2020	+5%
Year over year growth	+ 10% compared to 2020	+34%

### Human Capital

Percentage of staff performance goals met	60% of HQ staff with an assessment score of at least 3 out of 5	98% of HQ staff with an assessment score of at least 3 out of 5: <ul style="list-style-type: none"> <li>• 30% of Italy staff assessment score = 3</li> <li>• 63% of Italy staff assessment score = 4</li> <li>• 5% of Italy staff assessment score = 5</li> </ul>
Time to hire for position vacancies	40 days	32 days (21 days in 2020)

### Information & Communication Technology

ICT Up-Time	100%	100%
-------------	------	------

### Fundraising & Development of new opportunities

Institutional donors: contribution per type of donor	Increase compared to 2020	European Union: +42%; US government: +55%; development banks: +247%; other bilateral donors: +81%; Italian government: +15%; international organizations: +37%; Italian local authorities: +151%
Private donors: contribution per type of donor	Increase compared to 2020	Individuals +4%; businesses +34%; foundations -32%; schools -9%; AVSI Points +32%; Italian Bishops' Conference (CEI): -25%
Donor retention rate	Increase compared to 2020	<u>Institutional donors:</u> 91% (+11% compared to 2020); <u>Private donors:</u> 82,20% (-1,15% compared to 2020)

	2021 Target	2021 Result
<b>Marketing &amp; Communications</b>		
Website page view	+ 10% compared to 2020	+42%
Social media activity	<u>Fans/Followers:</u> Facebook +5%; Twitter +5%; Instagram +10%; LinkedIn +10%; Youtube +10%; <u>Engagement rate:</u> Facebook 5%; Twitter +2%; Instagram +10%; LinkedIn +20%	<u>Fans/Followers:</u> Facebook +16%; Twitter 8%; Instagram +34%; LinkedIn +22%; Youtube +27%; <u>Engagement rate:</u> Facebook 11%; Twitter 2%; Instagram 13%; LinkedIn 66%
Media placements and press coverage	+5% no. of articles published compared to 2020	+5,8% national and international press

### Risk management and Governance

Data security system periodically verified	Periodic data security checks conducted in line with the frequency laid down in GDPR	100% activities performed correctly
Board composition and engagement	In line with the articles of association	<u>Member skills diversification:</u> 1 from non-profit, 2 from businesses, 2 from academia, 2 from institutions; 1 from development banks. <u>Participation in meetings:</u> 98% (+2% compared to 2020)
Supervisory Body ontime reporting to the Board and answers for specific events reported by stakeholders	95% of specific cases referred to the Supervisory Board examined and replied to 100% of weekly reports issued on time	100% 100%

### Programs & Service Delivery

Percentage of projects results obtained	92.5% for projects concluded in 2021	94% (92% in 2020)
Accountability to beneficiaries (% of claims solved)	95% of specific cases referred to the Supervisory Board examined and replied to	100%

### Outreach & Advocacy

Number of community events held	Increase compared to 2020	717 events held (+25 % compared to 2020)
Number of participants at community events	Increase compared to 2020	358,000 participants (+5% compared to 2020)
Percentage of projects in partnership with local organizations (civil society organizations, businesses, authorities)	70%	83% (80% in 2020)

