

Annual Report 2020



People for development

This Annual Report is an extract of AVSI's 2020 Social Report, which can be viewed in full at avsi.org, and has been prepared by
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AVSI Foundation's project design is in line with **UNI EN ISO 9001:2015** international standard



On the cover: Kenya
A moment of recreation in the playground at Urafiki Primary School in Nairobi.
Photo by Andrea Signori

Back cover: Lebanon
A Syrian girl in an informal refugee settlement in the district of Marj El-Khokh.
Photo by Aldo Gianfrate

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2020 / Time to be brave

Due to the COVID-19 pandemic, 2020 was a difficult year around the world, but AVSI has never stopped, and its activities remained in line with those of previous years.

This Annual Report goes through the year's achievements, which are surprising from all perspectives. These positive results were possible thanks to AVSI's people: people who could react to an unprecedented crisis and act creatively, which enabled us to continue with projects and actions alongside and with beneficiaries. People **who could buck the negative trend**, plan, and provide the basis for our projects for the coming years, thanks to the continuous sharing of choices.

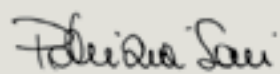
In 2020, as never before, we have been affected by the contradiction of the global context in which we act. On the one hand, new opportunities have opened up, but, on the other, it makes us increasingly interdependent and connected; in some ways, we are even more fragile.

Although the situation forced us to change continually and review our plans, we were able to be anticyclical and to achieve better results compared with the stress tests conducted in 2020.

We also expanded our activities in Italy. We had the opportunity to be a key player, applying the know-how we've acquired all over the world to a domestic context.

We realize that this extraordinary year has made us more flexible and innovative, more collaborative and mutually attentive to personal difficulties, ever more aware of what it means to be part of an international organization that responds to local and global needs.

AVSI is here. WE ARE NOT RE-STARTING because WE HAVE NEVER STOPPED.



Patrizia Savi
President



Giampaolo Silvestri
Secretary-General

2020 / In numbers

AVSI was created in 1972 and is a non-profit organization that carries out development cooperation and humanitarian aid projects in 38 countries throughout the world, including Italy.

Our vision: to work for a world where the person is the protagonist of his or her own integral development and that of his or her community, even in emergency contexts.

In the last year, we have helped almost 5 million people in difficulty, including 21,412 children, through the Distance Support Program. Our main areas of activity are **Education**, which for AVSI is the foundation for development, **Agriculture and Food**

Security, Child Protection, Energy, Environment, Vocational Training and Employment, Financial and Livelihood Strengthening, Nutrition, Sustainable Cities, Human Rights, Democracy and Peace, Healthcare, Water and Hygiene.

Our last budget (2020) totaled EUR 68,299,621, of which 77% came from institutional donors and 23% from private donors.

For each Euro received, 89.46 cents are used to implement projects.

AVSI is authorized by the Italian Commission for Intercountry Adoptions.



255
Projects



38
Countries



2,120
Staff



€ 68,299,621.04
Total budget

23,35% from private funds
76,65% from public funds



4,767,762
Direct beneficiaries

23.060.725
Indirect beneficiaries



21,412
Distance Support Program

children
around the world



2,255
Local partners

organizations
businesses, institutions



20,416
Donors

institutions
individuals
foundations
businesses, schools



273
AVSI Points

support groups made
up of 2,184 volunteers in Italy
who, during the year, have met
around 340,000 people,
mostly virtually

Who we are

Information and offices

Name AVSI FOUNDATION

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, in “*Other Third-Sector Entities*.”

Registered office address:

216, Via Padre Vicinio da Sarsina- 47521 Cesena

Administrative headquarters:

5b, Via Donatello – 20131 Milan

Other offices in Italy

- Florence - 3, Piazza Luigi Dallapiccola
- Naples - Via Nuova Poggioreale - INAIL Area, Tower 7

Other offices around the world

AVSI has offices in almost all of the countries in which it operates. The main offices listed here also have other peripheral offices located in the countries where AVSI has more significant operations.

• **AVSI in Africa**

AVSI Burundi 11, Avenue Mpotsa, Kabondo Bujumbura

AVSI Cameroon S/c Sald, Bp 11955, Yaoundé

AVSI Ivory Coast Galerie Santa Maria Cocody-II plateaux, Abidjan

AVSI Kenya St. Kizito Building, Thika Road, Nairobi

AVSI Mozambique 483, Avenida Paulo Samuel Kankhomba, Maputo

AVSI Democratic Republic of the Congo 29, Avenue des orchidees, Goma

AVSI Republic of Congo Résidence Gabriella, Porte 203, Avenue Linguissi Pembellot, Pointe-Noire

AVSI Rwanda KG 157 Street, Kimironko, Kigali

AVSI Sierra Leone 5G off King Harman Road, Brookefields, Freetown

AVSI South Sudan Juba Raha Compound, Juba

AVSI Tunisia Immeuble Cristal Palace, bloc A, 1er étage, bureau numéro 3, Rue de Lac Annency, 1053 Les Berges du Lac, Tunis

AVSI Uganda Ggaba Road Plot 1119, Kampala

• **AVSI in Asia**

AVSI Myanmar 6-A, Dagon Tower, 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 Abdullah Rajab Hakouz street 16, Amman

AVSI Iraq Villa 180, Dream City, Erbil

AVSI Lebanon Jean-Paul II Center, St.Fawka Street, Jounieh

AVSI Palestine Saint Saviour Monastery, 1, Saint Francis Street, Jerusalem

AVSI Syria East Mezzeh, Al Farabi Street Building 2/87, Damascus

• **AVSI in Latin America and the Caribbean**

AVSI Ecuador Avenida 6 de Diciembre 33-382 y Eloy Alfaro, Quito

AVSI Haiti 17, Rue Jacob (Route de Frères), Port-au-Prince

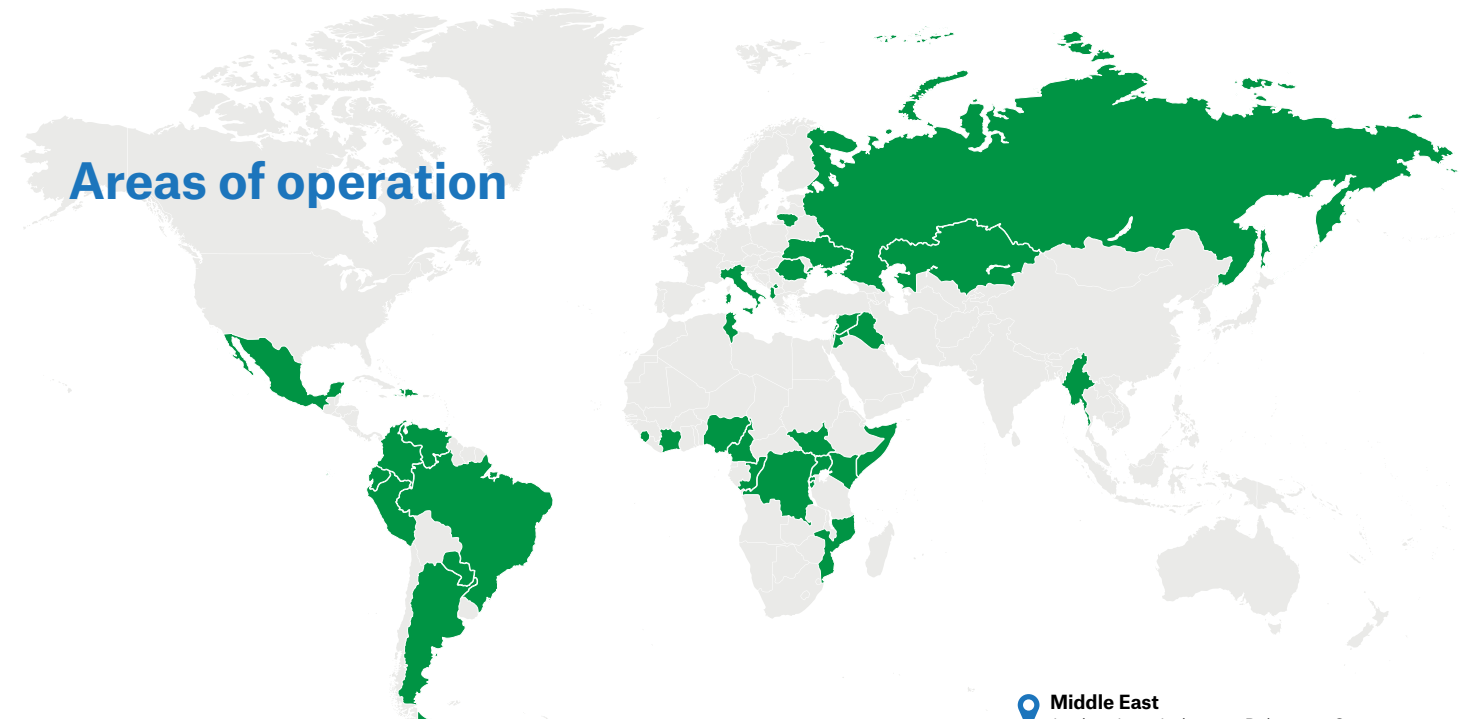
AVSI Mexico Avenida Oaxaca 211, colonia San José la Noria, Oaxaca

