

Stichting AFEW International  
Attn. Of the Board of Directors  
Van Diemenstraat 48  
1013 NH Amsterdam

Utrecht, 13 July 2021  
Reference: 1.045.580/AB202107057  
Subject: Financial statements 2020 of Stichting AFEW International

Dear Board,

We have compiled for you the financial statements of the company mentioned above in accordance with your instructions. The document also contains our compilation report of 13 July 2021.

We hereby grant you permission to provide our compilation report, together with the financial statements to which it relates, to the bank or any other business relations of the company.

#### Document for filing purposes

We would like to point out that filing the financial statements is compulsory and not filing these documents is punishable by law. In certain cases, not filing can lead to personal liability on your part as the company's executive/managing directors and possibly also on that of the supervisory directors.

#### Formalities

One copy of the annual accounts must be signed by the board of directors and in addition be adopted at the next board meeting. The original signed copy of the annual accounts is part of the administration and must therefore be kept on paper for 7 years on the basis of art. 2:10, 3:15i BW and art. 52 Algemene wet inzake rijksbelastingen.

Please do not hesitate to contact us if you require any further information.

Yours sincerely,

For and on behalf of BDO Accountants,



drs. A.M. Vreugdenhil RA



## Stichting *AFEW International*

### Report on the Financial Statements for 2020

This report has been drawn up in accordance with the 2008 **Directive for Fundraising Institutions (RJ650)**, as published by the Dutch Council for Annual Reporting. This directive provides the public with clear criteria for assessing fundraising cost ratios, the expenditure of funds and how far these funds have been spent on the goals for which they were intended.

The following financial statements have been prepared from the accounting records of *AFEW International* and in accordance with the organisation's accounting policies.



*AFEW International* is registered with *Algemeen Nut Beogende Instelling* (ANBI) in the Netherlands. ANBI status confirms that *AFEW International* is a charitable organisation that serves the public interests. *AFEW International* is recognized as a charity, therefore all donations are tax deductible and they are fully exempt from gift tax and inheritance tax.

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## Contacts

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## Report of the Board of Directors

The Board of Directors of *AFEW International* is pleased to present the organisation's 2020 Financial Statements. This document accompanies the Annual Report 2020.

### Who We Are

***AFEW International* works for all people in Eastern Europe and Central Asia who face barriers in access to health, justice, and participation. Priority is with groups that are more at risk, more stigmatised, and are facing more severe barriers.**

From a non-governmental, humanitarian and rights-based perspective, *AFEW International* promotes health and advocates for increased access to prevention, treatment, and care for major public health concerns such as HIV, tuberculosis, COVID-19, viral hepatitis, and sexual and reproductive health and rights.

*AFEW International* is working with and for “key populations” - individuals and communities who have disproportionate burdens of HIV risk and disease and lack of access to essential HIV services (including, but not limited to LGBTIQ, men who have sex with men, people who use drugs, sex workers, people living with HIV, (ex) prisoners, (labour) migrants, vulnerable youth and adolescents).

By providing support and empowering communities and civil society organisations in Eastern Europe and Central Asia (EECA), we contribute to better access to good quality health services for all, including people whose access is denied due to stigma and discrimination.

As of 2019 *AFEW* has become a partnership of independent local organisations working in the countries of Eastern Europe and Central Asia. At the moment, the *AFEW Partnership* consists of five members operating in Kazakhstan, Kyrgyzstan, the Netherlands, Russia and Ukraine; with *AFEW International* in the Netherlands serving as the international secretariat of the partnership.

### Vision

All people in Eastern Europe and Central Asia participate fully and confidently concerning their health and rights, in an inclusive and just society.

### Mission

*AFEW International* and *AFEW Partnership* (*AFEW*) are dedicated to improving the health of key populations in society. With a focus on Eastern Europe and Central Asia, *AFEW* strives to promote health and increase access to prevention, treatment and care for major public health concerns such as HIV, TB, viral hepatitis, and sexual and reproductive health.

We seek to do this by:

1. Access to good quality health services
2. Legal and Social justice
3. Power to voice, participate and decide
4. Appreciation of diversity

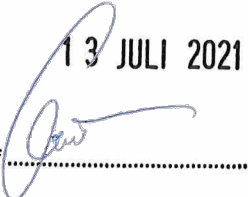
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## Our Approaches

All the programmes in the extensive portfolio of *AFEW International* and the other members of *AFEW Partnership* are founded on the principle of **universal access** and exemplify an approach based on **human rights and social justice**. Put simply, the starting point is that everyone should have equal access to HIV, TB, and viral hepatitis treatment, prevention and care, including services that reduce harm from drug use or other risky behaviours.

*AFEW International* and the other members of *AFEW Partnership* position themselves as a **partner organisation**. As such, the partnership participates actively in several of the foremost international consortia dealing with HIV and AIDS, as well as building grassroots networks of service providers and local NGOs. *AFEW Partnership*'s unique value as a partner lies in its extensive experience of working in local healthcare infrastructures combined with its international-level expertise, especially on harm reduction and prison health.

## COVID-19

The financial statements 2020 are published while the COVID-19 pandemic is still far from under control and affecting our field, the broader global HIV response, as well as our organisation and the community-based partner organisations, scientists and service providers that we strive to support. The impact of COVID-19 – on our day-to-day routines, our physical and mental health and well-being, and the global economy – will be long lasting and deserves attention in the years to come.

For the EECA region, COVID-19 brought a third pandemic to the two major ones we were already dealing with – HIV/AIDS and Tuberculosis. The *AFEW Partnership* and the *AFEW International* teams re-organised activities planned for 2020 from live to virtual events; set up a structure to meet COVID-19 related needs including the launch of the COVID-19 Solidarity Programme funded by the European Union; and adapted to modus of working from home.

*AFEW International* produced two reports on the effects of COVID-19 in the EECA region. The report 'Interruption and innovation' describes the effects of COVID-19 on the activities and wellbeing of the key population groups. The report on the impact of COVID-19 on the work and sustainability of the EECA-based NGOs shows the financial consequences – less funding for civil society organisations.

*AFEW International* has gained experience with the Emergency Support Fund from the Elton John AIDS Foundation, this expertise and the structure allows us to react promptly to request for support from NGOs and CBOS in the region.

In the financial year 2020, *AFEW International* had to deal with the consequences of the COVID-19 pandemic. This resulted in changes in turnover and additional costs for the organisation. The management team has recognized this situation and has prepared a risk analysis and an impact analysis. *AFEW International* is taking measures to limit the negative consequences for the organisation as much as possible.

## Methods

Through constructive engagement with governments and civil society in the countries where it works, *AFEW International and the members of AFEW Partnership advocate* for the basic human right to health and demonstrates why it must be extended to reach the most marginalised, stigmatized groups in society.

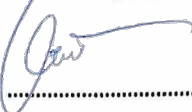
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Recognising that civil society can be effective in filling voids in the health and social systems of the EECA region, *AFEW International and the members of AFEW Partnership assist local organisations* with technical support (hands-on training, and customised consultations) so that they can reach more people and serve them more effectively.

Working directly with those who live at the sharp end of the epidemics, *AFEW International and the members of AFEW Partnership empower key populations at higher risk* with tailored, accurate information and assistance in building their own support networks.

Where basic treatment and care (for instance, antiretroviral drugs, care for pregnant women, prevention tools, etc) are absent or inadequate, *AFEW International and the members of AFEW Partnership support the development of direct services to key populations*. In particular, different departments of the healthcare systems in EECA (i.e., tuberculosis clinics, AIDS centres, drug rehabilitation centres) often work in isolation from one another, leading to gaps in care for people with complex issues. *AFEW's* client management models and HIV/TB collaborative activities bridge these gaps and help service providers to better structure their responses.

Finally, *long-term sustainability* lies at the heart of *AFEW International and the members of AFEW Partnership's* programming, meaning that each project activity comes with a clear strategy for its eventual handover to local authorities, governments or civil society groups.

## The People We Reach and the Public Health Concerns we address

**People who use Drugs.** At the core of *AFEW International and the members of AFEW Partnership's* effort to reduce the exceptionally high level of HIV transmission among people who inject drugs in EECA is the support for harm reduction and the support of national harm reduction and people who use drugs networks. These networks comprise training centres for professionals, needle exchange points, introduction and provision of opiate substitution therapy and provision of less harmful alternatives to unsafe injecting drugs.

**Prisoners.** *AFEW International and the members of AFEW Partnership* work together with ministries of justice, prison health experts, inmates and local NGOs to strengthen local capacity and ensure that prisoners have the same access to information and services as those living outside prison walls. This policy is in line with the internationally accepted principles of the World Health Organization (WHO). Given the high rate of injecting drug use in the prisons in the region, this implies that *AFEW* also advocates for provision of needle exchange and opioid substitution therapy in prisons. Another major component of *AFEW International and the members of AFEW Partnership's* prison work is the introduction and upscaling of *transitional client management*. To ensure continuity of care for released prisoners, a system has been developed that prepares prisoners for release and guides them to medical and social assistance outside of prison.

**Vulnerable women.** Power and economic imbalances related to gender can increase the vulnerability of women. This vulnerability combined with stigma against women who use drugs and sex workers leave women with reduced access to harm reduction and drug treatment services. Women living with HIV also require separate attention, if only because of the issue of prevention of mother-to-child transmission (see below) and child care. Activities for female *sex workers* aim to create non-discriminatory, non-judgmental and user-friendly medical and psycho-social services, including HIV prevention, counselling and testing services.

**People living with HIV.** Stigma and discrimination remain prevalent in the countries of EECA, even within the very services that they rely on for treatment and care. Breaking through the wall



of prejudice directed at this group is vital to addressing the HIV epidemic and is therefore a priority area for *AFEW International and the members of AFEW Partnership*. Education, training and advocacy within state services are combined with mobilization and support of communities of people living with HIV.