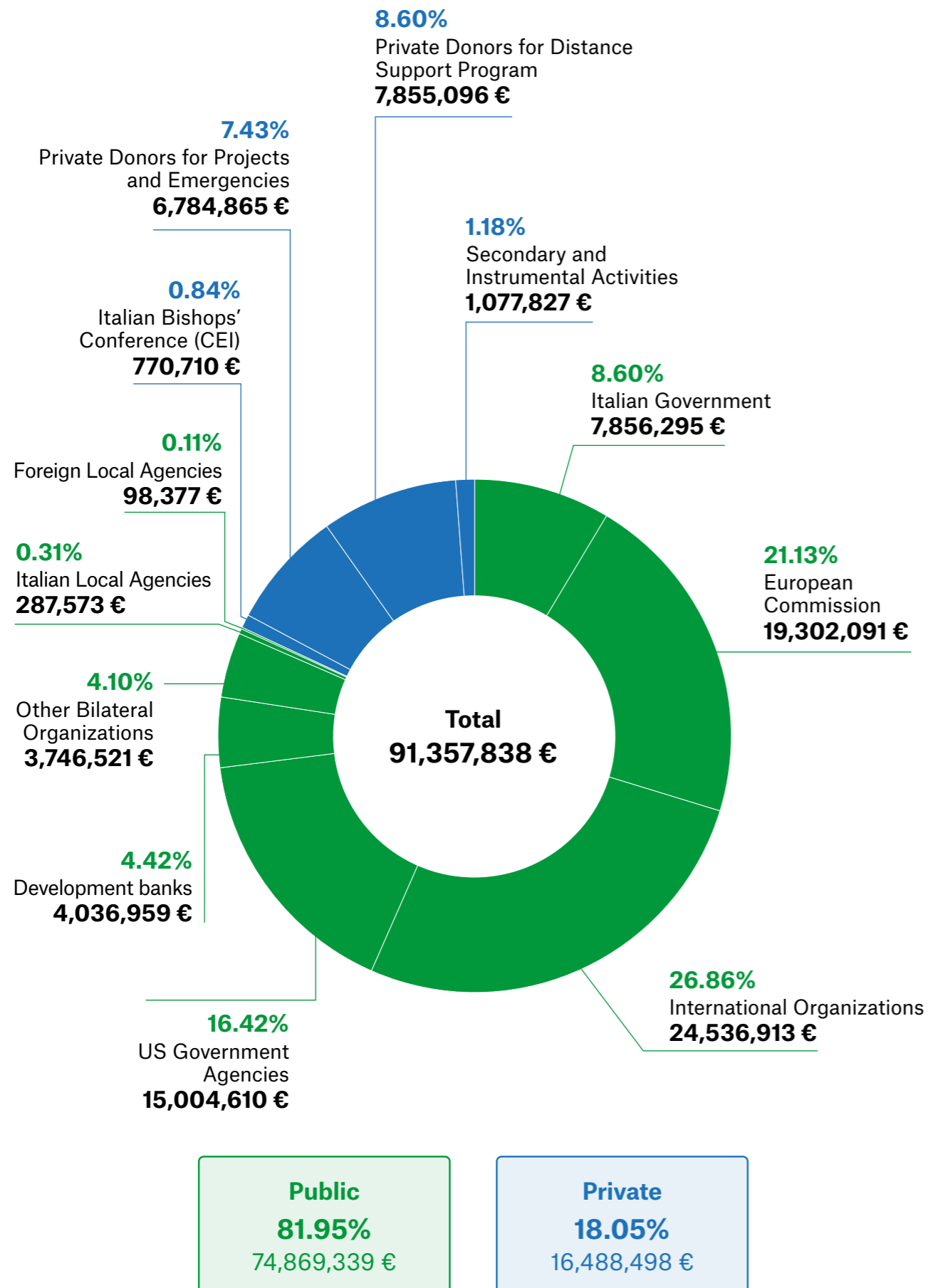
### Institutional and project activities

Observance of deadlines relating to institutional activities (financial statements, budgets, audits) and to project activities (intermediate and final reports and audits)	100%	100% deadlines met
Project design efficiency (number of project proposals elaborated and submitted)	195	279



## Where our contributions come from

● Public ● Private



## Resources by country

Haiti	14,647,765	Somalia	216,167
Uganda	13,711,355	Nigeria	207,383
Lebanon	11,144,451	Tunisia	134,300
D.R. Congo	8,565,622	Argentina	88,080
Mozambique	6,814,321	Venezuela	85,507
South Sudan	4,299,885	Russia	79,250
Kenya	4,246,780	Kosovo	62,688
Iraq	4,146,363	Kazakhstan	53,250
Ecuador	3,458,630	Colombia	21,076
Brazil	3,432,797	Paraguay	14,285
Syria	2,949,975	Romania	10,000
Burundi	2,890,508	Other	111,789
Italy	2,108,113	<b>TOTAL</b>	<b>91,357,838</b>
Jordan	2,087,403		
Ivory Coast	1,867,467		
Myanmar	654,929		
Sierra Leone	609,958		
Rwanda	557,117		
Palestine	538,755		
Mexico	371,963		
Cameroon	338,233		
Republic of the Congo	332,077		
Peru	260,038		
Albania	239,561		