AVSI Peru Jirón Ica 281, Oficina 205, Lima

International and national memberships and accreditations

National Accreditations

- AVSI is a Non-Governmental Organization registered – according to Italian Law no. 125 of August 11th, 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 04/04/2016 (formerly an NGO recognized – according to Article 28 of Italian Law no. 49 of 02/26/1987 – by the Italian Foreign Ministry with Italian Ministerial Decree no. 1988/128/4195/3 of 09/14/1988)
- Following its registration in the list held by the Italian Agency for Development Cooperation, it was registered in the Single Database of Charities held by the Italian Tax Authority (ref. no. 57967 of 11/23/2015)
- It is listed in the Register of Entities and Associations that Perform Activities in Aid of Refugees held by the



Latin America and the Caribbean

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

Africa

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

Middle East

Jordan, Iraq, Lebanon, Palestine, Syria

Europe

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

Asia

Kazakhstan, Myanmar

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

- It 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 10/04/2000 by the Commission for Intercountry Adoption
 - It is an accredited Civil Service body under code SU00202 according to Italian Law no. 64 of 03/06/2011, registered with the Department for Youth Policies and Universal Civil Service, part of the Presidency of the Council of Ministers
 - It is registered in the CDP (Cassa Depositi e Prestiti) List of Financial Operators (category: International Cooperation Support Services)
 - It is listed in the Register of Representatives of the Interests of the Italian Chamber of Deputies
- Also
- It is a member of the CNCS, the Italian National Council for Development Cooperation (Italian Law no. 125)
 - It is a member of the Italian Ministry for Ecological

Transition's National Forum for Sustainable Development

National Memberships

- CDO Opere Sociali
- Concord Italia
- CoLomba – COoperazione LOMBardia
- ASSI.I.PRO.V.
- OLA OLTRE L'ADOZIONE - Coordinamento di Enti Autorizzati per la Sussidiarietà dell'Adozione Internazionale

International Accreditations

- It has general consultative status at the United Nations' Economic and Social Council (ECOSOC)
- It is accredited with
 - > UNICEF – United Nations Children's Fund
 - > UNIDO - United Nations Industrial Development Organization
- It is registered in the special list of the International Labor Organization (ILO)
- It is an accredited member of
 - > UN Global Compact
 - > Global Nutrition Cluster

- It is listed in the European Union Transparency Register
- It was awarded the EU Humanitarian Partnership Certificate by ECHO (European Commission Humanitarian Office)
- It is listed as a PVO Private Voluntary Organization by USAID - United States Agency for International Development

International memberships

- It is a member and board member of Cities Alliance
- It is a member of the Friends of Europe's Stakeholder Network
- It is a member of
 - > Clean Cooking Alliance

- > The Alliance for Child Protection in Humanitarian Action
- > Alliance for Rural Electrification
- > INGO sub-group of Education Cannot Wait civil society constituency
- > Global Modern Slavery Directory

Membership of other Legal Entities

- VITA Società Editoriale
- Fondazione Banco Alimentare
- Fondazione Cascina Triulza
- IFF iFishFarm social business (Uganda)
- Cooperativa NOVA ENERGIA (Mozambique)

AVSI is also a founding member of AVSI Mexico and AVSI Rwanda.

Statute Our main statutory activities

Development cooperation / national and international **adoption** / **raising public awareness** / professional and personal training for **staff** / **collaborate** 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** / **receive** migrants and help them **integrate socially** / protect **human rights** / **scientific research** / protect and enhance the **environment** / **raise funds**

Our complete statute can be found at www.avsi.org

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.

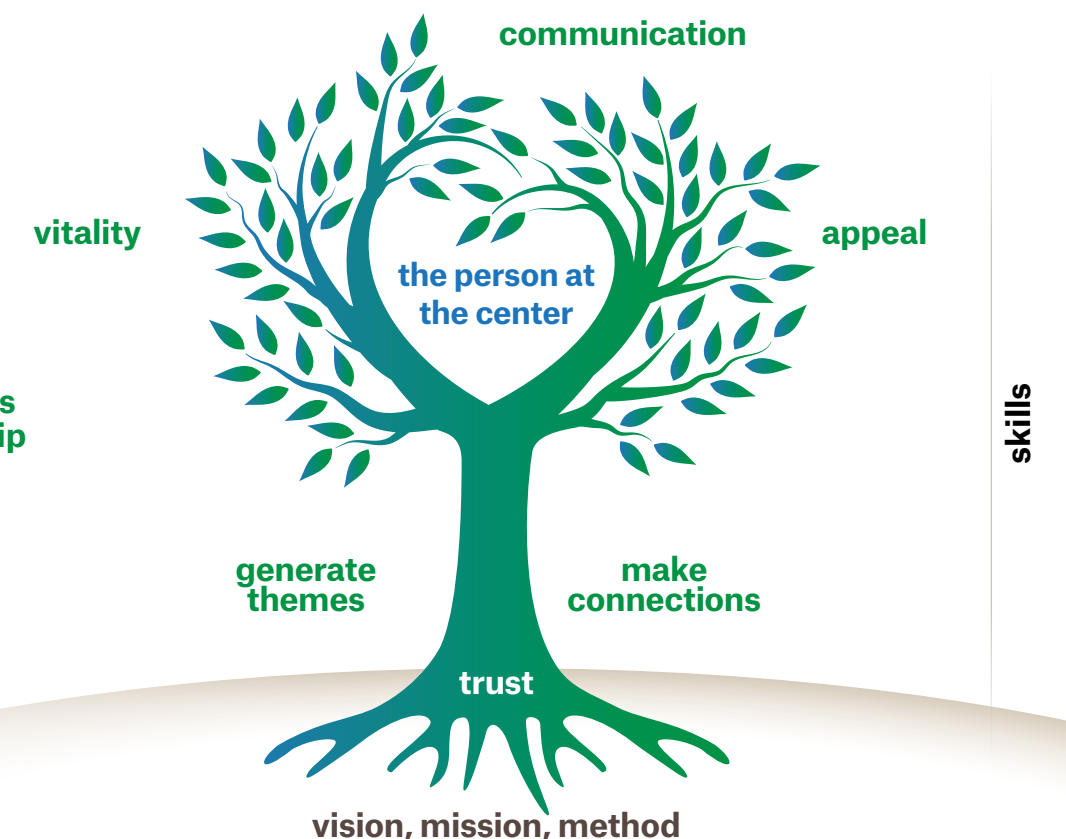
Leadership model

In 2020, we finished defining **our leadership model**. It contains all the **distinctive elements** that characterize how we operate.

The project was born from the need to grow, **ensuring that AVSI's identity is recognized internally and externally**.

The **leadership model** was created **using a participative approach which involved all of AVSI's management team**.

The six dimensions of AVSI's leadership



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 bodies in 25 countries
- 11 individuals

Committee of partners

93 participants:

- 92 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

Board of Auditors

Appointed on 06/23/2021

President: **Michele Grampa**

Members: **Delia Gatti, Alfredo Tradati**

Supervisory Board

Established on 04/30/2013, renewed on 05/20/2019

Benedetta Colombo (President), **Giorgio Brandazza**

Advisory Board

Appointed on 09/14/2020

Angelino Alfano

Laura Frigenti

Paolo Lembo

Stefano Manservigi

List of 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 - Cesena, Italy
20. Fundación Domus, Chile
21. FUNDACION SEMBRAR, Ecuador
22. KHANDLELO, Mozambique
23. LA LIBANAISE, Lebanon
24. LIGHE - Luigi Giussani Institute of Higher Education, Uganda
25. Maksora, Russia
26. MASP, Kazakhstan
27. Meeting Point International, Uganda
28. Meeting Point Kitgum, Uganda
29. SHIS, Albania
30. SHPRESA e JETES, Kosovo
31. Sotas, Lithuania
32. Support International E.V., Germany
33. The Seed, Nigeria

Quality certification

AVSI conforms to **UNI EN ISO 9001:2015**

specifications for project design of cooperation, aid, and development support activities in conjunction with and on behalf of prominent institutional, national, and international donors.

No non-conformances were identified in the 2020 audit.



Italy

Some healthcare, economic and educational activities carried out in Milan in response to the COVID-19 pandemic. Photos by Alessandro Grassani

Stakeholders

Protagonists



4,767,762
Direct beneficiaries

23,060,725 Indirect beneficiaries

As stated in our mission and vision, AVSI believes that the communities where projects are carried out are made up of the people with the most knowledge about their potential for change, even in the most challenging social, political, and economic situations. Involving them is vital so that AVSI can respond to the needs identified.

In international terms, this process is called Accountability to Affected Populations. In many countries, AVSI has specific accountability tools and, beginning with existing experience and IASC's (InterAgency Standing Committee) internationally recognized standards, it defined a dedicated policy in 2020.

The policy aims to confirm that AVSI conforms to the IASC's Commitments to Accountability to Affected Populations (CAAP) standards and develop simple actions that help us continually improve our internal accountability process.

One key tool is a checklist containing the essential points of the four CAAP standards. This tool helps local offices to assess the current situation and identify potential corrective actions that can be taken to improve accountability.

Founding Members

As per our Statute, our Founders are regularly informed of and involved in planning, implementing, and assessing AVSI's activities.

Also, given the particular nature of many of them, in that they are civil society organizations in the countries in which AVSI operates, our Founders also play an operational role in AVSI's activities. They do this by being involved in global processes (e.g., the Monitoring Evaluation Accountability and Learning (MEAL) Working Group), helping in the search for project opportunities, participating in the project development and management process, and taking part in study and communication activities on topics of common interest. **Thanks to the close working relationship between AVSI and its Founders, in 2020, 36 partnership projects were carried out, and 55 joint project proposals were presented.**

During 2020, some of our Founders joined in with AVSI's periodic meetings to provide updates on the response to COVID-19.