**Adolescents at higher risk.** *AFEW International and the members of AFEW Partnership* develop informational materials, outreach programmes and peer training initiatives especially for young people living in high-risk circumstances. Activities for **young drugs users and young offenders** focus on information and education on healthy lifestyles, including information on HIV and drugs. Access to health services for young people who use drugs is hampered due to laws and regulations. With the help of the ombudsman in e.g., Ukraine *AFEW Ukraine* addresses this access to services with policy makers and politicians.

**Men who have sex with men (MSM).** MSM are one of the key populations at risk. Due to stigma and discrimination MSM encounter barriers in accessing information and health services and having a healthy and satisfying sexual life. *AFEW International and the members of AFEW Partnership* are collaborating with local Lesbian Gay Bisexual Transgender organisations in training of police officers, capacity building, reaching out and offering information and testing and treatment to MSM.

**Governmental and non-governmental organisations (national and international).** As part of *AFEW International* and the members of *AFEW Partnership*'s sustainability strategy, *the partnership* strengthens the capacity of local governmental and non-governmental partners. *AFEW International* and the members of *AFEW Partnership* provide technical support in order to equip staff with the right knowledge to provide HIV and TB prevention, treatment, care and support that is up-to-date and of good quality. For instance, *AFEW International and the members of AFEW Partnership* train police staff in HIV prevention and creates a resource centre and a pool of trainers to make such a training programme sustainable. Organisational development comprises training in management skills, administrative and financial skills, monitoring and evaluation and fundraising. These skills promote the sustainability of our partners and hence the sustainability of the approaches that we introduce.

**Tuberculosis related activities and TB Patients.** *AFEW International and members of AFEW Partnership* are improving knowledge of Tuberculosis among staff of NGOs in Central Asia by developing training and information materials. *AFEW International* collaborates closely with KNCV, a Dutch organisation to fight Tuberculosis, this collaboration enhances integration of HIV and TB and strengthens collaboration between the public and non-public services.

**Viral Hepatitis and hepatitis C specifically.** *AFEW International and the members of AFEW Partnership* recognise the high prevalence of hepatitis C in the EECA region. The majority of people infected with hepatitis C are people who inject drugs. *AFEW International and the members of AFEW Partnership* advocate for the development of national policy plans and for access to the most effective hepatitis C treatment.

We invite you to read more about *AFEW International and the members of AFEW Partnership*'s projects, past and present, on our website at [www.afew.org](http://www.afew.org)

## Our achievements: projects 2020

*AFEW International* and the members of *AFEW Partnership* strengthen the capacity of professionals in the region through the adoption of effective methods of HIV prevention, treatment, care and support given the specific circumstances in their countries. The Partnership sees its role as providing assistance in such a way that appropriate action is taken, with the

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objective of strengthening local capacity and ensuring that the final responsibility remains with those in the society itself

During 2020 *AFEW International* was finishing implementation of the **“Bridging the Gaps: health and rights for key populations” project** (the 5th year of the project, final year of the second phase of a programme that was implemented from 2011 till 2020), financed by the Dutch Ministry of Foreign Affairs, which was the biggest international programme of its kind that worked with and for the health and rights of key populations. The *AFEW Partnership* was one of the 5 key partners and implemented activities in Georgia, Kyrgyzstan, Tajikistan and Ukraine, as well as at the EECA regional level.

Some of the achieved changes in 2020 included

- Improving access to quality rehabilitation services for women and adolescents who use drugs and standards and guidelines in place for health care professionals in Eastern Europe and Central Asia,
- Ensuring that the Georgian community of people who use drugs can influence the quality of services, social and policy environment, initiate services tailored to their needs;
- Increasing capacity of empowered adolescents in Kyrgyzstan to talk about SRHR and HIV,
- Reduced self-stigma of people who use drugs / people living with HIV in Tajikistan,
- Enabling adolescent drug users to influence the quality of services for people who use drugs, the social and policy environment, and initiate changes tailored to their needs, in the health committees in four cities of Ukraine (Chernivtsi, Kharkiv, Kropyvnytskyi, and Poltava),
- Mapping the health access and risk behaviour of Central Asian migrants in Russia and Tajikistan,
- Raising capacity of the local partners.

Additionally, on the EECA regional level:

- Providing support to the European Chemsex Forum, to further include the EECA region in the chemsex response, and gear towards interventions in the Russian language,
- Supporting the national union of PLHIV in Uzbekistan and worked with them towards a post-BtG project on testing for key populations

Linked to the Bridging the Gaps project is **“Young, Wild and Free”- the Flexible Fund** financed by the Dutch Ministry of Foreign Affairs (September 2019 – July 2021). *AFEW International* together with 4 other Alliance of the Bridging the Gap partners developed a proposal for the Flexible Fund of the Dutch Ministry of Foreign Affairs. The project is aimed at learning from some of the best practices in reaching youth within the Bridging the Gaps program and disseminating these practices further and increase the quality of services for young key populations within the overall Bridging the Gaps partnership

- Early in 2020 an online webinar/e-learning course on community-based participatory research (CBPR) was organised for young researchers representing various key populations by AFEW International, Mainline and Health(e)Foundation, a face-to-face workshop took place in March 2020 in the Netherlands, followed by the implementation of the research in the four selected countries in 2020
- One of AFEW International's roles in the project was to facilitate a learning visit for the local partners - AFEW Russia and Focus-Media Foundation to Ukraine to learn from the best practices of AFEW-Ukraine in their work with young key populations, as well as a visit of Coalition Outreach to learn from the best practices of the youth led NGO Lighthouse in Vietnam, and support applying both experiences in Russia. Due to

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COVID-19 restrictions these study exchanges have been taking place virtually throughout the year

2020 was also the last year of implementation of the **PITCH project – the Partnership to Inspire, Transform and Connect the HIV response**. PITCH was a strategic partnership between Aidsfonds and the Frontline AIDS (former International HIV/AIDS Alliance) working with those most affected by HIV: adolescent girls and young women, LGBTI, people who use drugs, prisoners and sex workers. The programme aimed to enable these groups to transform (inter)national HIV responses by strengthening their advocacy skills and capacities and promoting the innovative evidence-informed practice. Within this project, in 2020 *AFEW International* and partners continued working with NGOs in St Petersburg, Russia (Eva Association) and Bishkek, Kyrgyzstan (AFEW Kyrgyzstan) and municipal level governments on HIV geographically focused responses. As one of the final activities of the project, on October 30-31, 2020 *AFEW International* organised a semi-virtual study tour Amsterdam-St Petersburg-Bishkek for municipal authorities, health officials and key population representatives from Russia and Kyrgyzstan, who were interested to learn about the partnership between the national and municipal authorities, institutes, and NGOs.

We also continued activities to support organisations representing key populations at risk for HIV in emergency situations through **Emergency Support Fund for Key Populations in EECA (ESF)** funded by the Elton John Foundation in 10 countries in the EECA region - Armenia, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, Uzbekistan. In 2020 ESF specifically welcomed applications from first-time applicants and applications that introduced innovative approaches. We also adapted our criteria so that we could tackle COVID-19 pandemic impact towards key populations: added focus on ART postal delivery, online consultations, as well as PPE distribution, so that clients can enter medical institutions. In 2020, ESF received 217 applications and supported 86 projects from 9 countries: Russian Federation (38), Ukraine (21), Kyrgyzstan (7), Tajikistan (7), Kazakhstan (4), Belarus (4), Uzbekistan (3), Armenia (1), Moldova (1).

We started implementation of “**COVID-19 Solidarity Programme in the Eastern Partnership countries**” with the financial support of the European Union and in partnership with People in Need (PIN) and the Netherlands Helsinki Committee (NHC). Through small grants to community-based organisations (CBOs) working with key populations in 6 countries - Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova, Ukraine, with activities ranging from advocacy and prevention to treatment and care in terms of COVID-19 implications, *AFEW International* responds to arising and anticipated (post)pandemic challenges. To reach the overall goal of the project, in the first round *AFEW International* supported 9 organisations with grants up to €5.000 to address the immediate COVID-19 related health and socio-economic needs of key populations and to be implemented in the period of November 2020 – September 2021. The second round of grants is to be launched in the first half of 2021.

Other programmes funded and implemented in 2020 were:

- Civil Society Forum on Drugs financed by European Commission;
- Comprehensive support to sexual and reproductive health and rights (SRHR) and social wellbeing of vulnerable adolescents (Russia) financed by the European Union.

In 2020, *AFEW* and ICAP at Columbia University partnered to improve HIV services in prisons in Kyrgyzstan and Tajikistan under the project «Technical Assistance to Central Asian National HIV Programs to Achieve and Sustain HIV Epidemic Control under the President’s Emergency Plan for AIDS Relief (PEPFAR)» in Kyrgyzstan and Tajikistan, a project funded by PEPFAR.

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through the US Centers for Disease Control and Prevention (CDC). *AFEW International* – together with *AFEW Kyrgyzstan* and *AFEW Kazakhstan*, which provided technical support to activities in Tajikistan – were aggregating lessons learned from ICAP's previous work in Kazakhstan and combining those lessons with the methodological approach gained through the past experience of working in prisons in Central Asia to produce practical guidelines and training modules

Due to the COVID-19 pandemic, the ambition of organising a follow-up conference EECA INTERACT in 2020 could not be realised. EECA INTERACT 2021 may be held virtually, and plans are forged to hold a hybrid conference in spring 2022.

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## Governance and Finance

### Governance

*AFEW International* fully complies with the code of good practice for charity organisations in the Netherlands, the Code Wijffels. *AFEW International* is led by the managing board, the director, and supervised by a supervisory board of 7 board members and 2 Observers.

Supervisory board members bring to the organisation their professional experience in various fields of work, from specialised knowledge of medical treatment and the HIV epidemic to expertise in management and budgeting. The supervisory board is charged with overseeing the overall operation of the organisation in order to ensure **good standards of transparency and accountability**. The supervisory board approves the organisation's strategy and the budget, as well as advising the director and management team on strategic issues. The supervisory board also evaluates and appraises the work of the director. Supervisory Board members receive no financial compensation for their work.