## Financial Statements as at 31 December 2021 and 31 December 2022

### INCOME STATEMENT

Costs	Budget 2022	2021	Budget 2021
<b>A) Costs and charges for general activities</b>			
1) Raw materials, auxiliary materials, consumables & goods	2,043,929	6,604,785	2,247,539
2) Services	66,787,076	49,548,738	48,696,676
3) Use of third-party assets	1,025,565	787,015	391,200
4) Staff costs	—	23,774,971	23,224,568
5) Depreciation	5,799,205	6,095	—
6) Provisions for risks and charges	—	520	—
7) Miscellaneous operating expenses	—	5,229,247	357,980
8) Opening inventory	18,878	—	—
			—
			—
			—
<b>TOTAL</b>	<b>75,674,653</b>	<b>85,951,371</b>	<b>74,917,963</b>

#### Surplus/Deficit from General Activities (+/-)

#### B) Costs and charges for other activities

1) Raw materials, auxiliary materials, consumables & goods		—	
2) Services	78,017	308,335	85,984
3) Use of third-party assets		—	
4) Staff costs		213,759	
5) Depreciation		—	
6) Provisions for risks and charges		—	
7) Miscellaneous operating expenses		1	1
8) Opening inventory			
<b>TOTAL</b>	<b>78,017</b>	<b>522,095</b>	<b>85,985</b>

#### Surplus/Deficit from Other Activities (+/-)

#### C) Costs and charges for fundraising activities

1) Charges for regular fundraising	358,802	265,986	149,402
2) Charges for occasional fundraising		—	
3) Other charges		—	
<b>TOTAL</b>	<b>358,802</b>	<b>265,986</b>	<b>149,402</b>

	Budget 2022	2021	Budget 2021
<b>Surplus/Deficit from Fundraising Activities (+/-)</b>			
<b>D) Costs and charges for financial and capital assets</b>			
1) For banking relationships	117,315	170,678	75,000
2) For loans	2,167	2,432	
3) From building assets		—	
4) From other capital assets		—	
5) Provisions for risks and charges		—	
6) Other charges		70,180	
<b>TOTAL</b>	<b>119,482</b>	<b>243,291</b>	<b>75,000</b>

#### Surplus/Deficit from Financial and Capital Activities (+/-)

#### E) General costs and charges

1) Raw materials, auxiliary materials, consumables & goods		534,721	420,000
2) Services	179,108	459,245	705,326
3) Use of third-party assets	455,445	149,863	550,000
4) Staff costs	3,478,401	3,821,778	1,845,322
5) Depreciation	207,355	246,770	
6) Provisions for risks and charges			
7) Costs and charges for other activities		91,374	539,350
<b>TOTAL</b>	<b>4,320,309</b>	<b>5,303,751</b>	<b>4,059,999</b>

<b>Total Costs</b>	<b>80,551,263</b>	<b>92,286,494</b>	<b>79,288,348</b>
--------------------	-------------------	-------------------	-------------------