Staff



2,120
People working in Italy and abroad

(for more details, please see the "Our people" section on page 16)

One of AVSI's main characteristics is to place the person at the center of what we do. This means everyone we meet, beneficiaries of activities, employees, partners, donors. Involving our staff in planning and assessment activities is fundamental to bringing together the talents available in the countries, settings, and fields in which AVSI operates.

Local partners, public institutions, communities

In 2020, AVSI's projects were carried out in partnership with 2,225 local entities



571 CSOs local civil society organizations

494 local businesses

1,190 local authorities

In Italy, AVSI is working in partnership with over 65 public and private entities.

Local authorities, intermediaries, public institutions, and businesses play a fundamental role in AVSI's relationships with its beneficiaries. Thanks to their constant presence on the ground and deep knowledge of the local situation, the local partners identify the problems and support the process of solving them through the projects. This kind of partnership is the only way to make a community feel like it owns the project and to guarantee that our actions are sustainable in the long term.

Set against this context, we understand why AVSI's projects aim to support consolidation with local partners in terms of technical skills, identity, and values, and we can see how sustainability and capacity building become practical experiences.

AVSI Points



273
AVSI Points

2,184
volunteers

There are 273 authorized AVSI Points (43 of these are members of the Committee of Partners) with 2,184 volunteers that organize local fundraising events as part of the Tents Campaign, raising awareness of AVSI through initiatives, liaising with local media, attracting support for AVSI under the Italian "5xmille" tax donation campaign and as part of emergency campaigns launched by AVSI. They develop relationships with local businesses and bodies and are also responsible for developing and managing relationships with all people and entities they work with.

Every year, at least two gatherings are organized with the authorized AVSI Points and their volunteers, which donors can also attend. The 2020 gatherings were held on June 6 and October 17. They were followed live or via catch up respectively by around 4,500 and 3,800 people.



Donors

Private donors

20,372 private donors

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

304 companies

35 foundations

155 schools

Our main donors include:

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

Some donors get involved in the life of the organization at different levels. In 2020, the Ernst & Young foundation offered AVSI's staff working in the Fundraising, Communications and Distance Support Program sections in Italy, the opportunity to attend a training course. Two teams of Ernst & Young employees held four meetings on how to speak in public and effective presentation techniques, which were attended by 19 AVSI staff.

AVSI also supports **corporate volunteering** and **social entrepreneurship** through *payroll giving*, corporate gifts, in-business events, and event sponsorship.

Institutional donors

44 public institutions

including governments, international organizations, UN agencies, multilateral funds, development banks, bilateral cooperation agencies.

Our main donors include:

- European Union
- Italian Government
- USAID United States Agency for International Development
- US-DOS BPRM Bureau of Population, Refugees and Migration
- UNICEF
- Education Cannot Wait fund
- Embassy of the Kingdom of the Netherlands in Uganda
- GIZ - German Society for International Cooperation
- WB - the World Bank
- AFDB - the African Development Bank
- BID - the Inter-American Development Bank
- CEI (Italian Bishops' Conference)
- UN World Food Program
- Cities Alliance
- UN Food and Agriculture Organization
- UNHCR
- UNESCO

In an attempt to replace the top-down donor-recipient approach with one of equal partnership, an increasing number of institutions involve civil society organizations in open or closed consultations to develop their strategies and programs. In 2020, AVSI was engaged in consultations with the World Bank, UNHCR, UNICEF, the World Food Program, the European Union, EnDev Program, and the Emilia-Romagna Regional Council.

Institutional donors always closely follow the organizational and operating structure of the entities to which they assign funds, and individual projects and entire organizations alike undergo more frequent audits, assessments, and evaluations.



Brazil
Venezuelan refugees in reception centers in the city of Boa Vista, in Roraima State.
Photo by Francesco Pistilli

Main donors and partners



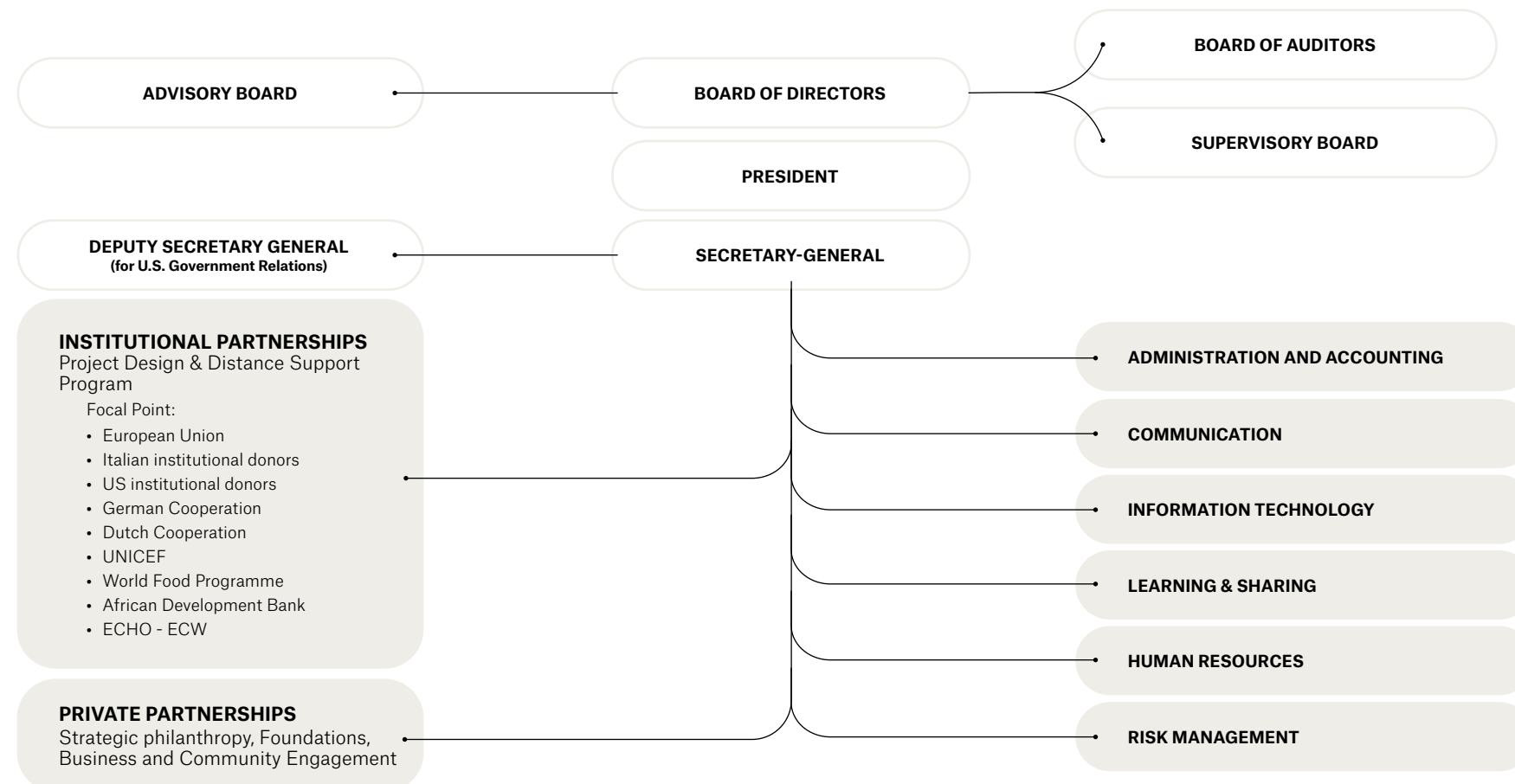
Our people

Organizational structure

AVSI's structure is decentralized, organized by geographical area, and in constant dialogue with the departments in the headquarters. This structure guarantees that actions are widespread, and we can maintain a uniform strategic and operational vision while safeguarding local characteristics. The departments based in Italy support the staff in each country.

Our decentralized structure means that: Regional Managers report directly to the Secretary General; Country Representatives report to the relevant Regional Managers, except Myanmar, Palestine, and Albania, whose Representatives report to their respective Desk Officers in Italy.

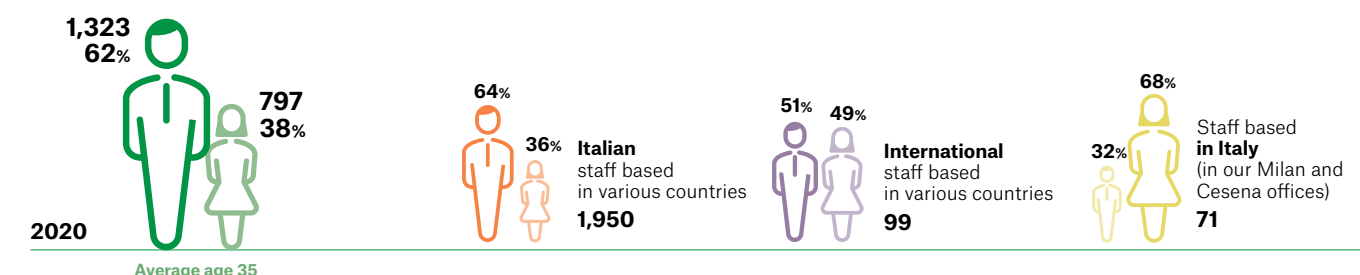
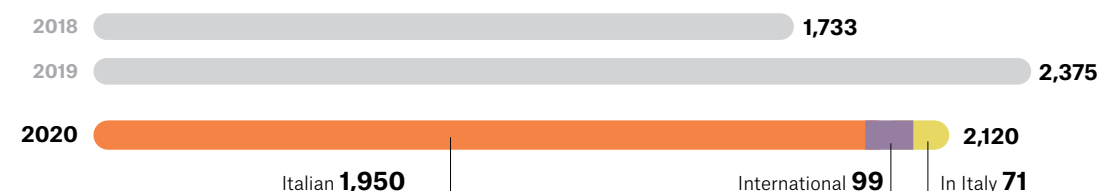
AVSI has introduced digital tools to support all its processes, ensuring that data are uniform and consistent and that information can be accessed easily and easily understood.