### Members of the Supervisory Board

As of 31 December 2020, *AFEW International* Supervisory Board consisted of 7 members and 2 observers.

Michel Kazatchkine (Chairman of the Supervisory Board)  
Udi Davidovich (Vice Chairman of the Supervisory Board)  
Dolf Kamermans (Treasurer of the Supervisory Board)  
Vladimir Mendelevich (Supervisory Board member)  
Hernan Fuenzalida-Puelma (Supervisory Board member)  
Maria Yakovleva (Supervisory Board member)  
Timur Abdullaev (Supervisory Board member)

Marieke van der Werf (Observer)  
Natalya Shumskaya (Partner AFEW Kyrgyzstan, Observer)

Read their biographies: <http://www.afew.org/about us>

### Supervisory Board Meetings in 2020

To set up ongoing communication, Chair M. Kazatchkine and Vice Chair U. Davidovich and the Director had six trilateral meetings. The Supervisory Board and *AFEW International*'s Director and Management Team had four meetings in addition to ad hoc meetings as needed and as deemed relevant by the Supervisory Board.

The trilateral meetings focus on ongoing issues of management of the organisation and on discussing strategic decisions regarding proposals and projects.

In a virtual meeting in February 2020, the Supervisory Board approved the annual work plan 2020 and its budget. Furthermore, the Supervisory Board approved the whistleblower protection policy, as well as the authorization matrix. In addition, the governance structure of the *AFEW Partnership* (specifically, the transition from *AFEW International* being in the middle to all *AFEW*'s being equal) was discussed in preparation for a decision at the next virtual Supervisory Board meeting in May 2020.

In the virtual meeting in May 2020, the Supervisory Board approved the annual report 2019 and the financial statements 2019. A first discussion on the COVID-19 implications on the donor landscape and projects implementation took place. The main thought of the meeting was on the importance of putting HIV and TB on top of the agenda.

The virtual meeting in June 2020 was scheduled to inform the Supervisory Board that the proposal to the Dutch MoFA from the Voices from the East Partnership was not selected. Director and Management Team presented possible future scenarios for *AFEW International* and *AFEW Partnership*.

During the virtual meeting on 3 September 2020, Director Anke van Dam announced that she is going to leave *AFEW International* as of 1 January 2021. A discussion on a reset of *AFEW International* and the next steps for the organisation in September – December 2020 was held.

In the meeting on 19 September 2020, the terms of reference of the position of the new Director of *AFEW International* were discussed and approved by the Supervisory Board. The Supervisory Board has also agreed on the process of the dissemination of announcement, searching process and the timeline of recruitment. In addition, the change in the audit procedure was presented by Treasurer D. Kamermans and approved by the Supervisory Board.

During the meeting in November 2020, an update on staff developments, the recruitment process of a new Director, management of a possible interim period was presented.

In the confidential executive session in December 2020 the selected candidacy for the position of the new Director of *AFEW International* was approved.

### **Steering Committee of *AFEW Partnership***

The Steering Committee, consisting of all directors of the members of *AFEW Partnership* with the director of *AFEW International* as chair, had 12 virtual meetings in 2020. Due to COVID-19, there were no face-to-face meetings. The members of the Steering Committee prepared and agreed with the name change: from Network into Partnership.

During the virtual calls ongoing issues regarding projects, proposals and conferences were discussed.

### **Voices from the East Partnership**

In developing a proposal for the Dutch Ministry of Foreign Affairs *AFEW International* took the initiative to establish an EECA wide partnership. EECA Regional networks (EHRA, ECOM, EWNA, SWAN, ENPUD, Teenergizer) and *AFEW Partnership* members joined to become the Voices from the East Partnership. This Voices from the East Partnership prepared a proposal that was submitted 12 March 2020.

### **Accountability**

The supervisory board is satisfied with the financial statements prepared by the Management Team for the year ending 31 December 2020 fairly reflecting the financial position and operations of *AFEW International*. The Annual Report 2020 provides a fair reflection of the programmes, activities and results achieved in 2020. All members of the supervisory board accept responsibility for the Board's annual report and the financial statements prepared by the Management Team. The accountants, BDO, has issued an complication report for the financial statement and have granted us permission to publicise the related financial statements

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## Performance and Strategy

### *AFEW International's strategic objectives:*

*AFEW International's* strengths lie in its focus on key populations at higher risk of HIV, TB and viral hepatitis, particularly people who inject drugs, people in prisons and detention centres, sex workers, MSM and street children whether they are living with HIV or not. Within this area we stand out in our prison work. Therefore, particular attention will always be paid to the role of prisons in public health with respect to the concerns listed above.

Our focus on Eastern Europe and Central Asia and our experience in the region are unique because of the scope of countries and services in which we are involved. We will continue to commit to the region and expand within it where opportunities exist. *AFEW International* is open to starting activities in countries beyond the region, it may occur in the framework of technical support in programmes run by others, and it may also be necessary to become less dependent on the dwindling funding opportunities for EECA.

#### **1. Access to good quality health services**

As defined by the World Health Organization (WHO), health is a "state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." Good quality health services need to include prevention, medical treatment, (consultations /social) care and support, early detection, rehabilitation, and psychological support. Access implies not only that it is available within suitable parameters, but also that it is experienced as being accessible - inclusive and non-judgemental, and affordable.

Good quality health services need to be responsive to the needs of specific communities, including needs related to SRHR, and within a context of high levels of HIV, TB and viral Hepatitis.

#### **2. Legal and Social justice**

Legal and social justice includes equality before the law, and protections against human rights violations, for all. Social justice also includes access to a certain range of services that help people to maintain at least a minimum standard of living, for example welfare services, shelter, and education. Heavily interconnected, the basic right to health has a huge impact upon and is affected by many other rights, including the right to food, housing, work, education, non-discrimination, access to information, health, and participation.<sup>1</sup> Justice can also imply a concern for justice, peace, and a genuine respect for people. Legal justice and social justice together mean that the legal framework has been changed in order to ensure that there is no possibility to discriminate on the basis of law, as well as that society at large has embraced this change, ultimately reinforcing the right to self-determination.

#### **3. Power to voice, participate and decide**

To ensure full participation in society, people need information, skills, and the ability to organize themselves autonomously.<sup>2</sup> People need platforms where they can voice their experience and their needs and experience dialogue, including (but not restricted to) in political spaces. Their power in the dialogue needs to be recognised and actively sought in decision-making processes. This requires a strong civil society, a support network, and political

<sup>1</sup> [www.healthpovertyaction.org](http://www.healthpovertyaction.org)

<sup>2</sup> <https://www.socialcapitalresearch.com/designing-social-capital-sensitive-participation-methodologies/definition-participation/>

commitment: a reciprocal relationship between communities and decision-makers that is sustainable and resilient, and able to cope with shrinking space for dialogue.

#### 4. Appreciation of diversity

Appreciation of difference is a global challenge; people tend to be comfortable with what looks and feels familiar and suspicious or fearful of what seems different. Soviet legacy reinforces this trait, as it strived for uniformity, and a real shift is needed in this region to move from the current situation to a celebration of difference as something that has value and adds richness to society. That said, any shifts at personal, societal, and/or governmental level, however small, will have an effect.

### Programme Development

In 2020, we continued to adapt our programmes to take into account emerging trends in the HIV epidemic in EECA and the COVID-19 pandemic. Injecting drug use has always been the major vehicle for HIV transmission in the region, but in recent years heterosexual transmission has begun to play a far greater role, especially in the older epidemics in Russia and Ukraine. For this reason, we continue to increase our focus on sexual health services for vulnerable youth and empowerment of women's groups. Eastern Europe and Central Asia region has witnessed a fast-growing HIV epidemic in the last 10 years. The vast majority of people acquiring HIV are in the Russian Federation and Ukraine, the two most populous countries in the region. Together, these countries account for 84% of all new infections in eastern Europe and central Asia. Excluding the Russian Federation from the region's trend analysis results in a 4% decline in new HIV infections. Impressive declines in new infections of more than 35% since 2010 have been achieved in Kyrgyzstan and the Republic of Moldova.

The vulnerable populations such as people who use drugs, sex workers, men who have sex with men and prisoners are most at risk. *AFEW International* and the other members of AFEW Partnership will continue its focus on these groups. *AFEW International* will continue its advocacy to include TB activities in HIV projects.

### Geographical Coverage

In 2020, the *AFEW Partnership* has members in Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine and Russia. *AFEW international* secretariat is based in Amsterdam, the Netherlands. *AFEW Ukraine* is implementing activities in Georgia. Due to change in board and management AFEW Russia returned as member of *AFEW Partnership* in 2019. Due to change of scope of work AFEW Tajikistan left *AFEW Partnership*. *AFEW International* continued its activities in Tajikistan and Uzbekistan supporting local NGOs.

### Communications with Stakeholders

*AFEW International* has developed a communication strategy to increase the visibility of the organisation, as well as increase attention and awareness for the EECA region, for the public health concerns and the key populations affected, where 'Contributing to a healthy future for Eastern Europe and Central-Asia' remained the core message. As a Dutch organisation that has benefited from core funding from the Dutch and EU taxpayers over the years, *AFEW International* has a responsibility to inform the public in Western Europe about HIV, TB and viral hepatitis in EECA.

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*AFEW International* continued to attract attention to its work at **key moments such as World AIDS Day, World TB Day and during the launch of new projects**, through events and press liaison at the regional level, together with online reporting. Additional attention to the work and successes of the organisation in 2020 was attracted due to the **20<sup>th</sup> anniversary of AFEW International**. Furthermore, *AFEW International* communicates with its stakeholders through the general website, Facebook, twitter, LinkedIn, the annual report and newsletters.

### Human Resources Management and Efficiency

Ethical work practices are one of the guiding principles of *AFEW International*. *AFEW International's Code of Conduct* clarifies certain issues related to privacy, conflicts of interest, the use of *AFEW International's* property, and behaviour that could damage *AFEW International's* reputation or expose *AFEW International* to legal liability. The Code illustrates ethical standards that apply to all *AFEW International* employees.

