This Annual Report 2019 provides a summary of our organization’s activities, our objectives achieved and our performance indicators. However, this information can only be seen as complete if it is read while taking into account one of AVSI’s prime considerations: staying close and being at the side of those in situations of vulnerability.

You can never be too far away to be together, even when a raging virus forces us to keep a safe distance.

It is this closeness, something that cannot be easily measured, that emerges from the photos chosen to narrate the many numbers in this report, moments that document our approach to humanitarian aid and development projects, and the dynamism of those who play a central role in our business: beneficiaries, staff, donors and partners.

**Staying close**
who we are

Created in 1972, AVSI is a non-profit organization which carries out development cooperation and humanitarian aid projects throughout the world.

Vision
AVSI works for a world where the person, aware of his/her value and dignity, is the protagonist of his/her own integral development and that of his/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 do with: 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.

AVSI Foundation
Tax reference no.: 8107180407

Legal status. AVSI FOUNDATION is a participatory foundation registered since 07/24/2005 under no. 176 in the Legal Persons Register of the Territorial Government Office Prefecture of Forlì-Cesena (Italy), which has approved the statutory modifications adopted on 06/27/2019, which will enable the Foundation to be registered in the Single Register of Third Sector Agencies. AVSI is qualified as a charity and is an NGO registered in the List of Civil Society Organizations pursuant to Italian Agency for Development Cooperation (AICS) decree no. 2016/337/000143/0 of 04/04/2016.

Registered office: Via Padre Vicinio da Sarsina, 216 47521 Cesena (FC) - Italy
Administrative office: Via Donatello, 5/b 20131 Milan - Italy

Ivory Coast
From top: some children, a craftsman, and a student, in a suburb of Abidjan. Photos by Natália Alana Da Silva.

216 Projects
80,475,535.82c Total budget
22.78% from private donors
77.22% from public donors
1,000 Local partners
governmental, educational and healthcare institutions, NGOs, religious organizations, local authorities
23,872 Staff
5,055,192 Direct beneficiaries
36,927,442 indirect beneficiaries
216 Countries
277 AVSI Points
36,927,442 support groups made up of over 3,000 volunteers in Italy who meet around 400,000 people a year
318,530 Donors
472 businesses
20,657 individuals
330 schools
31 foundations
40 institutions
22.78% from private donors
77.22% from public donors
Decentralized organizational structure divided into regions that are in constant communication with HQ departments in order to:

- guarantee widespread action
- maintain a uniform strategic and operational vision, safeguarding local special characteristics.

**THEMED FOCAL POINTS**
Cross-sector reference points for principal activity sectors:
- Education
- Education in emergency
- Child protection
- Human capital and job creation
- Graduation approach
- Sustainable cities
- Humanitarian aid
- Nutrition
- Relationships with businesses
- Social entrepreneurship and innovative finance
- Access to energy
- Climate change
- Low-emission cooking systems
- Agriculture
- Migration and integration

**DECENTRALIZED STRUCTURE**
Regional managers report directly to the secretary general. Country representatives report to the relevant regional manager, except for Myanmar, Palestine and Albania, where the country representative reports to a desk officer in Italy.

**BOARD OF DIRECTORS**

<table>
<thead>
<tr>
<th>PRESIDENT</th>
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<tr>
<td>Patrizia Savi</td>
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<th>VICE-PRESIDENT</th>
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<td>Alfredo Mantica</td>
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<th>SECRETARY GENERAL</th>
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<td>Giampaolo Silvestri</td>
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**PRIVATE PARTNERSHIPS**
Strategic philanthropy, Business and Community Engagement

**INSTITUTIONAL PARTNERSHIPS**
Project Design & Distance Support Program
Focal Points:
- European Union
- Italian institutional donors
- US institutional donors
- German Cooperation
- Dutch Cooperation
- UNICEF
- World Food Programme
- African Development Bank

**BOARD OF AUDITORS**
Appointed on 06/30/2017 in post until 06/30/2021
President: Michele Grampa
Members: Delia Gatti, Alfredo Tradati

**SUPERVISORY BOARD**
Established on 04/30/2013, renewed on 05/20/2019 and in post until 05/19/2023
Benedetta Colombo (President), Giorgio Brandazza
Five Annual Meetings were held in 2019, four of which were at a regional level and were focused on specific themes, and one global meeting was held at the central headquarters in Milan. From January 28th to 31st, a meeting was held in Haiti by colleagues working on agricultural, food security and nutrition projects. From March 19th to 21st, colleagues in Uganda discussed sustainable cities and resilient communities, climate change and communication. “Migration and communication” was the theme of a meeting held in Ivory Coast from November 5th to 7th, while administration, logistics and human resources managers met in Kenya from September 30th to October 4th, to discuss “AVSI Operations: Cognitive Management.”