P R O J E C T S								
DESK OFFICER	DESK OFFICER	REGIONAL MANAGER Italy	REGIONAL MANAGER Eastern and Southern Africa	REGIONAL MANAGER Western and Central Africa	REGIONAL MANAGER	REGIONAL MANAGER Middle East and Northern Africa	REGIONAL MANAGER The Caribbean	REGIONAL MANAGER Latin America
Myanmar	Palestine Albania	Programs in Italy	Burundi Kenya Mozambique Dem. Rep. of Congo Rwanda Somalia South Sudan	Cameroon Ivory Coast Republic of Congo Sierra Leone	Uganda	Jordan Iraq Lebanon Syria Tunisia/Libya	Dominican Republic Haiti	Ecuador Mexico Peru Brazil AVSI Brazil (founder)
Thematic Focal Points		<ul style="list-style-type: none"> • Agriculture • Child protection • Climate change - Efficient cooking systems • Education 			<ul style="list-style-type: none"> • Energy - Social entrepreneurship • Graduation approach • Human capital and job creation - Sustainable cities - Relations with businesses • Humanitarian aid 			<ul style="list-style-type: none"> • Migration and integration • Nutrition • Strategic philanthropy

Staff

In numbers



Objectives and activities

Objectives and results

Although 2020 was a year of unprecedented challenges, we achieved most of our objectives, even exceeding some of them.

Concerning **donors and institutional projects**, the number of new initiatives approved was higher than budget forecasts and in line with 2019. There was a significant increase in donations and an acceleration of some internal processes, particularly the Dynamics management software implementation. The level of collaboration with some institutional donors has reached such a level that it allows us to develop strategic choices together. In terms of fundraising from private donors, although it was impossible to organize in-person events, we were able to hold online meetings, which, on the one hand, allowed us to stem the reduction in income (-15%) and, on the other, meant we were able to increase philanthropic contributions. The decision we took some years ago to invest in this sector has paid dividends.

We began some new processes relating to our **staff's organizational structure**, such as initial orientation training, staff selection, and digitalization processes. We consolidated the position of our Focal Points, which are playing an ever more strategic role in our work. During the year, two shared work procedures, the mid-term review in July and the annual planning process in October, are dynamic expressions of an organization that never stands still.

Our **Communication** grew in some contexts (Italian and international institutions, media, think tanks, donors), our social media community expanded, our new communication guidelines mark a step-change in awareness of AVSI as ONE and help achieve ever-higher quality standards for our products and content.

Our cross-cutting processes, such as risk assessment and management, MEAL, the circulation of a single administrative software in all countries, the preparation of the Social Report and the Annual Report, contribute individually and together to make our activities more efficient.
































































Projects

Despite the problems caused by the COVID-19 pandemic in Italy and in the other countries where we work, we still carried out a significant number of projects in 2020.




































Projects	255 Total
Concluded in 2020	105
Ongoing in 2020	87
Started in 2020	63

Countries and sectors

Africa

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


























Latin America and the Caribbean

Argentina	  
Brazil	  
Colombia	
Ecuador	    
Haiti	        
Mexico	       
Paraguay	
Peru	  
Dominican Republic	
Venezuela	

Europe

Albania	  
Italy	     
Kosovo	  
Lithuania	
Romania	
Russia	 
Ukraine	

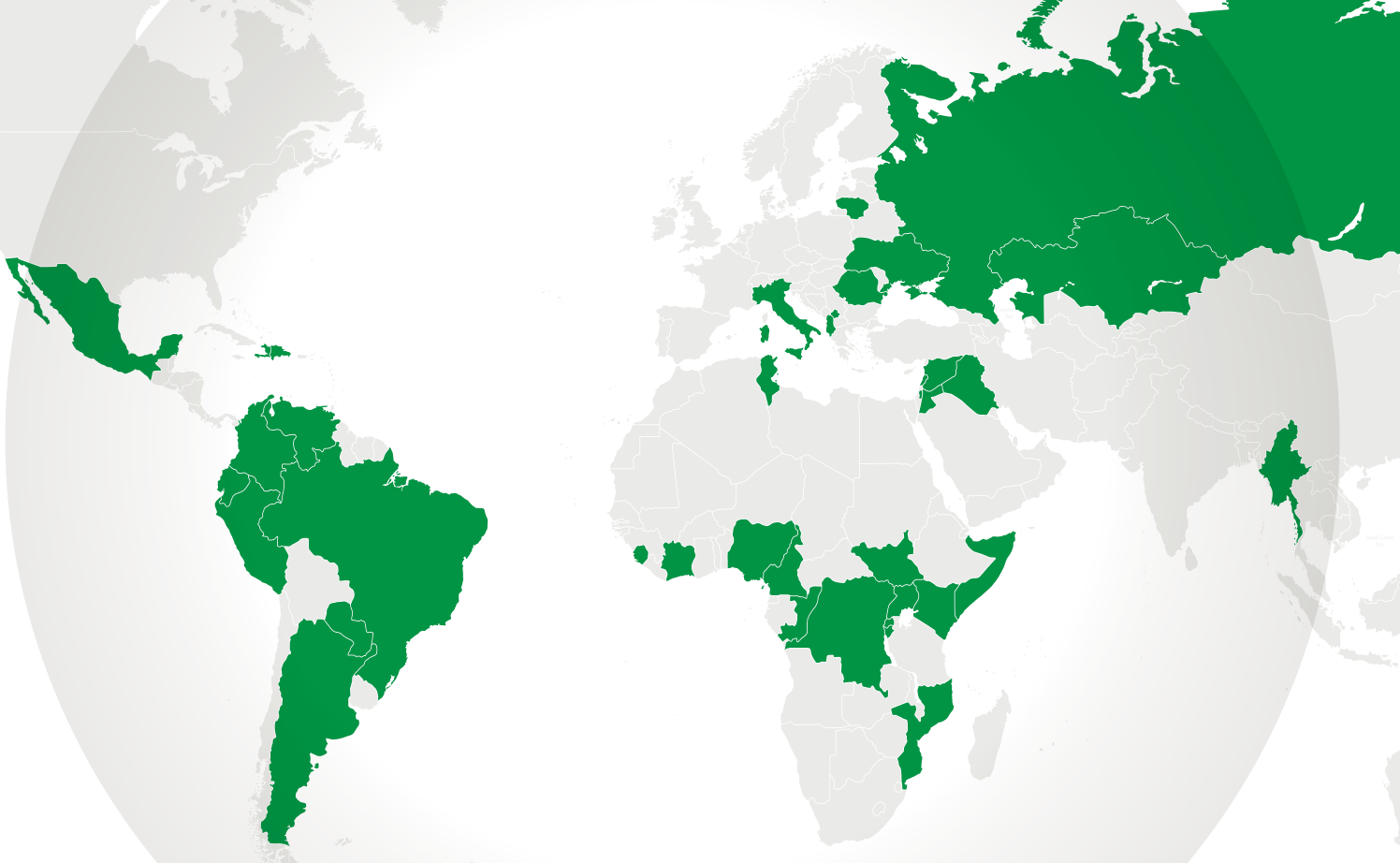
Middle East

Jordan	    
Iraq	    
Lebanon	      
Palestine	  
Syria	    

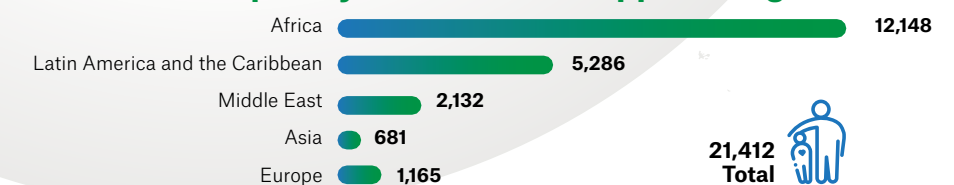
Asia

Kazakhstan	
Myanmar	

























Where AVSI works



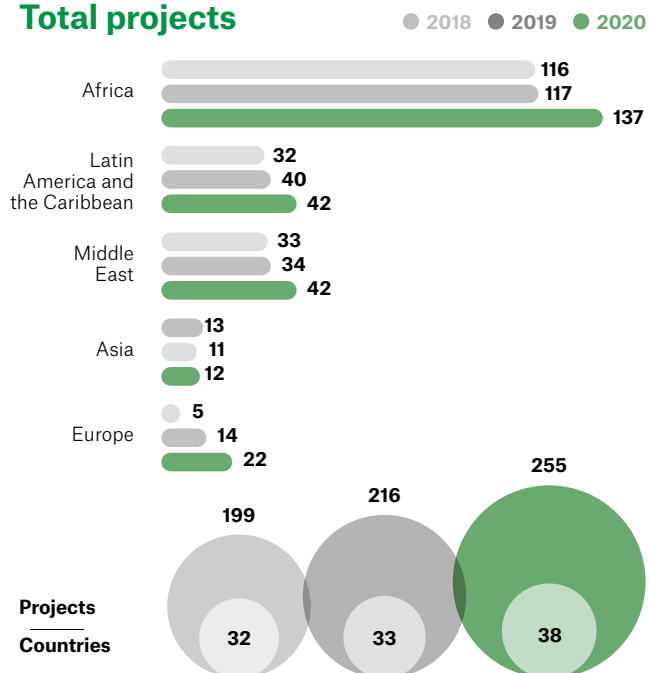
Children helped by the Distance Support Program