*AFEW International's* staff adhere to a high and uniform set of conduct standards. Every employee has a personal obligation to uphold these standards, and act in an ethical manner with each other, our partners, priority groups and the general public. Employees are motivated to contribute to a common cause and feel close to the core values of the organisation. Consequently, employees should always represent the organisation in a professional way.

There were changes in staff members composition. Due to the increased number of projects, *AFEW International* hired a new officer manager and created a project officer as a separate position. The overview of staff in 2020:

Executive Director 0.92 fte  
Director of Finance 0.92 fte  
Director of Programmes 0.92 fte  
Senior Programme manager 0.92 fte  
Grant Writer 0.62 fte  
Communication officer 0.82 fte  
Junior Project Officer 0.92 fte  
Junior Project Officer 0.92 fte  
Office manager 0.82 fte

### Fundraising

As reflected in the Sustainable Development Goals, HIV has a lower priority on international and national political agendas than previously. Less funding is available for activities related to HIV. The Global Fund to fight against AIDS, TB and Malaria is withdrawing from middle-income countries, of which some are in Eastern Europe and Central-Asia. Domestic funding for HIV and harm reduction is very, very limited.

Fewer external donors are interested in financing activities for Russia and the other countries of the former Soviet Union. Civil society is experiencing the biggest impact of the withdrawal of international funders.

For 2020, current budget revenues are based on the Bridging the Gaps multicounty project financed by the Ministry of Foreign Affairs of the Netherlands, PITCH financed by the Ministry of Foreign Affairs of the Netherlands, the Emergency Support Fund for Key Populations in the EECA region financed by the Elton John AIDS Foundation, regional "COVID-19 Solidarity Programme in the Eastern Partnership countries" with the financial support of the European Union and in partnership with People in Need (PIN) and the Netherlands Helsinki Committee

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(NHC), “Young, Wild and Free”- the Flexible Fund financed by the Ministry of Foreign Affairs of the Netherlands, Civil Society Forum on Drugs financed by European Commission and “Comprehensive support to sexual and reproductive health and rights (SRHR) and social wellbeing of vulnerable adolescents (Russia)” financed by the European Union.

Accordingly, annual income around € 1.1 million is budgeted for 2021. More details on the 2021 budget are presented in the Forecast 2021 paragraph below.

### Fundraising Strategy for 2021 and Beyond

*AFEW International* is joining other Dutch HIV and sexual and reproductive health organisations in advocacy efforts to have sexual and reproductive health and rights and HIV on the political agenda. *AFEW International* is joining the EECA NGOs and networks in regional advocacy. *AFEW International* is a member of the EU Civil Society Forum on drugs and the EU-Russia Civil Society Forum.

We are diversifying our funding sources by addressing new trends in the HIV, TB, viral hepatitis epidemics and sexual and reproductive health and rights issues in EECA, as well as COVID-19 related issues. We continue with applications for funds allocated specifically for women’s and youth projects. Gender-based and youth-specific projects are urgently required as we see a rise in the proportion of cases affecting women and adolescents.

### Risk Categories

#### Strategy

The current strategic plan of *AFEW International* is based on rights- and evidence-based approaches. Due to political changes, a global tendency of increased conservatism with a revival of traditional societal and family values, *AFEW International* and members of *AFEW Partnership*, like many other NGOs working with key populations at risk for HIV, TB and viral hepatitis, are confronted with barriers to implement its activities, the strategies and activities described in the strategic plan might not be in line with the local policies. *AFEW Partnership* members carefully assess the local contexts, judge the local situation and, within the network we decide what is possible to do. The current strategic plan will also guide *AFEW International* during the organisational restructuring in 2021-2022. The organisation may then decide to develop a new strategic plan (2022 – 2025), based on the Theory of Change.

In 2020, *AFEW International* has established a **Reset Task Force**, to discuss and prepare strategic directions for the organization’s future contributing to a healthy future in the EECA region in a sustainable way. These discussions included the exploration of the hybrid model (donor funding combined with activities to generate income) and social enterprising in order to generate revenue for the organization. The unfortunate setback in fundraising and project acquisition at the end of 2020 and **change in leadership** will further influence the Reset in 2021. Priority will first be put on organisational change, renewed visibility, and fundraising, including alternative forms of revenue. An identification of new grant opportunities for *AFEW International* will be ready by the summer of 2021. In the short term, *AFEW International* has committed funding through ongoing programmes, and funds available until the end of 2021.

The organisation will explore and develop throughout 2021 scenarios for the future of *AFEW International* and the continuation of its mission. These scenarios will take shape along different financial scenarios, different prioritisation in organisational ambitions, and may either include a limitation of *AFEW International*’s scope of work, or rather an expansion. Intensified cooperation with one or more other organisations in the field of either HIV/AIDS or civil

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society strengthening in the EECA region will be considered. The primary ambition, though, remains that AFEW International remains an independent organization, with an agile and cost-efficient team, based in Amsterdam or any other relevant location in Europe.

## Operational risks

*AFEW International and AFEW Partnership* maintain the highest standards of transparency and accountability by carrying out regular internal and external audits. *AFEW International* continues to provide good governance to secure success in project implementation.

If one of the *AFEW Partnership* members is not meeting the standards of good governance and transparency, then the Steering Committee can decide to stop the collaboration with that specific member. If one of the *Partnership* members decides to leave the *AFEW Partnership*, the Steering Committee delegates the task to the chair of *AFEW Partnership*, which is the director of *AFEW International* to arrange, if any, the financial and legal implications, and to arrange the communication about the leave.

The change in financial outlook from 2021 has a significant impact on the work of the *AFEW Partnership*. It is a risk that one of the partners of the *AFEW Partnership* will step down from the network and *AFEW International* understands the importance of the continued search for opportunities and to support fundraising activities.

Mitigation of risk: *AFEW Partnership* members have regular contact, 6-weekly skype calls, 2 face to face meetings, and project visits to the country in order to notice and discuss any concerns in the collaboration within *AFEW Partnership*.

In 2020, the executive director was combining her tasks as general manager with the tasks for lobby and advocacy. The director of Programmes together with the project management staff oversaw developments and trends in the EECA region. *AFEW International* kept its capacity for communication activities (0,82 fte). The finance department, HR department and operational processes within *AFEW International* is headed by director of Finance, for 0.92 fte. During the organisational restructuring in 2021, leadership roles will be re-considered, and tasks re-assigned.

At the end of 2020, *AFEW International* reduced staff from 9 to 6 members due to the decrease in projects and funding. While temporary capacity may be brought in during 2021, further downsizing may be required at the end of 2021. A full review of operational costs, liabilities and risks will take place in 2021.

The COVID-19 pandemic also affected our way of working very much. The *AFEW International* team did very well in re-organising activities and setting up a structure to meet COVID-19 related emergent needs. It should be recognised that the pandemic, and the measures taken in the Netherlands to mitigate this, have taken their toll on the staff. Workplace well-being will be a priority for 2020 to ensure there are no long-term health consequences for staff.

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## Financial Reporting and Financial risks

*AFEW International* is staying in close contact with donors regarding financial items, including reporting and budget changes. Financial risks which took place in 2020 and may play a role in future work are described below.

- 1) Rejection by donors of some expenses as not justifiable. *AFEW International* staff are always striving to follow donor procedures and to avoid situations in which inapplicable expenses are claimed. In case some expenses are not accepted by donor, *AFEW International* can cover costs from its contingency reserve.
- 2) Many donors have a rule to put on hold the final tranche of funding until verification of the final report. As a rule, the final tranche amount is not bigger than 7% of the grant. However, approval of the final report can take some time. As a result, *AFEW International* has to prepay some expenses from its own money. *AFEW International* communicates this issue to donors and tries to receive payments from donors in a timely manner.
- 3) Exchange rate differences between *AFEW International*'s internal financial system and some donors fixed exchange rates may lead to some *AFEW International* gain/losses that are difficult to predict. To limit the variance, *AFEW International* agrees, during signing of the grant that is operated in foreign currency, with donor the currency exchange rate on that moment when charitable agreement is signed. In this way we avoid high 'jumps' of exchange rate difference during the project implementation and amount of the gain / loss is not much material.

***AFEW International* leads its activities with EECA countries and has partners in 6 countries with emerging markets. Due to unstable political and economic situations within these countries, it can bring some financial risks for *AFEW International*, such as bank bankruptcy or poor bank liquidity. To minimize such risks, *AFEW International* makes investigation of potential banks, preferably on following criteria: - using government bank; - commercial banks with connection to European Bank Group; - reputation of bank etc. Moreover, transfer of funds is limited (smaller amounts) and carried out on request based with copy of overview of activities signed by Director and financial controller.**

## Legislation

In each country of its operation, *AFEW Partnership* members and other local partners work according to the local legislation. Legislation in the countries where *AFEW Partnership* members and other local partners work might change. New laws regarding the status of (inter)national NGOs or the content of work (*AFEW Partnership* has projects on controversial themes such as harm reduction and prison health) might occur. *AFEW Partnership* members and local partners are aware of changes in the law, inform *AFEW Partnership* and know how to respond.

## Regulations

*AFEW International* has a set of internal policies and procedures that are followed by all staff. For projects that are financed and led by *AFEW International*, it conducts internal audits, executed once a year with each *AFEW Partnership* member and other local partner, checks the understanding and interpretation of regulations, and reveals any concerns.

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## Financial Results for 2020

*AFEW International* closed the financial year 2020 with a positive result. Based on the Board's decision, the amount of 50.154 EUR from 2020 has been added to *AFEW* reserves. More detailed analysis of income and expenditures is provided below.

## Exchange Rates

Since 2020, *AFEW International* has used the Euro as its internal management currency within the internal financial system (Exact online). *AFEW International* has reported to donors using an average exchange rate for the year, except in cases where donors have requested a special exchange rate.

## Income

The total income available for core objectives in *AFEW International*'s 19th operational year was € 2,861,095, which represents 8 % decrease compared to 2019 (€ 3,102,582).