AVSI’s Worldwide Annual Meeting, held in Italy from June 24th to 27th, saw 120 professionals from 32 countries, including several AVSI’s founding members, work together on the topic of “Asking ourselves the ‘right’ questions and capturing the signs of real change.” It was an opportunity to take stock of how the strategic guidelines for 2019-2023 are applied, to discuss what emerged from the regional thematic meetings and to gain greater knowledge of the issues that are crucial to our sector: climate change, vocational training and job creation, partnership and learning.

This sharing of experiences and successes encompassed contributions from external guests including Grammenos Mastrojeni, Vice-Secretary General of the Union for the Mediterranean, with responsibilities for energy and climate action; Angelino Alfano, former Italian Minister for Foreign Affairs and International Cooperation; Prof. Alberto Brugnoli, professor of economics, representing the Rector of the University of Bergamo on the theme of international cooperation and development; Paolo Lembo, who spent 32 years at the United Nations, including as Head of Mission in a number of complex emergencies, Director of the UN Regional Center for the Middle East, and Executive Director of the World Green Economy Organization (WGEO).

Among the contributors, there were representatives of AVSI’s business partners, including Ez Mazou, Director of Corporate Affairs Africa at Philip Morris International, and Andrea Maggiani, Chief Executive Officer at Carbon Sink.
AVSI Foundation operates worldwide through a network of 34 founding members and more than 1,000 partners.

**34 founding members**

ACGI www.acgi.org.ar Argentina
AVVAO - Association de Volontaires pour l'Aide au Développement www.avvaoswitzerland.ch Switzerland
AVSI Alto Adige www.avsisaltoadige.it Italy
AVSI Canada www.avsicanada.org Canada
AVSI Polska - Organizacja Pożytku Publicznego www.avsispolka.org Poland
AVSI San Marino www.avsisanmarino.sm Republic of San Marino
AVSI USA www.avsisusa.org USA
Cardinal Otunga Charitable Trust Kenya
CDM - Cooperação para o Desenvolvimento e Morada Humana www.cdcm.org.br Brazil
CESAL www.cesal.org Spian
COWA - Companhia de Obras de Voluntariado www.cowau.org.br Uganda
CvWA - Companhia de Obras de Voluntariado Portugal
Creemos DIO A.C www.creemosmexico.mx Mexico
CREN Centro de Recuperação e Educação Nutricional www.cren.org.br Brazil
EDUS Educazione e Sviluppo www.edus.it Italy
Famiglia per l'accoglienza www.famiglieperaccolglenza.it Italy
FDP - Protagonisti in educazione www.fdproma.ro Romania
Fundación del Salce Cuerre di Cesea www.sacredesacresita.it Italy
Fundación DOMUS Chile
Fundación Sembrar www.fundacionsembrar.esc Ecuador
Khidmati Ahsanat Association for Social Development Mozambique
LA LIBANASE Lebanon
LGIHE - Luigi Giussani Institute of Higher Education www.lgihe.org Uganda
MAKISORA www.makisora.com Russia
MASP - The International Association for Social Projects Kazakhstan
Meeting Point Internacional www.meetingpoint-int.org Uganda
Meeting Point Kitgum Uganda
SHS - Shergat Internationale pour Solidarité www.shsburundi.org Burundi
SIPRESA E JETES Agency for Social-Ecological Service NGO Kosovo
SITAS www.sitas.org Lithuania
Support International e.V. www.supportinternational.de Germany
The Seed Nigeria
VIDA - Voluntariato Internazionale per o Desenvolvimento Africano www.viaafro.gp Portugal
1,000+ partners

The main ones:

AGDI Dairy farm Uganda
Agro-Max Agribusiness (U) Ltd Uganda www.agromaxug.com
Biladi www.biladi.org Lebanon
CASUB - Cadre Associatif des Solidarités du Burundi www.casoububu Burundi
CBAU - Comunità Biellese Aiuti Umanitari Onlus www.cbau.net Italy
Cinda Edimar Brazil
CMBK Chambry Nationale des Médecins de Côte d’Ivoire www.comcbk.com Ivory Coast
Commission Euphémie Nationale Juvenile wwwErreurClique.com Haiti
CIS J 내용Solidaridad Juvenil México
CUE - Cooperativa Universitaria Educación y Trabajo Ecuador
Custodia de Terra Santa www.custodiadepets.org Palestine
Don Bosco Association Kenya
Effaé Palestine
Entreculturas www.entreculturas.org Peru
Escuela Agrícola Raúlita de los Apóstoles de Manna Brazil
Fe y Alegria www.feyayagria.org.pe Peru
FHM - Family Homes Movement www.familyhomesmovement.org Italy
Fundación Umano Progresso www.udifundacionsumanopragessino.org Italy
Fondazione San Antonio Venezuela
Fundación San Rafael www.sanrafael.org.py Paraguay
Karma Mission Social Solidarity www.karmasaercarbajaya.comanmar Myanmar
Little Prince School www.littleprincekenya.org Kenya
Loving Gaze www.lovegaze.org Nigeria
Meeting Point Hoima www.meetingpointthelma.blogspot.com Uganda
National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) www.cupe.org
Notre Dame d’Afrique (Paronne) Democratic Republic of the Congo
Oala del Padre Mario Pantaleon www.padremarino.org Argentina
Obras Educativas Padre Giussani www.obraseducativas.org.br Brazil
POU CI Plateform Operationnelle Jeunesse de la Côte d’Ivoire Ivory Coast
SEPKU A.C. www.sepku.org Mexico
SiKanda - Solidaridad Internacional Kanda A.C. www.si-kanda.org Mexico
SIMP Service Jeulite aux Migrants – Solidarité Fwontalye Haiti
SMHC St. Mary’s Home of Charity Sierra Leone
St. Joseph’s Hospital Kitgum www.stjoseph.net Uganda
St. Kizito Primary School South Sudan
St. Kizito Training Institute South Sudan
St. Mary College South Sudan
UNDIH Université Notre Dame d’Haiti www.undih.edu.H Haiti