Projects per sector in 2020

		Africa	Middle East	Latin America and the Caribbean	Europe	Asia	
Environment		1	0	1	0	0	 2
Health		17	4	0	1	3	 25
Energy		12	0	0	1	0	 13
Agriculture and food security		20	3	10	0	5	 38
Child protection		8	3	7	4	0	 22
Education		42	9	6	5	2	 64
Human rights, democracy and peace		7	0	9	6	0	 22
Economic strengthening and livelihood		11	11	3	1	0	 26
Nutrition		7	0	4	0	0	 11
Sustainable cities and communities		3	3	0	0	0	 6
Vocational training and job creation		9	9	2	4	1	 25
Water and hygiene		0	0	0	0	1	 1

Total projects



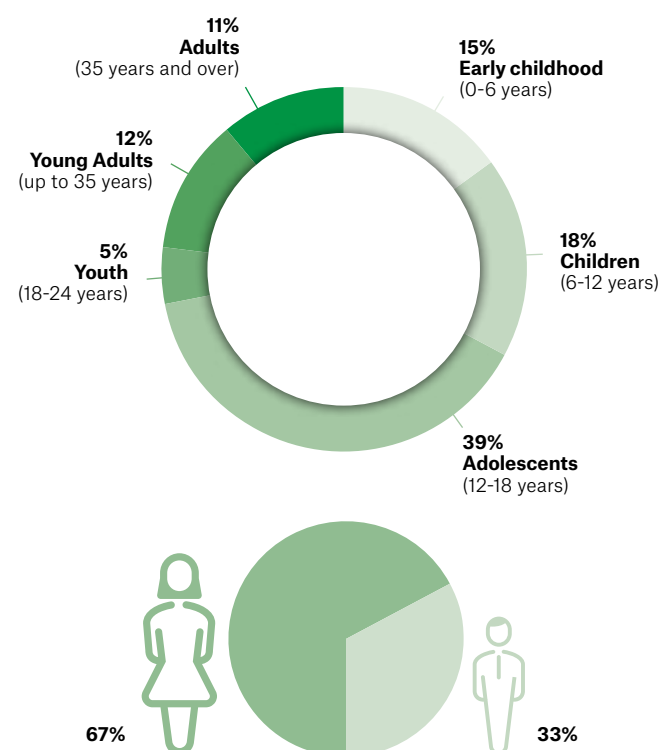
Projects per country

Albania	4
Argentina	1
Brazil	4
Burundi	11
Cameroon	1
Ivory Coast	13
Ecuador	3
Haiti	25
Iraq	8
Italy	14
Jordan	7
Kazakhstan	1
Kenya	8
Kosovo	1
Lebanon	16
Mexico	6
Mozambique	22
Myanmar	12
Palestine	5
Peru	3
The Democratic Republic of the Congo	22
Republic of Congo	2
Rwanda	7
Russia	1
Sierra Leone	4
Syria	6
Somalia	1
South Sudan	20
Ukraine	1
Uganda	26

Direct

Beneficiaries

4,767,762 People



Bodies

1,534 Civil society organizations
18,771 Businesses
1,615 Local authorities
7,848 Public services
 (schools, healthcare centers, hospitals, etc.)

Indirect Beneficiaries

23,060,725 People

Bodies

1,450 Civil society organizations
1,131 Businesses
3,145 Local authorities
3,294 Public services
 (schools, healthcare centers, hospitals, etc.)

Key sectors

Most of AVSI's projects relate to multiple sectors of activity, however we always seek to base our projects on one main sector, based on the resources to be used, how they are financed, and their key objectives and results.

Key sectors

	Number of projects	Staff used
Education	64	26%
Agriculture and food security	38	13%
Child protection	22	6%
Energy	13	5%
Environment	2	1%
Vocational training and job creation	25	9%
Economic strengthening and livelihood	26	14%
Nutrition	11	5%
Sustainable cities	6	2%
Human rights, democracy, and peace	22	8%
Health	25	10%
Water and hygiene	1	1%
Total	255	

The key sub-sectors in 2020

Our projects cover a wide range of sectors, within which more specific sub-sectors can be identified. The key sub-sectors for 2020 are set out below.

Sub-sectors

	Number of projects
Primary education	61
Teacher training and support	54
Provision of teaching material	53
Family / community support	45
Vocational education and training (VET): specific technical training	45
Develop and support agricultural skills	42
Business start-ups / income-generating activities / SMEs	39
Strengthen / support the child protection system	38
After-school / informal programs	38
Secondary education	37
Food education	36
Strengthen and support agriculture and food security	35
COVID-19 response	35
Business skills training	34
Life skills training for young people	33

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

The 2030 Agenda, with its 17 Sustainable Development Goals (SDGs), is increasingly guiding the actions of governments, organizations, businesses, and citizens around the world. AVSI's activities worldwide make several contributions to these goals.

SDGs	Number of projects
 No poverty	82
 Zero hunger	65
 Good health and well-being	65
 Quality Education	104
 Gender equality	73
 Clean water and sanitation	20
 Affordable and clean energy	19
 Decent work and economic growth	63
 Industry, innovation and infrastructure	4
 Reduced inequalities	29
 Sustainable cities and communities	19
 Responsible consumption and production	8
 Climate action	46
 Life below water	1
 Life on land	5
 Peace, justice and strong institutions	15
 Partnerships for the goals	25

Analysis of the key SDG targets

The 17 Sustainable Development Goals are split into 169 targets. The graphic below shows the key targets that AVSI's projects have contributed to.

Target	Number of projects
1.1 Eliminate extreme poverty	43
1.2 Reduce poverty by at least half	45
1.4 Ensure equal rights regarding financial resources	31
1.5 Build resilience and reduce exposure and vulnerability to extreme events	39
2.1 Eliminate hunger and ensure access to safe, nutritious, and sufficient year-round food	50
2.2 Eliminate all forms of malnutrition and meet nutritional needs	31
2.3 Double agricultural productivity and the income of small-scale food producers	31
4.1 Ensure that all children complete primary and secondary education	72
4.2 Ensure access to child development, to necessary care, and to kindergarten	40
4.4 Increase technical and professional skills for employment, dignified work, and entrepreneurial ability	35
4.5 Eliminate gender disparity in education and ensure equal access to education for the disabled, indigenous populations, and vulnerable children	46
5.1 Put an end to all forms of discrimination against all women and girls in all parts of the world	46
5.2 Eliminate all forms of violence against women and girls	32
5.5 Ensure that women participate fully and effectively and have equal leadership opportunities	29
8.5 Achieve full and productive employment in a dignified job and receive equal remuneration for equal work	34



Iraq
Yazidi women involved in an agricultural training project in a refugee camp in Esyan, Duhok governorate. Photo by Eugenio Grosso

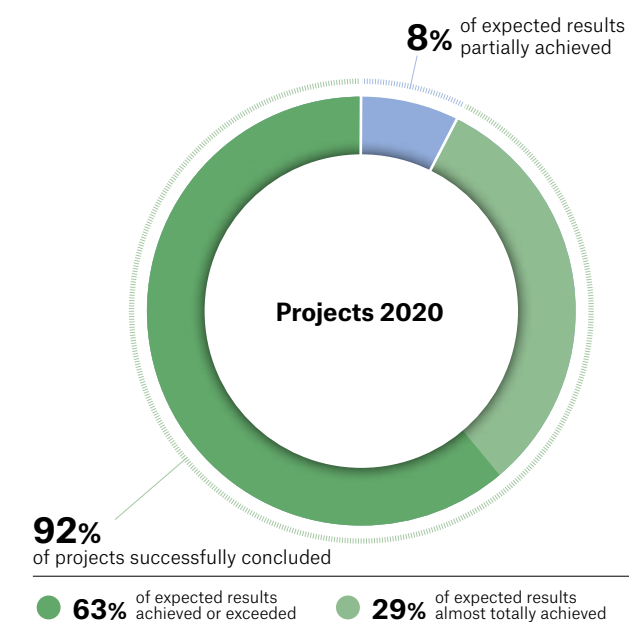
Areas of activity	types of activity	number of activities
Renewable energy		18
	Mini solar / photovoltaic networks	3
	Domestic photovoltaic systems	3
	Photovoltaic systems for social services	3
	Photovoltaic systems for production use	7
	Biogas	2
Clean cooking		14
	Efficient domestic cooking systems	11
	For social services (schools, hospitals, etc.)	3
Awareness raising		49
	Environmental education	41
	Responsible use of water	8
Solid waste management		31
	Composting	12
	Separated waste collection	5
	Recycling	14
Smart Agriculture		40
	Farmers	25
	Schools and families	15
Water		16
	Rainwater collection	16
Reforestation and land reclamation		25
	Tree production and planting	18
	Land reclamation	7
Infrastructure		29
	Drainage	6
	Water and sewerage networks	3
	Climate-resistant residences	6
	Climate-resistant public buildings	4
	Climate change adaptation works	4
	Parks and urban green spaces	6
Adaptation / prevention studies and plans		8
	Management of - adaptation to environmental disasters	4
	Risk assessment	4
Green business promotion		4
	Green business promotion	4

Of these activities:

3 were also expected to produce **carbon credits**
30 supported a **circular economy**.

Results of the projects concluded in 2020

Despite the effects of the COVID-19 crisis, **92% of our projects were successfully concluded**. In detail: 63% of the concluded projects either achieved or exceeded forecasted results; 29% achieved almost all of the forecasted results; and 8% achieved part of the forecasted results.