Description of income of *AFEW International* is presented in the Annual Report 2020.

## Expenditure

Expenditures in 2020 were lower than income, totalling € 2,810,941. This was 7% lower than the expenditure in 2019 (€ 3,009,804).

## Fundraising

All contracts were granted for a long period of time (more than one year) and short period of time (one year or less). The total amount of contract subsidies signed to date is around million.

Information about subsidies received and contract reversals in 2020 are presented in the following table, together with information about all open contracts.

*AFEW International* signs grants with donors in different currencies, mostly in Euro, US dollars or GBP. During 2020 all grants were signed and money received in EUR, USD and GBP. In the table below the grant amounts are presented in the currencies of the contract, to reflect the actual contract information.

## Open contracts subsidies signed (Contract currency)



	Donor	Signed in operational year	Contract currency	Contact duration (till)	Amount in contract currency	Year 2019	Project 2020	Project 2021
BTG II	Subsidies from Governments: The Netherlands Ministry of Foreign Affairs (Key Population Fund)	2016	EUR	2020	6 769 296	1 337 616	1 442 337	33 515
FLEX		2018	EUR	2021	217 500		83 500	67 000
PITCH		2018	EUR	2020	599 943	308 750	289 445	
	Joined Activities							
PEPFAR	ICAP at Columbia University	2019	USD	2020	213 888		213 888	
Gilead Sciences Inc	Gilead Sciences Inc	2020	USD	2021	99 602			89 000
HH EaP		2020	EUR	2022	390 000			180 000
Civil Society Forum on Drugs	European Commision	2019	EUR	2021	24 165		18 165	6 000
Focus Media	European Commision	2020	EUR	Dec. 2022	24 450		14 000	10 450
EJAF Uzbekistan	Elton John AIDS Foundation	2021	GBP	Apr 2023	300 000			125 000
TB REACH Wave 8		2021	USD	Dec. 2023	24 000			21 500
EJAF Emergency Funds	Elton John AIDS Foundation	2018	GBP	Oct. 2021	1 227 649	618 000	605 000	560 000

## Fundraising Expenditure

In 2016, *AFEW International* updated its definition of revenue and costs related to its own fundraising in line with the RJ650 guidelines for annual reporting by fundraising institutions and changes in *AFEW International* policy in 2016. More details about our reclassification of costs related to our own fundraising is given under 'Costs of Raising Income'.

Over the last operational year, of *AFEW International*'s income that was generated by its own fundraising was spent on further fundraising activities.

## Management and Administration Costs

*AFEW International*'s indirect (or overhead) costs cover the costs involved in raising income and management and administration (M&A). *AFEW International*'s own guidelines stipulate that total indirect costs should not exceed the organisation's total expenditures. Total indirect costs in 2020 amounted to € 224,875, which represented 8% of the organisation's total expenditure for the year.

*AFEW International* has no core funding to cover its indirect costs. Therefore, *AFEW International* depends on its donors allowing a proportion of their project grants to be devoted to these indirect expenses, which maintain the organisation's infrastructure. In 2020, year-end result is positive since management and administration costs were covered by donors in full. For more information, see 'Management and Administration Costs'.

Although *AFEW International* sets an internal standard that M&A costs can be as much as 8% of total expenditure, it strives to keep these costs well below this standard.

*AFEW International* has brought its approach to and definitions of M&A costs into line with RJ650 guidelines. As a result, a separate heading for M&A was added to the profit and loss statement. RJ650 guidelines allow fundraising institutions the freedom to determine which costs will be allocated to M&A, as long as a consistent method is used. Each fundraising institution is obliged to create its own guidelines for determining these expenses. For this purpose, *AFEW International* uses the VFI Recommended Application of Guideline RJ650 for Cost Management and Administration.

Detailed explanations and breakdowns of administration costs are provided under 'Management and Administration Costs'.

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## Income

## Expenditure

## Reserves and Funds

### Freely Disposable Capital

Annex 13 ('Reserves and Investment Policy') to the ANBI document explains how organisations should deal with their financial reserves. The holding or building of reserves is allowed in certain cases:

- As an assigned fund or reserve and where a third-party donation is made for a specified goal in the future;
- As a continuity reserve for managing short-term risks. In this case, it should not exceed 1.5 times the yearly cost of the organisation;
- In order to finance assets for projects implemented by the organisation, or to implement a specific objective;
- As a reserve that will provide a source of income. Such a reserve is allowed when the income is necessary for the realization of longer-term goals, under the condition that the destination is pre-determined and the principal is known.

The main priority in building and managing reserves and funds should be to maintain the value of the organisation's mission and goals, as well as the transparent management of funds. The organisation is responsible for ensuring clarity and transparency in complying with these regulations.

The purpose of the continuity reserve is to ensure that the organisation can continue operating should it experience a sudden drop in its funding, to ensure the sustainability of long-term programmes, to provide pre-financing for some activities, and to conduct exploratory missions in new countries. The *AFEW International* Board set a long-term target of achieving a

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It is becoming increasingly difficult to find funding that will allow *AFEW International* to continue to operate with the capacity as it has now. With further funding challenges expected in future, *AFEW International* decided to build a continuity reserve, to cover the costs of possible organisational restructuring.

As a result of movements among reserves, at the end of 2019 the continuity reserve of *AFEW International* was increased to €309,897. Normally it is *AFEW International's* policy to increase the continuity reserve to the desired level by means of positive balances on the income and expenditure statement.

### Investment Policy

To avoid financial risks that may harm the financial stability of the organisation, *AFEW International* does not invest freely disposable capital. According to *AFEW International* policy, liquidity cannot be invested in equities or bonds. Major donors' contracts require us to keep granted subsidies in cash.

### Forecasts for 2021

For 2021, the income part of the budget at the moment of preparing the financial statements is expected to be € 1,1 million. Income in 2021 is mainly based on the projects: Emergency Support Fund for Key Populations in the EECA region, the regional "COVID-19 Solidarity Programme in the Eastern Partnership countries", "Young, Wild and Free"- the Flexible Fund, the EU Civil Society Forum on Drugs and "Comprehensive support to sexual and reproductive health and rights (SRHR) and social wellbeing of vulnerable adolescents (Russia)".



## Budget for the financial year 2021

(x1€)

	Actual 2020 EUR	Budget 2020 EUR	Budget 2021 EUR	Actual 2019 EUR	Budget 2019 EUR
<b>INCOME</b>					
Income from own fundraising					
Income from joint activities	859 746	145 000	275 000	133 251	145 000
Income from third parties activities					
Subsidies from governments	1 928 825	2 725 696	773 000	2 876 210	2 725 696
Other income	72 524	28 304	22 000	93 120	28 304
<b>TOTAL INCOME</b>	<b>2 861 095</b>	<b>2 899 000</b>	<b>1 070 000</b>	<b>3 102 582</b>	<b>2 899 000</b>
<b>Spent on objectives:</b>					
Capacity Strengthening	1 841 932	1 870 154	741 523	1 968 111	1 971 043
Mass Media Campaigns					
Advocacy	460 483	467 539	185 381	492 028	492 761
Research/ Assessments	133 551	182 539	72 377	192 101	65 761
<b>Costs of raising income:</b>					
Cost of own fundraising	104 684	95 238	37 762	100 226	85 800
Cost of Joint activities					
Cost of third party activities					
Costs of obtaining governmental grants	0	0		0	0
<b>Management and administration:</b>					
Costs Management and administration	224 875	228 800	90 720	240 784	228 800
Human Resource	45 416	15 730	6 237	16 554	15 835
<b>TOTAL EXPENDITURES</b>	<b>2 810 941</b>	<b>2 860 000</b>	<b>1 134 000</b>	<b>3 009 804</b>	<b>2 860 000</b>
Balance of income and expenditure	50 154	39 000	(64 000)	92 778	39 000

*AFEW International* objectives, described in the Strategic Plan, are translated into 3 programme objectives. In 2010, *AFEW International* decided on a new classification for its core programme objectives for a better reflection of what the organisation does.

- Capacity Strengthening (by far, *AFEW International* 's largest area of activity, which includes training, sub-grants, technical support and client management),
- Advocacy
- Other (research, provision of product sets for safe injection, condoms, and other materials).



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The Netherlands

Stichting AFEW International  
Van Diemenstraat 48  
1013 NH AMSTERDAM

Utrecht, July 13, 2021

Dear Board,

In accordance with your assignment, we have compiled the financial statements of your company for the financial year 2020 included in this report. The financial statements have been prepared under the responsibility of the management of the entity. Our responsibility is to issue a compilation report on these financial statements. The financial statements, together with other information, are included in the financial statements included in this report.





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## Accountant's compilation report

To the Board of Stichting AFEW International

The financial statements of [Statutaire Naam] at Amsterdam have been compiled by us using the information provided by you. The financial statements comprise the balance sheet as at December 31, 2020 and the profit and loss account for the year 2020 with the accompanying explanatory notes. These notes include a summary of the accounting policies which have been applied.

This compilation engagement has been performed by us in accordance with Dutch law, including the Dutch Standard 4410, "Compilation engagements", which is applicable to accountants. The standard requires us to assist you in the preparation and presentation of the financial statements in accordance with the applicable statutory rules and/or regulations. To this end we have applied our professional expertise in accounting and financial reporting.

In a compilation engagement, you are responsible for ensuring that you provide us with all relevant information and that this information is correct.

We have conducted our work, in accordance with the applicable regulations, on the assumption that you have fulfilled your responsibility. To conclude our work, we have read the financial statements as a whole to consider whether the financial statements as presented correspond with our understanding of Stichting AFEW International.

During this engagement we have complied with the relevant ethical requirements prescribed by the "Verordening Gedrags- en Beroepsregels Accountants" (VGBA, Dutch Code of Ethics). You and other users of these financial statements may therefore assume that we have conducted the engagement in a professional, competent and objective manner and with due care and integrity and that we will treat all information provided to us as confidential.