Mozambique

From top: inside a primary school and two images showing life in the camps in the province of Cabo Delgado. Photos by Alessandro Grassani.
projects, countries

Where AVSI implements its projects

- Africa
  - Burundi
  - Republic of the Congo
  - DR Congo
  - Ivory Coast
  - Kenya
  - Mozambique
  - Nigeria
  - Rwanda
  - Sierra Leone
  - South Sudan
  - Uganda

- Latin America and the Caribbean
  - Brazil
  - Ecuador
  - Haiti
  - Dominican Republic
  - Mexico
  - Peru
  - Paraguay
  - Argentina
  - Colombia
  - Venezuela

- Middle East
  - Iraq
  - Jordan
  - Lebanon
  - Palestine
  - Syria

- Asia
  - Kazakhstan
  - Myanmar

- Europe
  - Albania
  - Italy
  - Kosovo
  - Russia
  - Ukraine

2019 projects per sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Africa</th>
<th>Latin America and the Caribbean</th>
<th>Middle East</th>
<th>Asia</th>
<th>Europe</th>
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</thead>
<tbody>
<tr>
<td>Agriculture and food security</td>
<td>11</td>
<td>1</td>
<td>13</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>Children protected</td>
<td>216</td>
<td>169</td>
<td>53</td>
<td>32</td>
<td>5</td>
</tr>
<tr>
<td>Education</td>
<td>39</td>
<td>10</td>
<td>13</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Environment</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Human rights</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Livelihood and economic strengthening</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Nutrition</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Vocational training and job creation</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Water</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Children supported by the distance support program

- Latin America and the Caribbean: 804
- Middle East: 2,622
- Asia: 1,285
- Europe: 1,058
- Total: 23,872
projects

AVSI acts in line with the Sustainable Development Goals of the United Nations’ 2030 Agenda and operates in the following sectors in both humanitarian and development terms:

- Environment
- Democratization
- Energy
- Agriculture
- Education
- Child protection
- Health
- Human rights
- Livelihood and economic strengthening
- Nutrition
- Sustainable cities and communities
- Vocational training and job creation
- Water

AVSI’s activities favor a multisectoral approach with particular emphasis on cross-sector themes. For example, 74% of projects supported people entangled in the migration phenomenon, 71.6% of projects have gender equality and women’s empowerment among their priority policies and 37.1% of projects have included private sector businesses. Digitalization is a crucial component in most of our projects, in terms of monitoring and implementing actions.

AVSI’s approach in the humanitarian field

Since its foundation, AVSI has been responding to emergencies in countries where it operates. In some cases, such as in Rwanda, following the 1994 genocide, AVSI’s stable presence in a country stems from providing humanitarian aid. In 2019, 32.24% of projects were implemented in response to emergencies or situations of prolonged crisis. Provision of food, water, medicines, hygiene and sanitary items, distribution of tents, education and psycho-social support, reconstruction of houses and schools are some of the actions taken in places like Syria, Brazil, South Sudan, the Democratic Republic of the Congo, and Myanmar. With AVSI’s method, immediate action always opens up a broader perspective.

Even in an emergency or situation of prolonged crisis, change can only happen if, as well as providing essential help, people are involved by allowing their skills and abilities to emerge. This occurs by supporting both the beneficiaries and their communities: actions that enhance those positives that already exist through partnerships with local institutions, associations and organizations. This approach makes people more resilient and allows them to become drivers of development.

From the start, each humanitarian action is designed to be part of a longer-term development strategy and enhances the humanitarian-development-peace nexus; today, this is a priority for international cooperation and a characteristic of AVSI’s approach.
An example of our humanitarian action

AVSI has been operating in Mozambique since 2010. When cyclone Idai made landfall in the central provinces (March 2019), we engaged a local team and an international expert to begin an emergency analysis of local needs, working with other agencies present in the area, to plan appropriate actions. The first initiative allowed us to respond to immediate needs.

To ensure that people were valued and their dignity maintained, the decision on goods to be distributed and activities to be carried out were taken in conjunction with the communities. This continuous exchange of ideas led, for example, to the decision to add other essential goods to those traditionally distributed, like mattresses, which normally are not part of the NFI (non-food items) kits.