Revenues	Budget 2022	2021	Budget 2021
<b>A) Revenues, payments and income from general activities</b>			
1) Revenues from membership fees and contributions		—	—
2) Revenues from associates for mutual activities		—	—
3) Revenues from services and sales to associates and founders		—	—
4) Charitable donations	9,801,406	6,737,858	7,440,390
5) Income from 5 per mille	360,000	433,244	—
6) Contributions from private entities	1,674,000	3,895,766	2,976,156
7) Revenues from services and sales to third parties		—	—
8) Contributions from public agencies	62,844,332	70,930,083	63,243,313
9) Income from contracts with public agencies		—	—
10) Other revenues, payments and income		1,757,202	744,039
11) Closing inventory		—	—
<b>TOTAL</b>	<b>74,679,738</b>	<b>83,754,154</b>	<b>74,403,898</b>
<b>Surplus/Deficit from General Activities (+/-)</b>	<b>-994,916</b>	<b>-2,197,217</b>	<b>-514,065</b>
<b>B) Revenues, payments and income from other activities</b>			
1) Revenues from services and sales to associates and founders		—	—
2) Contributions from private entities		—	—
3) Revenues from services and sales to third parties	158,000	1,077,827	347,054
4) Contributions from public agencies		—	—
5) Income from contracts with public agencies		—	—
6) Other revenues, payments and income		—	—
7) Closing inventory		—	—
<b>TOTAL</b>	<b>158,000</b>	<b>1,077,827</b>	<b>347,054</b>
<b>Surplus/Deficit from Other Activities (+/-)</b>	<b>79,983</b>	<b>555,732</b>	<b>261,069</b>
<b>C) Revenues, payments and income from fundraising activities</b>			
1) Income from regular fundraising	1,215,000	1,838,067	472,394
2) Income from occasional fundraising		—	—
3) Other income		—	—
<b>TOTAL</b>	<b>1,215,000</b>	<b>1,838,067</b>	<b>472,394</b>

	Budget 2022	2021	Budget 2021
<b>Surplus/Deficit from Fundraising Activities (+/-)</b>	<b>856,198</b>	<b>1,572,081</b>	<b>322,992</b>
<b>D) Revenues, payments and income from financial and capital activities</b>			
1) From banking relationships	350	7,921	—
2) From other financial investments		—	—
3) From building assets		—	—
4) From other capital assets		—	—
5) Other income		1,140,360	—
<b>TOTAL</b>	<b>350</b>	<b>1,148,281</b>	<b>—</b>
<b>Surplus/Deficit from Financial and Capital Activities (+/-)</b>	<b>-119,132</b>	<b>904,990</b>	<b>—</b>
<b>E) General support income</b>			
1) Income from staff secondment		—	—
2) Other general support income	4,536,795	4,687,790	4,274,512
<b>TOTAL</b>	<b>4,536,795</b>	<b>4,687,790</b>	<b>4,274,512</b>
<b>Surplus/Deficit from General Costs and Charges (+/-)</b>	<b>216,486</b>	<b>-615,961</b>	<b>—</b>
<b>Total Costs</b>	<b>80,589,882</b>	<b>92,506,119</b>	<b>79,497,857</b>
<b>Surplus/Deficit for the Financial Year Before Taxes (+/-)</b>	<b>38,619</b>	<b>219,625</b>	<b>209,510</b>
<b>Taxes</b>	<b>(21,909)</b>	<b>(19,939)</b>	<b>(21,900)</b>
<b>Surplus/Deficit for the Financial Year (+/-)</b>	<b>16,710</b>	<b>199,686</b>	<b>187,610</b>









## How to support us

Through our **Distance Support Program** [avsi.org/sostegnoadistanza](https://avsi.org/sostegnoadistanza)

With an **online donation** [donazioni.avsi.org](https://donazioni.avsi.org)

With a **recurring donation** by writing to [donatoriprivati@avsi.org](mailto:donatoriprivati@avsi.org)

By **bank transfer** made out to FONDAZIONE AVSI

at Unicredit SPA IBAN: IT 22 T 02008 01603 000102945081 BIC (Swift code): UNCRITMM

With a **postal payment slip** to current account no. 522474 made out to FONDAZIONE AVSI ONLUS ONG

By nominating AVSI to receive your **"5 per mille"** contribution: quote tax reference no. 81017180407

### AVSI

20131 **Milano**, Via Donatello, 5/B  
+39.02.6749881 - [milano@avsi.org](mailto:milano@avsi.org)

47521 **Cesena** (FC),  
Via Padre V. da Sarsina, 216  
+39.0547.360811 - [cesena@avsi.org](mailto:cesena@avsi.org)

[www.avsi.org](https://www.avsi.org)



@fondazioneavsi



@avsi\_foundation

### AVSI-USA

Washington DC Office  
8730 Georgia Avenue, Suite 209  
**Silver Spring**, MD 20910  
+1.301.589.9009 - [infoavsi-usa@avsi.org](mailto:infoavsi-usa@avsi.org)

[www.avsi-usa.org](https://www.avsi-usa.org)



@avsiusa