Utrecht, July 13, 2021

BDO Accountants  
For and on behalf of,

drs. A.M. Vreugdenhil RA

## Balance Sheet

(As of 31<sup>st</sup> December 2020, after appropriation of the year-end surplus)

		2020		2019	
		EUR	EUR	EUR	EUR
<b>Tangible fixed assets</b>	<b>1</b>	<b>12 454</b>		<b>4 163</b>	
			<b>12 454</b>		<b>4 163</b>
<b>Inventory</b>					
For immediate and full use in the context of the objective			<b>0</b>		<b>0</b>
<b>Accounts receivable and deferred assets</b>					
Donors	<b>2</b>	<b>450 945</b>		<b>1 551 270</b>	
Other	<b>3</b>	<b>10 858</b>		<b>58 699</b>	
			<b>461 803</b>		<b>1 609 970</b>
<b>Cash and cash equivalents</b>	<b>4</b>		<b>390 410</b>		<b>1 447 798</b>
<hr/>					
<b>TOTAL ASSETS</b>			<b>864 667</b>		<b>3 061 931</b>
<hr/>					
<b>Reserves and Funds:</b>					
<b>Reserves</b>	<b>5</b>				
Continuity reserve		<b>309 896</b>		<b>259 743</b>	
			<b>309 896</b>		<b>259 743</b>
<b>Funds</b>					
Special purpose funds	<b>6</b>		<b>6 274</b>		<b>6 274</b>
<b>Long-term debts</b>					
Subsidy commitments	<b>7</b>				
<b>Short-term debts</b>					
Subsidy commitments	<b>7</b>	<b>383 353</b>		<b>2 642 765</b>	
Other liabilities	<b>8</b>	<b>165 144</b>		<b>153 149</b>	
			<b>548 497</b>		<b>2 795 914</b>
<hr/>					
<b>TOTAL LIABILITIES</b>			<b>864 667</b>		<b>3 061 931</b>
<hr/>					

## Statement of Income and Expenditure for 2020

(x1€)

		Actual 2020		Budget 2020		Actual 2019	
		EUR	EUR	EUR	EUR	EUR	EUR
<b>INCOME</b>	<b>10</b>						
Income from own fundraising:	<b>A</b>						
- Other: Donations / Collections		33 214		0		66 017	
			33 215				66 017
Income from joint activities	<b>B</b>		859 746		221 600		133 251
Subsidies from governments	<b>D</b>		1 928 825		2 457 816		2 876 210
Other income/ loss	<b>E</b>		39 310		26 584		27 103
<b>TOTAL INCOME</b>			<b>2 861 095</b>		<b>2 706 000</b>		<b>3 102 582</b>
<b>EXPENDITURES</b>	<b>11</b>						
Spent on objectives:	<b>A</b>						
Capacity Strengthening		1 841 932		1 864 910		1 968 111	
Advocacy		460 483		466 227		492 028	
Research /Assessments		133 552		62 220		192 101	
			2 435 966		2 393 357		2 652 239
Costs of raising income:	<b>B</b>						
Cost of own fundraising		104 684		81 180		100 226	
Costs of obtaining governmental grants			104 684		81 180		100 226
Management and administration:	<b>C</b>						
Costs Management and administration		224 875		216 480		240 784	
Human Resource		45 416		14 983		16 554	
			270 291		231 463		257 338
<b>TOTAL EXPENDITURES</b>			<b>2 810 941</b>		<b>2 706 000</b>		<b>3 009 804</b>
<b>Balance of income and expenditure</b>			<b>50 154</b>		<b>0</b>		<b>92 778</b>
<b>Allocation of Year-end result:</b>							
Correction of previous years							
Continuity reserve			50 154		0		92 778
Continuation reserve Russia 2012							
Restructuring reserve, additions							
Restructuring reserve, expenditures							
Restructuring reserve Central Asia							
Special purpose funds, additions							
Special purpose funds, expenditures							
<b>Total allocation of Year-end result</b>			<b>50 154</b>		<b>0</b>		<b>92 778</b>

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## Cash Flow Statement

(x1€)

	2020 EUR	2019 EUR
<b>Year-end Result</b>	<b>50 153</b>	<b>92 778</b>
Depreciation on tangible fixed assets		
Changes in Inventory	-	-
Changes in working capital	-	-
- Donor receivables	1 100 326	3 086 629
- Other current assets	(25 984)	99 966
- Subsidy commitments	(2 214 071)	(2 015 931)
- Other current liabilities	32 187	(54 866)
<b>Net operating cash flow</b>	<b>(1 057 389)</b>	<b>1 208 577</b>
<b>Net cash flow from investment activities</b>	<b>-</b>	<b>-</b>
<b>Cash provided by financing activities</b>	<b>-</b>	<b>-</b>
Effect of exchange rate changes		
<b>Change to cash and cash equivalents</b>	<b>(1 057 389)</b>	<b>1 208 577</b>
Opening Cash balance	1 447 798	239 221
<b>Closing Cash balance</b>	<b>390 409,07</b>	<b>1 447 798,18</b>

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## Notes to the 2020 Financial Statements

### General

The 2020 Financial Statements have been prepared in accordance with Guideline RJ650 for Fundraising Organisations (revised in 2008).

### Going Concern

The organisation has taken a number of measures to monitor and prevent the effects of the COVID-19 virus. This includes but is not limited to safety and health measures of our people (like social distancing and working from home), in-depth contract reviews in regard of the consequences of COVID-19 and financing to support the continuity of our operations. *AFEW International* prepares impact analysis on Covid-19 or short-, mid- and long-term scenarios. Planned actions include, when required, short term lock down of locations and other crisis management and business continuity measures for short-, mid- and long-term scenarios.

As of today, the *AFEW International* expect a liquidity shortage at the end of 2021 and reserve of the organisation will be used to operate as a going concern.

### Reporting Period

The statements are based on a reporting period of one year. The fiscal year coincides with the calendar year.

### About the Organisation

The 2020 Financial Statements provide a financial overview of Stichting *AFEW International*. The organisation was founded on 4<sup>th</sup> January 2001 in the Netherlands, registration city Amsterdam, and during 2020 conducted operations in the Russian Federation, Ukraine, Kazakhstan, Kyrgyzstan and Tajikistan via registered representative offices. *AFEW Partnership* does not have country offices in Georgia, but in 2020 implemented a project in this country in collaboration with local partners. These projects are managed from *AFEW's* Ukrainian office (Georgia).

### Reporting Directive for Fundraising Institutions

*AFEW International* maintains its accounting records in accordance with the legislative requirements of the countries in which it has operations.

This report has been drawn up in accordance with the 2008 guidelines for fundraising institutions (RJ650) as published by the Dutch Council for Annual Reporting. These guidelines provide the public with clear criteria for assessing fundraising cost ratios, expenditure of funds and whether these funds have been spent on the goals for which they were intended. The following financial statements have been prepared from the accounting records of *AFEW International* and in accordance with the organisation's accounting policies.

### Principles for the Valuation of Assets, Liabilities and Financial Results

#### General

The principles applied in evaluating assets and liabilities and determining financial results are based on the historical cost. Unless otherwise stated, monetary assets and liabilities are shown at nominal value. Revenues and expenses are matched to the period in which they occurred (according to the matching principle).

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## Principles for the Translation of Foreign Currencies

The currency used throughout this report is the Euro (€).

Transactions denoted in foreign currencies are converted using the prevailing exchange rate on the date of the transaction. Monetary assets and liabilities denoted in foreign currencies are translated into the functional currency based on the prevailing exchange rate at the time of compiling the balance sheet date.

Non-monetary assets and liabilities denoted in foreign currencies and recorded at historical cost are translated into Euros against the exchange rates prevailing on the date of the transaction. The gains and losses that occurred as a result of currency exchanges are shown in the income statement.

*AFEW International* reports to donors using an average exchange rate for the year, except in cases where donors have requested reports using special exchange rates.

## Principles for the Valuation of Assets and Liabilities

### *Tangible Fixed Assets*

Tangible fixed assets are valued at actual cost (acquisition cost or cost of manufacture). Depreciation is calculated according to the straight-line method, on the basis of useful life.

The rates of depreciation are:

- Computer equipment, office equipment, furniture, fixtures and fittings: 33%

Fixed assets that are deployed immediately for core objectives are fully depreciated, as long as the assets have an expected life that is less than or equal to project duration.

Fixed assets with a life exceeding project duration are depreciated according to the principles for tangible fixed assets.

### *Inventory*

Items on the inventory are valued at purchase price. If applicable, a provision for unmarketable stocks will be deducted from the value of the stocks.

The inventory lists the materials that *AFEW International* owns temporarily (prevention tools for priority populations, office supplies, synergies, published materials and brochures).

### *Accounts Receivable*

Accounts receivable are stated at nominal value less a bad debt provision.

### *Cash in Banks and Cash In Hand*

Cash kept in banks and cash in hand are stated at nominal value.

### *Reserves*

In accordance with a decision by *AFEW International's* Board, a continuity reserve has been created. The continuity reserve is intended to ensure continuity of operations should the organisation experience a temporary drop in income.

### *Special Purpose Reserve*

The special purpose reserve is an operational asset made up of capital invested in tangible fixed assets which are employed for general operations.

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### *Funds*

Special purpose funds are resources provided for fixed purposes as specified by a third party.

### *Long-Term Debts and Current Liabilities*

The long-term debts and current liabilities are stated at nominal value.

### *Direct Donations*

Direct donations are recognised on a cash basis.

## **Compliance with WNT - Law standardization remuneration top executives (semi) public sector (WNT)**

For the implementation of the law on remuneration of executives in the (semi) public sector ('Wet normering bezoldiging topfunctionarissen in de (semi) publieke sector; WNT'), *AFEW International* has complied with the application policy WNT.

### **Financial Instruments**

Financial instruments include receivables, cash, long-term debt and short-term debt. Financial instruments are recognized initially at fair value plus directly attributable transaction costs. After initial recognition, financial instruments are measured at amortized cost. If there are no premiums or discounts and directly attributable transaction costs are amortized cost will equal to the nominal value.