In the same way, psychosocial support activities for children were organized involving parents and the caregivers of unaccompanied minors.

We used a similar approach in response to cyclone Kenneth (April 2019), in the province of Cabo Delgado, where we provided access to psychological and social support services, especially to minors.

The response to cyclone idai in Mozambique (March 13th, 2019)

AVSI has been side by side with the families in the suburb of Beira, in the first days after the cyclone in the Inhamizua district and in the camp that was established initially in the parish of Sao Pedro, then transferred to Mutua (70 km from the city).

In 2019, 3,400 displaced persons lived in the camp without adequate infrastructure and services, in a state of food insecurity.

Results

- 829 families received emergency kits;
- an average of 600 children a week attended the Child-Friendly Space; more than 6,000 people participated in awareness-raising sessions;
- the reconstruction of 14 schools was planned;
- 88 teachers trained in psycho-social support, child protection, gender violence prevention;
- 280 pupils in 14 schools were involved in creative and recreational activities.

These projects helped manage the camp, support the school system and form the basis for further actions.

In the post-emergency phase (2020), through the cash for work system and the promotion of income-generating activities, we plan to strengthen the economic system.

“...we had to leave Venezuela because my salary wouldn’t even allow me to buy food for the whole family. Coming to Ecuador was a real odyssey. When we got here, we didn’t know what to do. Thanks to the ACTIVADOS project, we can now see how we can restart our life here.”

Danny Lovera, a Venezuelan migrant in Ecuador

From humanitarian aid to development, on the migratory routes

Forced migration often has its origins in humanitarian crises. At the end of 2019, this affected almost 80 million people. If the causes are numerous - conflict, persecution, poverty, natural catastrophe and the effects of climate change, the consequences are the same: families forced to flee to another part of the country, beyond the border or to more developed countries. This is why the majority of the humanitarian aid projects AVSI carries out are connected with migration. AVSI works in countries of origin to improve the living conditions of internally displaced persons (Democratic Republic of the Congo, Iraq and Myanmar) and “potential migrants” (Democratic Republic of the Congo, Haiti, Ivory Coast, South Sudan, Syria) and to enable the return of migrants (Haiti, Ivory Coast, Nigeria and South Sudan). We also work in countries of transit (Jordan, Kenya, Lebanon) to facilitate access to education and employment opportunities, and in countries of destination to support integration or assisted voluntary return (Italy, Brazil, Dominican Republic, Ecuador and Uganda).

Ecuador, province of Manabi, in two neighborhoods in Manta and in Portoviejo.

UNHCR - United Nations High Commissioner for Refugees

July – December 2019

2,000 Venezuelan migrants and Ecuadorian citizens

The Latin America and Caribbean region is experiencing an unprecedented migratory crisis.

In Ecuador, the ACTIVADOS project has promoted peaceful coexistence in two neighborhoods in the city of Manta and in Portoviejo, where 40% of inhabitants are Venezuelan migrants.

Actions

- strengthening the community network: consolidating the skills of local businesses already involved in the integration process and involving the Ecuadorian and Venezuelan communities to identify needs, map the services and resources already present to create community action plans in response to the real needs that arise. The identified needs include procedures to regularize migrants, to protect children, to support female victims of violence, to support the search for employment;
- identifying and mapping sources of income; by conducting general investigations and a market analysis, a roadmap was developed that enabled us to plan employment and social inclusion activities for the inhabitants of the two neighborhoods. For example, we identified the sectors and value chains to focus investment on generating income opportunities.

Results in both neighborhoods

- participative diagnostics and action plan were created and implemented;
- information needs were assessed, and a communications system was developed;
- a round table discussion group was established and a roadmap was agreed for child protection and gender violence prevention actions;
- an “Activados” neighborhood committee was formed made up of 20 inhabitants (Venezuelan and Ecuadorian);
- information material was distributed, a communication and awareness-raising workshop was organized. At the end of the project, 944 Venezuelans received timely, precise and easily accessible information regarding available services;
- cultural and urban regeneration activities were established (for example, reconstruction of the neighborhood park) to promote integration and to circulate information to inhabitants;
- manufacturing activities and the labor market in the province of Manabi were mapped;
- a pilot initiative was planned to find jobs for Venezuelan migrants.

Thanks to the results achieved, the project was extended and expanded to other areas of Ecuador.

CEI - Italian Bishops’ Conference

Caritas Italy, Caritas in Beira, Sofala and Manica

CAFOD - Catholic Agency for Overseas Development Education Cannot Wait fund

Ecuador, province of Manabí, in Portoviejo.

July – December 2019

200 Venezuelan migrants

Results

- 88 teachers trained in psycho-social support activities;
- more than 6,000 people attended the Child-Friendly Space;
- 300 teachers and 698 families, 19,455 students attended the Child-Friendly Space;
- cultural and urban regeneration activities were carried out in two neighborhoods in the city of Manta and in Portoviejo.

Cultural and urban regeneration activities identified needs include procedures to regularize migrants, to protect children, to support female victims of violence, to support the search for employment.