Some examples

Outputs (immediate social results achieved through goods or services provided)	Number of beneficiaries
Participants in savings, micro-credit, and financial literacy groups	38,350
Students involved in academic activities	606,102
Participants in school-related or extra-curricular activities	654,466
Teachers, educators, and social assistants trained	25,570
People involved in vocational training, guidance, and entry into work and self-employment	54,105
Participants in energy improvement activities	7,335
People who received food and habitation support and emergency subsistence	566,178
People who received medical care, disease prevention, and health education services	382,944
Participants in activities to improve agricultural production and food security	208,854
Participants in educational/awareness-raising or nutritional recovery activities	522,127
People who have benefited from access to water, hygiene, and sanitation activities	323,111
People involved in violence prevention and protection and recovery from violence activities	408,894
People engaged in migration prevention, integration, or voluntary repatriation activities	246,987

Outcomes (lasting effects in the medium-to-long term thanks to project activities)	Number of beneficiaries
People who found work / began subsistence activities	162,212
People who increased their income / improved their means of subsistence	309,192
Students who completed an academic year (formal school / educational / training activities)	363,248
People whose lives were in immediate danger and who have recovered to a condition of relative stability	8,603

Focus 2020

Our response to the COVID-19 pandemic

At the outbreak of the COVID-19 pandemic in February 2020, AVSI got to work at all levels and in all countries to deal with the situation.

We knew that the pandemic was changing the way we operate. It was not a phase, and there would be no return to things "as before." The "post-COVID" era would be something new and different. What motivated all of our front-line staff was the health of the beneficiaries, regardless of the type of project they were involved in. One of the positive outcomes is that the flexibility triggered by this extraordinary event was an opportunity to enhance skills and abilities, a chance to empower our workers.

We rapidly prepared an alternative plan for almost all of our projects, so that we could continue our activities, adapting and transforming them.

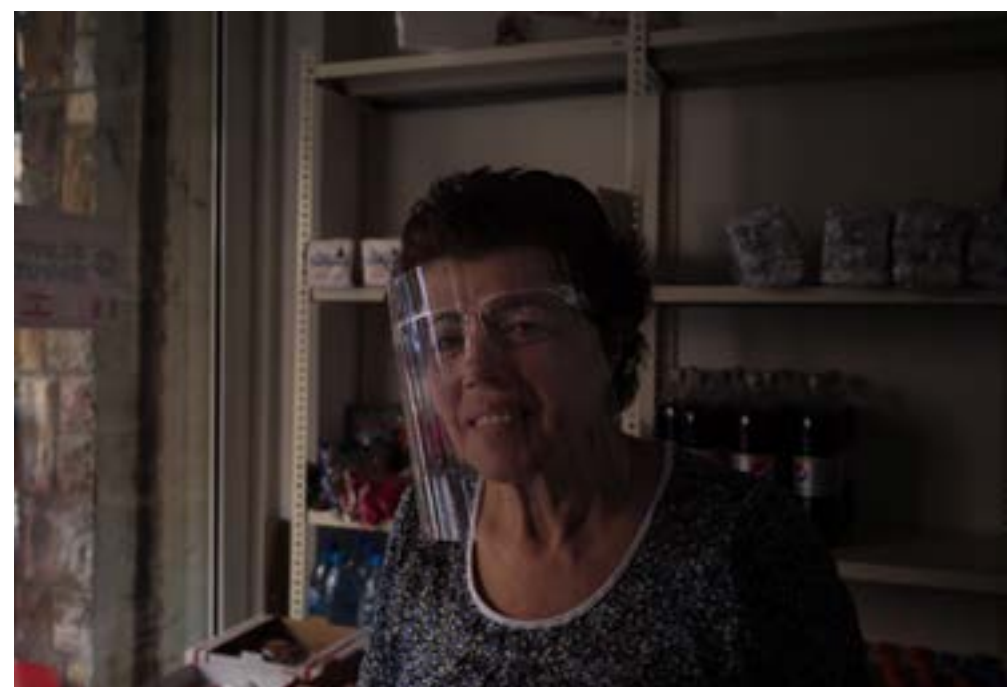
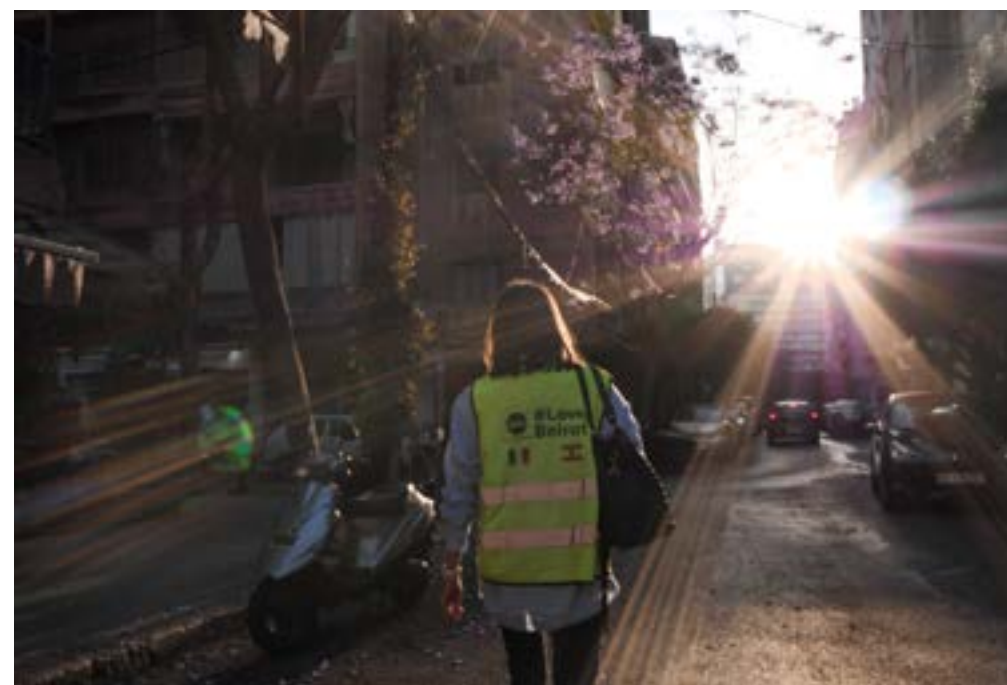
In many situations, including in the refugee camps, we initiated new activities to raise awareness, make and distribute masks, and guide the production and distribution of disinfectant gel.

Many activities were carried out at a distance, including using new technologies: we gave lessons via radio, we made creative kits for activities to do at home with children (always with an eye on child protection), we organized school recovery classes through WhatsApp groups, we used WhatsApp and phone calls to support parents to use digital learning platforms, to help their children with homework and to communicate with teachers.

The fight against climate change

In 2020, AVSI decided to pay more attention and address more of its actions to mitigating the impact of climate change, including establishing the role of a dedicated focal point.

The fight against climate change does not just affect our environmental projects but also our projects in agriculture, energy, and education



Lebanon

An AVSI worker in the center of Beirut (center) and two inhabitants of Mar Mikhael, the area of the capital worst hit by the explosion of August 4th, 2020. Photo by Aldo Gianfrate

Distance Support Program

With the Distance Support Program, each child has an educator who seeks to understand and provide for their needs. The program offers personalized support centered on providing care for each child, which also helps to generate positive change for their family and community. Thanks to a donation from a supporter – a family, a school, an Italian business – AVSI ensures that:

- the child has the chance to go to school, essential items (food, medicines, water, hygiene kits) and social welfare and psychological support;
- support is provided for those who take care of the child (for example, parents can take part in literacy courses, work-based training or can receive help to start self-employment activities, like starting a vegetable garden, raising chickens, or starting a small business);
- activities are put in place for the whole community, like awareness-raising campaigns on children’s rights and the creation of savings and credit groups.

The pandemic led us to be creative and seek innovation. We have replanned our activities and discovered new ways to meet. During the lockdown, we found out that we were closer than we thought possible, able to understand and learn more about each other. Schools, businesses, groups of friends could stay in constant contact with sponsored children and their families through video calls, WhatsApp groups, and direct messages on social media. Despite 2020 being a year of great hardship for everyone, the Distance Support Program and the meetings between the children and their sponsors were occasions of real vitality and a tangible sign of hope, which allowed us to find that no matter the distance, we are not alone on our journey.

Number of children supported through the Distance Support Program by country

Burundi	901
Ivory Coast	330
Kenya	2,268
Mozambique	809
Nigeria	592
The Democratic Republic of the Congo	908
Rwanda	1,509
Sierra Leone	810
South Sudan	514
Uganda	3,507
Jordan	275
Iraq	272
Lebanon	1,188
Palestine	397
Argentina	341
Brazil	1,877
Colombia	70
Ecuador	1,079
Haiti	1,100
Mexico	367
Paraguay	49
Peru	233
Venezuela	170
Albania	584
Kosovo	212
Russia	369
Kazakhstan	177
Myanmar	504

Total  21,412

Intercountry adoptions

Every day, AVSI meets many abandoned children throughout the world. Intercountry adoption is a way for each of them to have a family.