### **Subsidies**

*AFEW International* receives special purpose (contracted) subsidies for both institutional and project activities. The amounts received from institutional donors are granted for the purpose of organisational development. The amounts received from project donors are granted for specific projects and must be spent within the scope of these projects.

The full receivable amount over the full lifetime of the contract and the resultant commitment is recorded in the *AFEW International* accounts on the contract date. These subsidies are recognised in the statement of income and expenditure in proportion to the progress of the project, based on actual expenditures.

### **Costs**

Costs listed in this report include expenditure related to fulfilling the organisation's core objectives, raising income and management and administration. In 2010, *AFEW International* decided on new classifications for its core programme objectives, so that they better reflect what the organisation does.

Following reclassification, there are now three main objectives:

- Capacity strengthening (by far the largest area of activity, which includes training, sub-grants, technical support and client management),
  - Advocacy
  - Other (research, provision of sets for safe injection, infant milk formula, condoms and other materials).
- 
- Costs are allocated on the basis of the following criteria: Directly attributable costs are those directly allocated to programme activities;
  - Indirectly attributable costs are costs associated with raising income and management and administration. Further specification of direct and indirect costs is presented below, under Notes to the Income Statement, 'Costs of Raising Income' and 'Management and Administration Costs'.

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## Notes to the Balance Sheet

### 1. Tangible Fixed Assets

Changes to tangible fixed assets are shown below:

(x 1€)

	Computer equipment EUR	Office equipment EUR	Furniture EUR	Total 2020 EUR
<b>Investments</b>				
Historical Costs as at 1 January 2020	3 474	281	406	4 161
Investments	10 752			10 752
Disinvestments				
<b>Historical Costs as at 31 December 2020</b>	<b>14 226</b>	<b>281</b>	<b>406</b>	<b>14 913</b>
<b>Depreciation</b>				
Depreciation	(2 050)	(281)	(128)	(2 459)
Disinvestments				
<b>Depreciation as at 31 December 2020</b>	<b>(2 050)</b>	<b>(281)</b>	<b>(128)</b>	<b>(2 459)</b>
<b>Net book value as at 31 December 2020</b>	<b>12 176</b>	<b>-</b>	<b>278</b>	<b>12 454</b>

Assets that have a life exceeding the project duration are depreciated according to the principles for tangible fixed assets.

### 2. Main Accounts Receivable

(x 1€)

	2020 EUR	2019 EUR
Balance as at 01 January	1 551 270	4 637 900
Granted during the Year	521 780	882 670
Contract reversals during the Year		
Received during the Year (incl. refunds to donors)	(1 627 260)	(4 008 431)
Exchange rate difference and revaluation	5 159	39 132
<b>Balance as at 31 December</b>	<b>450 949</b>	<b>1 551 270</b>

As of 31<sup>st</sup> December 2020, short-term donor receivables totalled € 450,949.

By the end of 2020, donor receivables were 29% lower compared to donor receivables at the end of 2019. This is a reflection of finalizing of projects in 2020. Given that multiple-year contracts with donors are signed at irregular intervals, donor receivables may vary significantly from year to year.

There were differences in exchange rates during 2020 in donor receivables, because one grants in 2020 were received in USD.

### 3. Other Accounts Receivable

(x 1€)

	2020 EUR	2019 EUR
Debtors	132	27 471
Settlements with Employees		
Other receivables	10 727	1 294
Advances paid to AFEW independent local foundations	-	29 934
	<hr/>	<hr/>
	10 859	58 699

Other receivables consist of advances paid to suppliers and some other receivables. With implementation of restructuring in 2013, closure of *AFEW* branches and moving of project activities to *AFEW* local foundations, the *AFEW Partnership* members, *AFEW International* secretariat changed accounting accordingly. *AFEW Partnership* members are successors of *AFEW* branches and assumed the activities of *AFEW* projects. *AFEW* international secretariat prepays advances to *AFEW Partnership* members. *AFEW* local foundations report on expenses to *AFEW International* secretariat on a quarterly basis.

### 4. Liquid Assets

(x 1€)

	2020 EUR	2019 EUR
Current accounts	24 812	347 738
Deposit account	365 542	1 100 005
Petty cash	55	55
	<hr/>	<hr/>
Total	390 409	1 447 798

By the end of the year, most liquid assets were kept in EUR (€ 370,256 or 94 % of the total liquid assets). 6% or equivalent of 20,153 was kept in US dollars. Liquid assets are not restricted for use by any obligations and are freely accessible.

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## 5. Reserves

*AFEW International* builds its own reserve in accordance with ANBI guidelines. The Board set a long-term target of a continuity reserve that would cover a six-month period of operational costs. Operational costs include: salaries of administrative (non-project) staff and costs related to office rental and maintenance of international and regional offices.

The purpose of the continuity reserve is to ensure that the organisation can continue operating should it experience a sudden drop in its funding, to ensure the sustainability of long-term programmes, to provide pre-financing for some activities, and to conduct exploratory missions in new countries. Any changes in the continuity reserve are stated in the annual report and financial statements.

As a result of movements among reserves, at the end of 2020 the continuity reserve of *AFEW International* was increased to € 309,897.

### Appropriation of result

*AFEW International* closed the financial year 2020 with a positive result of € 50,154.

## Reserves

(x 1€)

	Continuity reserve	Total
As at 31 December 2019	259 743	259 743
Result appropriation 2020	50 154	50 154
As at 31 December 2020	309 897	309 897

## 6. Special Funds

The special purpose fund is based on a grant made in earlier years and during 2017 by AIDS-Fondet Denmark. These funds are allocated to supporting the Drop-in Centre for Street Children in Kyiv, Ukraine. There are no activities in 2020.

## 7. Main Liabilities

### Subsidy Commitments

(x 1€)

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	2020	2019
	EUR	EUR
Balance as at 01 January	2 642 765	4 774 798
Granted subsidies during the Year	521 780	882 669
Reversed during the Year	-	8 893
Spent during the Year	(2 782 750)	(3 026 995)
Exchange rate difference and revaluation	1 558	3 400,00
Grantee	-	-
<b>Balance as at 31 December</b>	<b>383 353</b>	<b>2 642 765</b>

As of 31<sup>st</sup> December 2020 there was a balance of € 383,353, in subsidy commitments, among which short-term commitments amounted to € 383,353. There are no long-term commitments in 2020.

## 8. Other Liabilities

(x 1€)

	2020	2019
	EUR	EUR
Accounts payable, incl. salaries and accrued payroll taxes	128 322	75 656
Audit costs	30 129	26 623
Other accrued costs	6 693	50 870
	<hr/>	<hr/>
	165 144	153 149

Other liabilities include salaries, payroll taxes, accrued audit costs and other accounts payable.

## Off-balance-sheet Obligations

### Multiple Year Financial Obligations

### Multiple Year Financial Obligations

Long-term, unconditional obligations have been entered for the lease of the Amsterdam international secretariat office. The initial lease agreement was signed from 18th of April 2016 till 17th of April 2021 with possible prolongation. The Management Team decided to prolong the office lease in 2021, but with a re-negotiated termination period of four months. The lease agreement includes office rental, office maintenance costs (utility, cleaning costs, insurance, security, municipal taxes), and some office supplies.

The rent is dependent on the number of people working in the office and the number of square meters occupied. In 2020, 9 *AFEW International* staff worked in the office. Annual costs

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foreseen under the lease agreement and beyond amounted to € 33,267 – payable in 4 instalments and an additional 5th instalment dependent on extra costs occurred during the year.

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## Notes to the Income Statement

### 10. Income

#### A. Income from AFEW International's own Fundraising Activities

(x 1€)

		Actual 2020		Budget 2020		Actual 2019	
		EUR	EUR	EUR	EUR	EUR	EUR
INCOME	10						
Income from own fundraising:	A						
- Grants from international Foundations / NGOs		0		0		0	
- Grants from Businesses		0		0		0	
- Other: Donations / Collections		33 214		0		66 017	
			33 214				66 017

*AFEW International* makes grant applications directly to international foundations, NGOs and businesses. These are classified as income from own fundraising.

The volume of funds from businesses declined compared to 2020 to €0. It is not easy to get businesses interested in the key- populations that *AFEW International* reach with its activities (LGBT, people who use drugs, prisoners, sex workers, adolescents at risk).

Opportunities for corporate fundraising are on the executive director's agenda. Substantial efforts were put in place in the last few years to increase involvement of business in funding HIV prevention, treatment, care and support programs.

*AFEW International* does not attempt to raise funds from the general public, partly because of the reasons outlined above and partly because of the substantial financial resources needed to establish a brand in a very saturated market.

Other Donations/Collections of € 33,214 represent the amounts received for *AFEW International's* activities from different organisations and other small contributions.

#### B. Income from Joint Activities

(x 1€)

		Actual 2020		Budget 2020		Actual 2019	
		EUR	EUR	EUR	EUR	EUR	EUR
INCOME	10						
Income from own fundraising:	A						
Income from joint activities	B		859 746		221 600		133 251

In 2020, income from joint activities was generated from the projects: Emergency Support Fund for Key Populations in the EECA region, The regional “COVID-19 Solidarity Programme in the Eastern Partnership countries” and “Comprehensive support to sexual and reproductive health and rights (SRHR) and social wellbeing of vulnerable adolescents (Russia)”.

### C. Income from Third-Party Fundraising

In 2020, there was no income received from third-party fundraising activities.

### D. Governmental Subsidies

Government income was mainly drawn from the Netherlands Ministry of Foreign Affairs, which in 2020 contributed € 1,928,825.

		Actual 2020		Budget 2020		Actual 2019	
		EUR	EUR	EUR	EUR	EUR	EUR
INCOME	10						
Income from own fundraising:	A						
Subsidies from governments	D		1 928 825		2 457 816		2 876 210

### E. Other income and loss

		Actual 2020		Budget 2020		Actual 2019	
		EUR	EUR	EUR	EUR	EUR	EUR
INCOME	10						
Other income/ loss	E		39 309		26 584		27 103

Exchange rate differences, income or loss from balance sheet accounts revaluation (for accounts kept in currencies other than euro), interest earned at bank accounts and other minor corrections are included in Other income / loss line of the Statement of Income and Expenditures and in 2020 it was income € 39 309. These items are usually not budgeted due to difficulty to predict and immateriality of the amounts.