Results

- 200 Venezuelan migrants;
- creating peer-clubs, groups of children of the same age who met twice a week for creative and recreational activities.

The first initiative allowed AVSI to respond to immediate needs. An example is the plan to strengthen the economic system, to support the search for employment and to promote the development of income-generating activities.
AVSI’s approach in the migration sector

1 The person and dignity
We are talking about people, not numbers or labels (irregular migrants, return migrants, economic migrants, displaced persons, refugees). Their dignity is beyond dispute.

2 The person and community
All aspects of a migrating person are considered, including their relationship with their original community and their host community. The safety and security of the host community must always be taken seriously.

3 When and where AVSI provides help
AVSI’s presence in numerous countries along the world’s migratory routes allows us to support people at different times: before the decision is taken to emigrate, when alternatives can be found; during the journey, when integrating into new environments; during the voluntary journey home.

4 Culture and communication
The cultural heritage of the person in transit, and their host community, must always be protected. Proper communication means circulating correct information which may bridge the gap that can emerge between distorted perception and the reality of the situation.

5 Aspirations and alternatives
A person migrates because of an aspiration to improve his/her life, a desire rooted in human nature, which is a significant factor in the development process.

In Italy, AVSI supports the process of integrating young migrants who are under international and humanitarian protection by placing them in employment. In the province of Milan, we have helped place migrants in the logistics and catering sector (since 2015) and, in the province of Salerno, in the agricultural sector (since 2019). The projects respond to businesses’ need for trained staff and help prevent the exploitation of workers.

From emergency to development: integrating migrants in Italy

- Italy, provinces of Milan and Salerno
- 81 refugees
- Partners in the Campania Region: Cooperativa Tartum Millennium, Consorzio Farsi Prossimo, Coldiretti Campania and 12 agricultural businesses

Activities
- selecting beneficiaries;
- providing sector-specific and technical language training, and soft skills training;
- internship with partner businesses aimed at placing people into employment with a contract.

3 When and where AVSI provides help
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Assisted voluntary return and reintegration (AVRR) is an alternative that is available to migrants who find that they are unable or are unwilling to remain in the host country and decide to return to their country of origin. Thanks to our presence in the main countries of origin that are sources of migratory flows, since 2019 AVSI has been involved in programs that allow people to return home with dignity.

Assisted Voluntary Return & Reintegration

- • 62 migrants
- • In 20 countries of origin: Burundi, DR Congo, Iraq, Ivory Coast, Jordan, Kazakhstan, Kenya, Kosovo, Lebanon, Mozambique, Myanmar, Nigeria, Palestine, Paraguay, Republic of the Congo, Rwanda, Sierra Leone, South Sudan, Syria, Uganda

Activities
- AVSI is responsible for receiving return migrants in 20 countries, and for creating and monitoring the reintegration plan for 6 months.
- In partnership with the Municipality of Milan, AVSI intends to develop a range of pre-departure vocational training courses aimed at migrants in the city.

Results
- In 2019, 62 migrants (61 adults and 1 minor) were identified by partners to begin the assisted voluntary return process. 43 of these have already returned to their country of origin and received into the reintegration program; 21 reintegration plans were completed in 2019, the others continued into 2020.

Democratic Republic of the Congo
Three scenes of daily life in Goma, North Kivu (top) and Bukavu, South Kivu (center and bottom). Photos by Marco Gualazzini.
distance support program

The Distance Support Program is a project that creates a special relationship between a child and his or her family in a developing country and a person, a group of friends, a school, a business, or a family in Italy.

The Distance Support Program is a personalized venture which in 2019, attracted more than 18,000 Italian donors (individuals, families, businesses) who make a significant contribution to the well-being and growth of a child living in a developing country. In the 28 countries in which the Distance Support Program is active, AVSI translates these donations into different actions: meeting the essential need for food, healthcare, protection, education; proposing literacy courses, vocational training courses, promoting savings and loans groups for parents; starting activities to generate income to boost the skills and abilities of the adults who care for the smallest children.

The Distance Support Program is multi-sectoral in nature, cutting across different sectors like education, nutrition, protection, sustainable cities and communities, health, and also professional training and work creation, livelihood and economic development. Focused and designed based on the child’s need for growth, it also supports development opportunities for the child’s entire community.

By virtue of AVSI’s roots in the local environment and its knowledge of community dynamics, and thanks to additional funds from other private and institutional donors, the Distance Support Program’s initiatives can be distributed and expanded further.

The Distance Support Program is a hallmark of AVSI’s mission: it is founded on the conviction that education is the main driver of a person’s development. This is confirmed by the courses completed by thousands of children who, after being supported for several years, as adults have found their independence, dignified employment and, in turn, have often chosen to support vulnerable children in their countries.
international adoptions

Every day, AVSI meets many abandoned children throughout the world. International adoption gives them a chance to have a family.

AVSI is an agency authorized by the Italian Commission for International Adoptions with offices in Milan, Cesena, Florence and Naples.