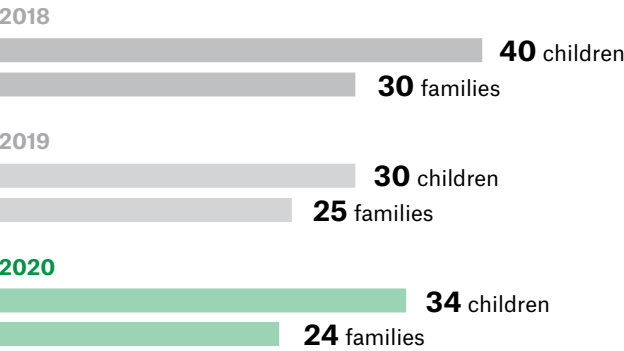
AVSI is an agency authorized by the Italian Commission for Intercountry Adoptions with offices in Milan, Cesena, Florence, and Naples. AVSI operates in Colombia, Mexico, Lithuania, Romania, Ukraine, Russian Federation, Sierra Leone, and India.

In 2020
27 assignments
(8 of which are adoptions in agreement with other bodies)

34 children adopted
by 24 families

72 families took part
in information, training, and support meetings
(for individual families or groups of families)

20 families took part in post-adoption courses
The course requires the parents and the children to take part. Due to COVID-19, meetings were held online



From 2013 to 2020 **627 children have been adopted**

The main stages of AVSI’s adoption process

I
Families interested in international adoption are invited to attend group information meetings

II
Preparation course given by AVSI workers and families with adoption experience

III
Follow-up interview to choose the country/discuss the assignment. The Social Team meets the family to discuss the adoption project

IV
The adoption application and the documentation required by the authorities in the foreign country are prepared and sent

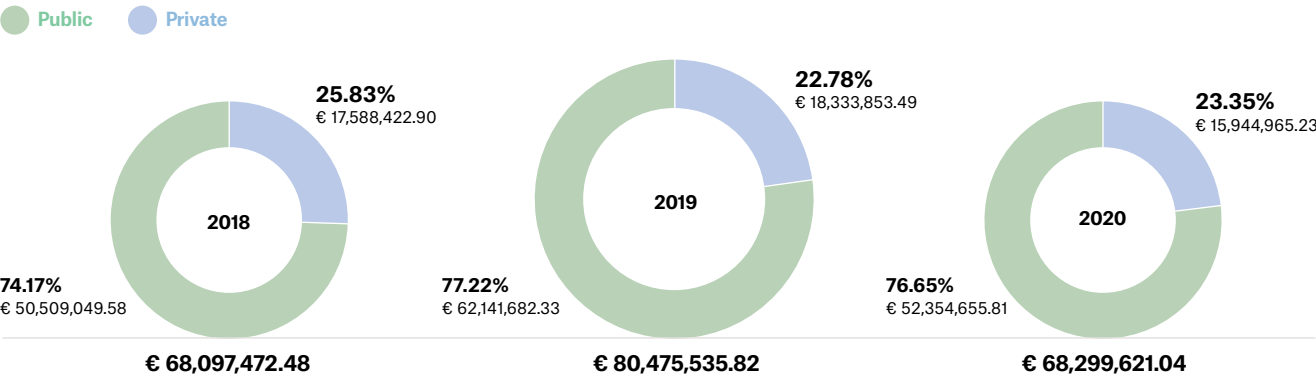
V
Wait while the application is processed and a proposed match with a child is made. The family is supported with various individual and group meetings

VI
After consent is given, travel and accommodation are organized for the family to take a trip abroad. During the trip, the family is assisted by an AVSI contact

VII
Post-adoption. For two or more years, area Social Services or AVSI will meet the family for post-adoption reports to be sent to the country of origin

Statement of Financial Position

Private and public fundraising performance



Private fundraising campaign

Tents Campaign

Every October, AVSI launches an awareness-raising and fundraising campaign called the Tents Campaign, which finishes the following September. In 2020, we launched the following campaigns:

- January 2019 - September 2020:
Get in the game with us
- October 2020 - December 2021:
Expand your horizons

Funds raised **€ 1,019,234**

#LoveBeirut

#LoveBeirut is the spirit with which, in the aftermath of the explosion that destroyed the Port of Beirut and devastated a good portion of the city, on August 4th, 2020, AVSI decided to stand alongside those in most need. We wanted to support those who struggled to make ends meet even before the incident and those families in which only one member worked informally and occasionally in a country already on its knees because of the severe economic crisis.

For the duration of the entire campaign, we kept the public informed of progress via our website, social media channels, newsletter, weekly emails to donors, and press office activities.

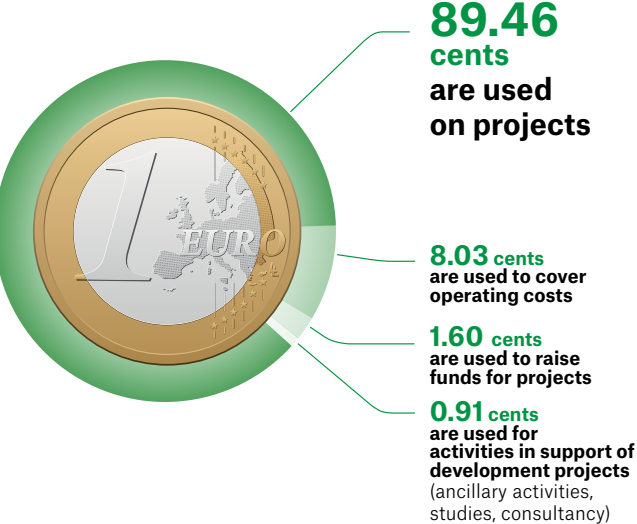
Funds raised **€ 379,776**

With AVSI 5x1000 = 50,000 medical treatments for the underprivileged in Syria

In 2020, the Italian Government provided third-sector bodies two “5xmille” tax donation windows. AVSI received a total of **EUR 951,416.16**, which was used to support the Open Hospitals project in Syria. Thanks to our partnership with three not-for-profit hospitals, Open Hospitals provides free healthcare for the underprivileged in Syria.

	signatures	total amount	average per signature	fund collected on
2018	9,738	€ 476,060.72	€ 47,42	30/07/2020
2019	9,662	€ 475,355.44	€ 47,76	06/10/2020

How AVSI uses your money



Key Performance Indicators (KPI)

Each year, we use a set of Key Performance Indicators to measure our results to know how we are performing, and so we can let you know, too. The table below sets out a selection of the key indicators. The indicators were developed in 2020 based on the FMA

international framework and with support from Alberto Brugnoli, Professor of Economics at Bergamo University and Scientific Director at the Fondazione per la Sussidiarietà (Foundation for Subsidiarity). Results are measured against fixed administrative and management targets and targets that are established for staffing, program performance, communications, and the actions of the governance and control bodies. This is an evolving process, in line with AVSI's distinctive trademark of reflecting on experience.

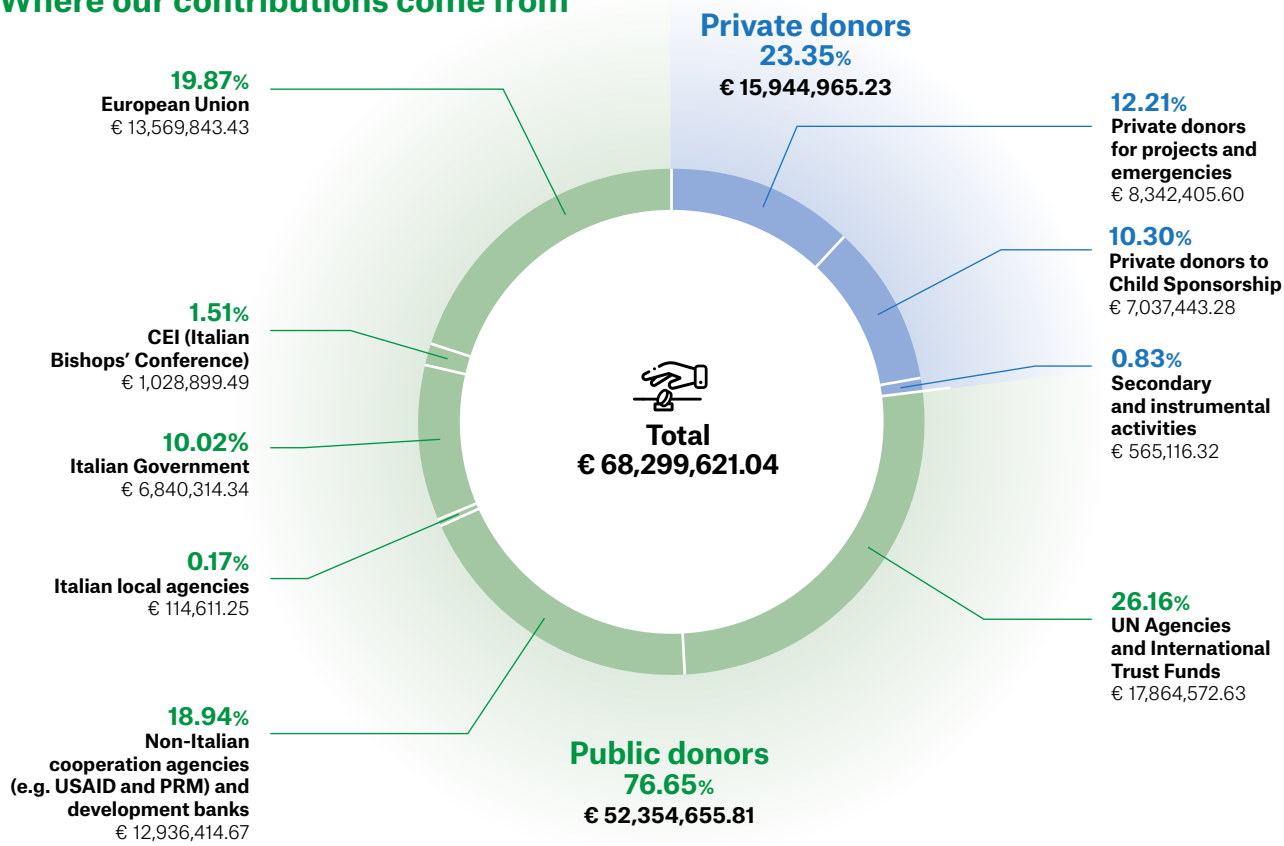
	2020 target	2020 result
Financial Health		
Cash and cash equivalents	+ 5% on 2019	+6%
Equity	+ 10% on 2019	Unchanged
Certification of annual financial statement	+ 5% on 2019	+6%
Year over year growth	+ 10% on 2019	-15%
Human Capital		
Percentage of staff performance goals met	60% of HQ staff with an assessment score of at least 3 out of 5	100% of HQ staff with an assessment score of at least 3 out of 5: 22% of Italy staff assessment score = 3 71% of Italy staff assessment score = 4 7% of Italy staff assessment score = 5
Time to hire for position vacancies	40 days	21 days
Information Technology		
ICT Up-Time	100%	99,99% (1 significant interruption of service 4h)
Fundraising & Development		
Institutional donors: contribution per type of donor	increase on 2019	European Union: +10,63; USAID, development banks, other bilateral donors: -42,09%; Italian Government: -16,64%; international organizations: -8,86%; local Italian authorities: -86,37%; CEI (Local Bishops' Conference): -46,96%
Private donors: average contribution per type of donor	increase on 2019	private donors: individuals +11%; businesses -28%; foundations +147%; schools +40%; AVSI Point -53%
Donor retention rate	increase on 2019	Institutional donors: 80% (+6,09% on 2019) private donors: 82,20% (-0,09% on 2019)
Marketing & Communications		
Website page view	+ 10% on 2019	+10,15%
Social media activity	+5% more fans/followers than 2019	Facebook +24,42%; Twitter +8,08%; Instagram +32,35%; Linkedin +60,22% ; Youtube +185%
Media placements and press coverage	+5% more articles published than 2019	+5.09% national and international press (an increase - average 1.2 national pieces per day proposed by the press office); - 87.27% local press articles connected with Tents Campaign events in Italy that were cancelled or not held due to the COVID-19 pandemic)
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 Statute	member skills diversification: 1 from no-profit, 2 from business, 2 from academia, 2 from institutions; participation in meetings: 96% (+6% on 2019)
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%
	100% of weekly reports issued on time	100%
Programs & Service Delivery		
Percentage of projects results obtained	92,5% for projects concluded in 2020	92% (92,5% in 2019)
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 on 2019	572 events held (-52% on 2019)
Number of participants at community events	increase on 2019	+28% on 2019
Percentage of projects in partnership with local organizations	70%	80%
Facilities & Capital Projects		
Observance of deadlines relating to administrative activities (financial statements, budgets, audits) and to project activities (intermediate and final reports and audits)	100%	100% deadlines met
Project efficiency (number of proposed projects developed and presented)	100	263