AVSI operates in Colombia, Mexico, Lithuania, Albania, Romania, Ukraine, Russian Federation, Kazakhstan, Sierra Leone and India.

In 2019

34 assignments
30 children adopted by 25 families

From 2013 to 2019

593 children adopted

From 2017 to 2019

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

The main stages of the adoption process with AVSI

1. Families interested in international adoption are invited to attend group information meetings
2. Preparation courses are given by AVSI operators and families with adoption experience
3. Follow-up interviews to choose the country/discuss the assignment. The Social Team meets the family to discuss the adoption project
4. The adoption application and the documentation required by the authorities in the foreign country are all prepared and sent
5. Wait while the application is processed and a proposal is made to match with a child. The family is supported by various individual and group meetings
6. After consent is given, travel and accommodation are organized for the family to take a trip to meet the child. During the trip, the family is assisted by an AVSI contact
7. 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 foreign country.

*Adoptions in agreement between two entities: the adoptive families have been formally registered through an international adoptions agency accredited with the Indian authority, while AVSI has supported the families in the adoption process.

Kenya
A lesson in Nairobi, a moment’s pause in the San Riccardo Pampuri school in the county of Meru, a training course in Nairobi. Photo by Aldo Gianfrate.
Total resources and private and public fundraising performance

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Resources</th>
<th>Private</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>55,538,380.14€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>68,097,472.48€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>80,475,535.82€</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

How AVSI uses your money

89.97 cents are allocated to projects

7.80 cents are used to cover operating costs

1.55 cents are used to collect funds for projects

0.68 cents are used for activities connected with development projects (ancillary activities, studios, consultancy costs)

Quality and transparency
AVSI project design system conforms to UNI EN ISO 9001:2015 standards for cooperation, aid and development activities in partnership with and on behalf of main institutional, national and international donors.

Kpi Key Performance Indicators

Each year, we use a set of Key Performance Indicators to measure our results, so that we as an organization and you know how we are performing. The table below sets out a selection of the more significant indicators.

The indicators were developed in 2018 based on the FMA international framework, with support from Prof. Alberto Brugnoli, Professor of Economics at the University of Bergamo. Results are measured against pre-established administrative and management targets, as well as targets in terms of human resources, program performance level, communication, and the actions of the governance and control bodies. This is an evolving process, in line with AVSI’s policy of reflecting on experience, which has always been its trademark.

<table>
<thead>
<tr>
<th>Kpi</th>
<th>2019 Target</th>
<th>2019 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>+ 15% compared with 2018</td>
<td>+ 4.58%</td>
</tr>
<tr>
<td>Equity</td>
<td>+ 15% compared with 2018</td>
<td>+ 27.09%</td>
</tr>
<tr>
<td>Certification of annual financial statements</td>
<td>financial statements of all AVSI offices to be certified</td>
<td>financial statements of all AVSI offices were certified</td>
</tr>
<tr>
<td>Human Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of Headquarters staff performance goal met</td>
<td>60% of HQ staff with an assessment of at least 3 out of 5</td>
<td>43% HQ staff assessment = 3, 57% HQ staff assessment = 4</td>
</tr>
<tr>
<td>Time to hire for position vacatencies</td>
<td>40 days</td>
<td>45 days</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT Up-Time</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Fundraising &amp; Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average contribution per type of donor</td>
<td>increase compared with 2018</td>
<td>Institutional donors: European Union: +6.70%, USAID: development banks, other bilateral donors: +117%; Italian Government: +134%, international organizations: -17.05%, Italian local authorities: -33.01%; EU Biannual Bishops’ Conference: +88.66%; Private donors: AVSI Point +2.5%, individuals +14%, businesses +2.6%, foundations +31%, schools -9%</td>
</tr>
<tr>
<td>Donor retention rate</td>
<td>increase compared with 2018</td>
<td>Institutional donors: 75.35% (+ 0.23% compared with 2018); Private donors: 62.68% (+ 0.01% compared with 2018)</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website page view</td>
<td>+ 10% compared with 2018</td>
<td>+27%</td>
</tr>
<tr>
<td>Social media activity</td>
<td>+5% fans/followers compared with 2018</td>
<td>Facebook fans: +35.16%, Twitter followers: +10.98%, Instagram followers: +97.64%, LinkedIn followers: +75.95%</td>
</tr>
<tr>
<td>Media placements and press coverage</td>
<td>+5% media coverage compared with 2018</td>
<td>+7%</td>
</tr>
<tr>
<td>Risk management and Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data security system periodically verified</td>
<td>periodic data security checks to be performed in line with the frequency set out in GDPR</td>
<td>100% activities performed correctly</td>
</tr>
<tr>
<td>Board composition and engagement</td>
<td>in line with guidelines set out in Statute</td>
<td>board member skills diversification: 1 non-profit background, 2 from business background, 2 from academia, 2 from institutions; participation in meetings: 95%</td>
</tr>
<tr>
<td>Supervisory Board online reporting to the Board and answers for specific events reported by stakeholders</td>
<td>100% of specific cases referred to the Supervisory Board examined and answered</td>
<td>100%</td>
</tr>
<tr>
<td>Programs &amp; Service Delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of projects results obtained</td>
<td>95%</td>
<td>95.5%</td>
</tr>
<tr>
<td>Accountability to beneficiaries (% of claims solved)</td>
<td>95% specific cases referred to the Supervisory Board examined and answered</td>
<td>100%</td>
</tr>
<tr>
<td>Outreach &amp; Advocacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of community events held</td>
<td>increase compared with 2018</td>
<td>1,206 (+17%) compared with 2018</td>
</tr>
<tr>
<td>Percentage of projects in partnership with local organizations</td>
<td>75%</td>
<td>75.35%</td>
</tr>
<tr>
<td>Facilities &amp; Capital Projects</td>
<td>meet all deadlines relating to institutional activities (financial statements, budgets, audits) and relating to projects (interim and final accounts and audit)</td>
<td>100% deadlines met</td>
</tr>
</tbody>
</table>

How AVSI uses your money

89.97 cents are allocated to projects

7.80 cents are used to cover operating costs

1.55 cents are used to collect funds for projects

0.68 cents are used for activities connected with development projects (ancillary activities, studios, consultancy costs)
**Statement of Financial Position – Assets**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTANGIBLE ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statutory modifications</td>
<td>7,443</td>
<td>892</td>
</tr>
<tr>
<td>Software expenses</td>
<td>40,285</td>
<td>47,880</td>
</tr>
<tr>
<td>Quality certification</td>
<td>2,647</td>
<td>3,068</td>
</tr>
<tr>
<td>Trademark registration</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Improvements on third-party assets</td>
<td>167,881</td>
<td>10,573</td>
</tr>
<tr>
<td>Goodwill</td>
<td>800</td>
<td>-</td>
</tr>
<tr>
<td>Expansion costs</td>
<td>6,081</td>
<td>-</td>
</tr>
<tr>
<td><strong>TANGIBLE ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Land and buildings</td>
<td>3,316,270</td>
<td>3,360,106</td>
</tr>
<tr>
<td>- Plant and machinery</td>
<td>11,470</td>
<td>70,182</td>
</tr>
<tr>
<td>- Vehicles and motorcycles</td>
<td>121,205</td>
<td>178,810</td>
</tr>
<tr>
<td>- Office furniture</td>
<td>82,147</td>
<td>24,452</td>
</tr>
<tr>
<td>- Electronic office equipment</td>
<td>43,800</td>
<td>12,381</td>
</tr>
<tr>
<td><strong>FINANCIAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Shareholdings in other companies</td>
<td>80,927</td>
<td>80,927</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>3,880,956</td>
<td>3,790,261</td>
</tr>
</tbody>
</table>

**RECEIVABLES**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables from private donors</td>
<td>1,498,635</td>
<td>129,313</td>
</tr>
<tr>
<td>Receivables from clients for ancillary activities</td>
<td>223,527</td>
<td>804,910</td>
</tr>
<tr>
<td>Receivables from social security institutions</td>
<td>11,755</td>
<td>26,407</td>
</tr>
<tr>
<td>Receivables from tax authorities</td>
<td>45,014</td>
<td>82,353</td>
</tr>
<tr>
<td>Other receivables</td>
<td>611,343</td>
<td>3,270,447</td>
</tr>
<tr>
<td><strong>TOTAL RECEIVABLES</strong></td>
<td>849,061</td>
<td>5,304,348</td>
</tr>
</tbody>
</table>

**FINANCIAL ASSETS OTHER THAN FIXED ASSETS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects funded by the Italian Government</td>
<td>9,759,795</td>
<td>7,355,561</td>
</tr>
<tr>
<td>Projects funded by the European Union</td>
<td>20,084,780</td>
<td>11,767,820</td>
</tr>
<tr>
<td>Projects funded by International Organizations/Other bilateral donors</td>
<td>43,888,732</td>
<td>47,341,332</td>
</tr>
<tr>
<td>Projects funded by CEI (Italian Bishops' Conference)</td>
<td>674,137</td>
<td>1,052,719</td>
</tr>
<tr>
<td>Projects funded by Local Agencies</td>
<td>4,370,883</td>
<td>499,474</td>
</tr>
<tr>
<td>From related parties</td>
<td>1,078</td>
<td>(25,392)</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>1,078</td>
<td>(25,392)</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>From foreign subsidiaries</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>FINANCIAL ASSETS OTHER THAN FIXED ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>17,814,066</td>
<td>17,300,495</td>
</tr>
<tr>
<td>Bank and post deposits</td>
<td>173,894</td>
<td>99,183</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>100,006,712</td>
<td>94,972,863</td>
</tr>
<tr>
<td><strong>ACCRUALS AND DEFERRALS</strong></td>
<td>1,356,554</td>
<td>686,127</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>105,244,222</td>
<td>99,449,250</td>
</tr>
</tbody>
</table>