Aggregate financial statements

AVSI's overall budget is **EUR 68,299,621.04**. This budget aggregates the figures from our Italian offices and our foreign offices, all certificated by EY S.p.A.

AVSI's foreign offices included in the scope of aggregation are: Burundi, the Democratic Republic of the Congo, Ecuador, Haiti, Iraq, Ivory Coast, Jordan, Kenya, Lebanon, Mexico, Mozambique, Myanmar, Palestine, Peru, Republic of Congo, Rwanda, Sierra Leone, South Sudan, Syria, and Uganda.

Where our contributions come from



Budget per country

Values expressed in Euros			
Uganda	13,653,586	Jordan	1,726,273
Lebanon	8,881,215	Ecuador	1,186,093
D.R. Congo	7,056,888	Italy	974,848
Haiti	5,999,670	Rwanda	902,607
South Sudan	3,984,294	Palestine	901,003
Kenya	3,547,300	Sierra Leone	716,575
Mozambique	3,380,380	Myanmar	680,491
Syria	3,098,380	Mexico	611,237
Burundi	2,451,898	Albania	383,253
Brazil	2,010,316	Cameroon	319,084
Iraq	1,943,304	Republic of Congo	316,080
Ivory Coast	1,905,072	Peru	230,395
Argentina	190,225		
Nigeria	171,717		
Russia	112,166		
Venezuela	58,240		
Kosovo	57,480		
Kazakhstan	50,655		
Colombia	43,104		
Paraguay	30,662		
Tunisia	25,489		
Ukraine	23,041		
Romania	10,000		
Others	666,600		
Total	68,299,621		

Statement of Profit or Loss to 31st december 2020

values expressed in Euros

	2020	2019
Contributed income from the Italian Government	6,461,150	7,744,174
Contributed income from the European Union	12,980,455	11,682,638
Contributed income from International Organizations/Other bilateral donors	30,015,456	35,804,426
Contributed income from Local Agencies	63,255	1,051,145
Contributed income from CEI (Italian Bishops' Conference)	1,028,899	1,936,987
Contributed income from Private Donors	7,487,276	9,267,547
Private Child Sponsorship Contributions to institutional projects	5,572,452	6,095,861
Private SAD Contributions	665,402	
CONTRIBUTIONS ASSIGNED TO PROJECTS	64,474,344	73,582,777
Contributed income from the Italian Government	379,164	462,002
Contributed income from the European Union	589,389	583,459
Contributed income from International Organizations/Other bilateral donors	785,532	2,873,818
Local Body and CEI Contributions	110,474	3,033,76
Contributed income from Private Donors	633,274	1,325,641
Child Sponsorship Contributions	657,116	736,682
Contributed income from International Adoptions	164,330	202,138
CONTRIBUTIONS ASSIGNED TO STRUCTURE OPERATIONS	3,260,161	6,186,774
Consultancy services	454,876	190,815
Sponsorship services	5,000	301,150
Transfer of share rights	105,240	214,019
INCOME FROM ANCILLARY ACTIVITIES	565,116	705,984
TOTAL CONTRIBUTIONS	68,299,621	80,475,536
COSTS INCURRED AND SENDING FUNDS TO PROJECTS	(43,246,790)	(50,269,864)
Projects financed by the Italian Government	(6,461,339)	(5,204,511)
Projects financed by the European Union	(8,470,987)	(8,933,370)
Projects financed by International Organizations/Other bilateral donors	(18,283,088)	(24,019,692)
Projects financed by Local Agencies	(43,631)	(842,468)
Projects financed by CEI	(514,598)	(1,557,870)
Projects financed only by Child Sponsorship	(298,869)	(1,222,827)
Projects funded by private donors and Child Sponsorship	(9,174,278)	(8,489,126)
PROJECT STAFF COSTS	(18,444,259)	(22,577,054)
TOTAL PROJECT COSTS	(61,691,048)	(72,846,919)
HEADQUARTERS STAFF COSTS	(6,548,359)	(6,403,122)
OTHER OPERATING COSTS INCURRED		
- Costs for raw and auxiliary materials, consumables and merchandise	(56,991)	(789,380)
- Service costs	(1,122,609)	(1,439,727)
- Travel and transport	(248,448)	(544,047)
- Costs for use of third party assets	(538,746)	(1,141,999)
- Miscellaneous operating expenses	(724,941)	(677,916)
AMORTIZATION, DEPRECIATION AND WRITE-DOWNS		
- Depreciation of intangible fixed assets	(84,542)	(80,979)
- Depreciation of tangible fixed assets	(243,961)	(205,584)
- Reserves and write-downs	(31,917)	(58,828)
COSTS TRANSFERRED TO PROJECT MANAGEMENT	3,402,236	4,692,970
COSTS TRANSFERRED TO ANCILLARY MANAGEMENT		117,251
TOTAL OPERATING COSTS	(6,198,278)	(6,531,360)
ANCILLARY ACTIVITY COSTS		
- Staff costs	(33,625)	(249,301)
- Service costs	(63,592)	(93,149)
- Purchase of consumable goods	(6,430)	(3,208)
- Travel and transport	0	(3,254)
- Funds transfer	(282,904)	(150,054)
TOTAL ANCILLARY ACTIVITY COSTS	(386,551)	(498,966)
OPERATING RESULT/EBITDA	23,744	598,291
Other financial income	80,604	105,351
Income from shares recorded in working assets	(24,984)	-
Income different from the above	105,588	105,351
Interest and other financial expenses	(197,652)	(291,255)
FINANCIAL INCOME AND EXPENSES	(117,048)	(185,904)
Extraordinary income	410,672	26,216
Extraordinary expenses	(104,239)	(13,720)
EXTRAORDINARY INCOME AND EXPENSES	306,433	12,495
Payables adjustments on projects in currency other than Euros (Exchange gains on projects)	2,099,756	960,987
Write-down provision for project receivables	0	-
Receivables adjustments on projects in currency other than Euros (Exchange losses on projects)	(2,221,794)	(911,007)
ADJUSTMENTS ON PROJECTS	(122,038)	49,979
CURRENCY EXCHANGE GAINS/LOSSES	731,567	224,798
PRE-TAX RESULT	822,658	699,659
Taxes for the financial year	(21,909)	(19,173)
RESULT FOR THE FINANCIAL YEAR	800,749	680,486

How to support us

Via our **Distance Support Program** avsi.org/sostegnoadistanza

With an **online donation** donazioni.avsi.org

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

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

> at Credito Valtellinese IBAN: IT 04 D 05216 01614 000000005000 BIC (Swift code): BPCVIT2S

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



People for development

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