**Statement of Financial Position – Liabilities**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>40,918</td>
<td>40,918</td>
</tr>
<tr>
<td>Accumulated fund</td>
<td>1,739,814</td>
<td>1,343,608</td>
</tr>
<tr>
<td>Variation to accumulated fund</td>
<td>3,644,250</td>
<td>2,880,966</td>
</tr>
<tr>
<td>- Adjustments to accumulated fund</td>
<td>2,963,764</td>
<td>2,267,321</td>
</tr>
<tr>
<td>- Membership fees paid in the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Profit (loss) for the year</td>
<td>680,486</td>
<td>613,646</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severance pay for employed staff</td>
<td>5,424,981</td>
<td>4,265,492</td>
</tr>
<tr>
<td><strong>RISK RESERVE</strong></td>
<td>250,000</td>
<td>200,000</td>
</tr>
<tr>
<td><strong>MEDIUM/LONG TERM LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Loans</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL MEDIUM/LONG TERM LIABILITIES</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO BANKS</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>2,289,815</td>
<td>1,554,117</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO PROJECTS</strong></td>
<td>90,500,235</td>
<td>87,626,730</td>
</tr>
<tr>
<td>- Italian Government</td>
<td>10,168,015</td>
<td>8,611,049</td>
</tr>
<tr>
<td>- European Union</td>
<td>24,816,427</td>
<td>15,488,216</td>
</tr>
<tr>
<td>- International Organizations/Other bilateral donors</td>
<td>46,502,240</td>
<td>53,886,094</td>
</tr>
<tr>
<td>- Local Agencies</td>
<td>2,570,874</td>
<td>2,704,881</td>
</tr>
<tr>
<td>- CEI (Italian Bishops' Conference)</td>
<td>548,006</td>
<td>1,478,764</td>
</tr>
<tr>
<td>- International Adoptions</td>
<td>14,644</td>
<td>23,015</td>
</tr>
<tr>
<td>- Private Institutional Foundation</td>
<td>1,029,688</td>
<td>-</td>
</tr>
<tr>
<td>- Private donors</td>
<td>4,792,996</td>
<td>2,026,330</td>
</tr>
<tr>
<td>- Distance Support Program</td>
<td>57,345</td>
<td>3,411,380</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO SUPPLIERS</strong></td>
<td>1,171,926</td>
<td>1,077,993</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>1,171,926</td>
<td>1,077,993</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO FOREIGN SUBSIDIARIES</strong></td>
<td>388,089</td>
<td>158,162</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>388,089</td>
<td>158,162</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO PROJECT STAFF</strong></td>
<td>42,628</td>
<td>3,532</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>42,628</td>
<td>3,532</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO STAFF IN THE MAIN OFFICES</strong></td>
<td>735,327</td>
<td>608,963</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>735,327</td>
<td>608,963</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO TAX AUTHORITIES</strong></td>
<td>687,594</td>
<td>313,284</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>687,594</td>
<td>313,284</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO SOCIAL SECURITY INSTITUTIONS</strong></td>
<td>378,128</td>
<td>460,020</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>378,128</td>
<td>304,275</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>155,745</td>
</tr>
<tr>
<td><strong>ACCOUNTS PAYABLE TO OTHERS</strong></td>
<td>1,815,363</td>
<td>592,707</td>
</tr>
<tr>
<td>- payable within the next year</td>
<td>1,815,363</td>
<td>592,707</td>
</tr>
<tr>
<td>- payable beyond the next year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL ACCOUNTS PAYABLE</strong></td>
<td>98,009,106</td>
<td>92,397,510</td>
</tr>
<tr>
<td><strong>ACCRUALS AND DEFERRALS</strong></td>
<td>103,357</td>
<td>1,357,657</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td>105,244,222</td>
<td>99,449,250</td>
</tr>
</tbody>
</table>
How to support AVSI

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 S.p.A. 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

By nominating AVSI to receive your “5xmille” contribution: quote tax reference (codice fiscale) no. 81017180407

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**AVSI in Africa**

**AVSI Burundi**
Avenue Mpotsa 11, Kabondo Bujumbura

**AVSI Ivory Coast**
Galéria Santa Maria Cocody-II plateaux, Abidjan

**AVSI Kenya**
St. Kizito Building, Thika Road, Nairobi

**AVSI Mozambique**
Avenida Paulo Samuel Kankomba 483, Maputo

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

**AVSI Republic of the 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, Brookfieldes, Freetown

**AVSI South Sudan**
Juba Raha Compound, Giuba

**AVSI Uganda**
Ggaba Road Plot 1119, Kampala

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**AVSI in Middle East**

**AVSI Jordan**
Abdullah Rajab Hakouz street 16, Amman

**AVSI Irak**
Dream city, Villa 180, Erbil

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

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

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

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**AVSI in Latin America and the Caribbean**

**AVSI Brasil**
Rua Frederico Simões 98, Ed. Advanced Trade, 13ª andar, Caminho das Árvores Salvador - Bahia

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

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

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

**AVSI Peru**
Jirón Ica 281, Oficina 205, Lima