## 11. Expenditures

Costs relate to fulfilment of programme organisational objectives (direct costs), cost of raising income and management and administration costs (indirect costs).

### A. Expenditures on Programme Objectives

In 2010, *AFEW International* decided on new classifications for its core programme objectives, so that they better reflect what the organisation does.

Following reclassification, there are now three main objectives:

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- Capacity strengthening (by far the largest area of activity, which includes training, sub-grants, technical support and client management),
- Advocacy
- Other (research, provision of sets for safe injection, condoms and other materials).

## Expenditure on Programme Objectives

(x 1€)

	Actual 2020		Budget 2020		Actual 2019	
	EUR	EUR	EUR	EUR	EUR	EUR
EXPENDITURES	11					
Spent on objectives:	A					
Capacity Strengthening	1 841 932		1 864 910		1 968 111	
Advocacy	460 483		466 227		492 028	
Research /Assessments	133 552		62 220		192 101	
		2 435 966		2 393 357		2 652 239

### Capacity Strengthening

For *AFEW International's* work, in 2020 total direct costs (spent on objectives) decreased compared to 2019 at 9%. Direct costs were almost 2% higher than the budgeted amount due to implementing of last 5 year of the Bridging the Gaps project, Emergency Support Fund by Elton John AIDS Foundation, PITCH projects.

### Advocacy

Budget was allocated for advocacy work, including for the memberships in several EU Civil Society Forums.

*Research / Assessments* Research activities under the project Bridging the Gaps II: Health and Rights of Key Populations were implemented in Georgia, Kyrgyzstan and Ukraine.

## B. Costs of Raising Income

The costs of raising income in 2020 related to *AFEW International's* own fundraising and the costs of raising governmental grants.

### Costs of AFEW's Own Fundraising

(x 1€)

	Actual 2020		Budget 2020		Actual 2019	
	EUR	EUR	EUR	EUR	EUR	EUR
EXPENDITURES	11					
Costs of raising income:	B					
Cost of own fundraising	104 684		81 180		100 226	
Costs of obtaining governmental grants						
		104 684		81 180		100 226



These costs include payment to fundraising consultants and grant writer. Due to the nature of the work and time spent on specific fundraising activities, 100 % of the total costs of Grant writers were charged to fundraising in 2020.

### C. Management and Administration Costs

Administration expenses are those expenses incurred in the management and administration of the organisation. They primarily relate to executive management, finance and human resource management, internal and external communications and the Board's travel expenses.

*AFEW International* has brought its approach to and definitions of M&A costs into line with the new RJ650 guidelines. As a result, a separate heading for M&A was added to the profit and loss statement. The RJ650 guidelines allow fundraising institutions the freedom to determine which costs will be allocated to M&A, as long as a consistent method is used. Each fundraising institution is obliged to create its own guidelines for determining these expenses. For this purpose, *AFEW International* uses the VFI Recommended Application of Guideline RJ650 for Cost Management and Administration.

For assessment of the 2020 results, the principle of management and administration costs allocation was slightly revised based on reality new organisational structure. Accordingly, the cost of *AFEW International* Board meetings, executive management, of the International Office, Director, Human Resources, Facilities and ICT support.

	Actual 2020	Budget 2020	Actual 2019
Management and administration: C			
Costs Management and administration	224 875	216 480	240 784
Human Resource	45 416	14 983	16 554
	270 291	231 463	257 338

### Specification and Division of Costs

(x 1€)

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MODEL C 2020 (EUR)	CB	ADV	ADMIN obtaining expenses (Costs of				Total 2020	Budget 2020
Destination	Objectives			Own fundraising	Management & administration	Human Resource Development		
Expenditures	Capacity Strengthening	Advocacy	Research /Assessments	EUR	EUR	EUR	EUR	EUR
	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Subsidies and contributions (subgrants to third parties)	1 560 787	394 322					1 955 109	2 337 693
Outlays							-	
Purchase and acquisitions							-	
- Travel and accomodation	5 434	1 358					6 792	
- Audit & Consultancy	26 340	6 585					32 925	
- Events							-	
- Conferences participation							-	
- Communication and Publicity	2 992					748	3 740	
BTG II Assessments			133 551				133 551	
Public relations and Communication (incl. Media activities)							-	
Staff costs							-	
- Salaries and taxes	246 380	58 218		104 684	121 837	34 916	566 035	522 307
- Staff training					38 416	9 752	48 168	
Office rent					33 267		33 267	
Office maintenance and supplies, incl Depreciation					31 355		31 355	
							-	
Total	1 841 933	460 483	133 552	104 684	224 875	45 416	2 810 942	2 860 000

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Costs directly attributable to *AFEW International's* three core objectives (programme activities) amounted to € 1,195,109 (or 69 % of the total expenditure for 2020). Directly attributable costs decreased 9% compared to 2019 (€ 2,129,899), due to reasons explained earlier.

Management and administration costs represented 7% of the total expenditure 2020, or € 224,875. These costs increased compared to 2019, in terms of amount (from €240,874 in 2019) and decrease 1% percentage of total costs in 2020.

### Breakdown of Staff Costs

(x 1€)

	Actual 2020	Actual 2019
	EUR	EUR
Salaries	520 584	455 798
Social securities / taxes	0	-
Pension Plan	38 871	27 319
Others	28 495	-
<b>Total Staff costs</b>	<b>587 950</b>	<b>483 117</b>

The total amount spent on staff in 2020 is 21% higher than 2019. *AFEW International* had 9 employees at the end of 2020.

#### *Remuneration of the Supervisory Board*

Board members do not receive remuneration for their activities in accordance with *AFEW International* policy.

#### *Remuneration of Directors*

The Supervisory Board delegates day-to-day supervision and management of the organisation to the Executive Director.

Director's salary is in line with the amount recommended by the VFI in their 'Adviesregeling Beloning Directeuren van Goede Doelen' ('Advice on Remuneration of Directors of Charities'). Directors' salaries are subject to the approval of the Supervisory Board. Directors' salaries and the annual pay rise are subject to an annual review. In general, in previous years the annual pay rise was set in *AFEW* at 2-5% for staff of the international secretariat. *AFEW International* pays pension contributions for its staff.

*AFEW International* complies with the WNT in that the remuneration of directors is the same as under application of WNT as no pension charge is included.

*AFEW International* has applied the application policy WNT in the preparation of the financial statements. The WNT Adjustment Act, which is part of this framework, has not yet passed the Senate, which may lead to adjustments of the information provided under the application policy

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In the context of implementation of the Adjustment Act WNT, the following data are made public for the following executives

# **WNT-verantwoording 2020 Stichting AFEW International**

De WNT is van toepassing op Stichting AFEW International. Het voor Stichting AFEW International toepasselijke bezoldigingsmaximum is in 2020 € 201.000.

## **1. Bezoldiging topfunctionarissen**

1a. Leidinggevende topfunctionarissen met dienstbetrekking en leidinggevende topfunctionarissen zonder dienstbetrekking vanaf de 13<sup>e</sup> maand van de functievervulling

*Leidinggevende topfunctionarissen met dienstbetrekking en leidinggevende topfunctionarissen zonder dienstbetrekking vanaf de 13<sup>e</sup> maand van de functievervulling inclusief degenen die op grond van hun voormalige functie nog 4 jaar als topfunctionaris worden aangemerkt*

Gegevens 2020	
bedragen x € 1	J.J. van Dam
Functiegegevens	Executive Director, Bestuurder
Aanvang en einde functievervulling in 2020	01/01 – 31/12
Omvang dienstverband (als deeltijdfactor in fte)	0,923
Dienstbetrekking?	ja
Bezoldiging	
Beloning plus belastbare onkostenvergoedingen	110 725
Beloningen betaalbaar op termijn	8.989
<i>Subtotaal</i>	<i>119 715</i>
Individueel toepasselijke bezoldigingsmaximum	185 538
-/- Onverschuldigd betaald en nog niet terugontvangen bedrag	N v.t.
<b>Bezoldiging</b>	<b>119.715</b>
Reden waarom de overschrijding al dan niet is toegestaan	N v t
Toelichting op de vordering wegens onverschuldigde betaling	N.v.t
Gegevens 2019	
bedragen x € 1	J.J. VAN DAM
Functiegegevens	Bestuurder
Aanvang en einde functievervulling in 2019	01/01 – 31/12
Omvang dienstverband (als deeltijdfactor in fte)	0,923
Dienstbetrekking?	ja
Bezoldiging	
Beloning plus belastbare onkostenvergoedingen	92 069

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Beloningen betaalbaar op termijn	8 338
<i>Subtotaal</i>	<i>100 407</i>
Individueel toepasselijke bezoldigingsmaximum	179 077
<b>Bezoldiging</b>	<b>100.407</b>

1d. Topfunctionarissen met een totale bezoldiging van € 1.700 of minder

*Topfunctionarissen inclusief degenen die op grond van hun voormalige functie nog 4 jaar als topfunctionaris worden aangemerkt met een totale bezoldiging van € 1 700 of minder*

<b>Gegevens 2020</b>	
<b>NAAM TOPFUNCTIONARIS</b>	<b>FUNCTIE</b>
Dhr. M.D. Kazatchkine	Commissaris
Dhr. V. Mendelevich	Commissaris
Dhr. H.L. Fuenzalida	Commissaris
Dhr. R.L. Kamermans	Commissaris
Dhr. E. Davidovich	Commissaris
Dhr. T. Abdullaev	Commissaris
Mevr. M. Iavkovleva	Commissaris

### 3. Overige rapportageverplichtingen op grond van de WNT

Naast de hierboven vermelde topfunctionarissen zijn er geen overige functionarissen met een dienstbetrekking die in 2020 een bezoldiging boven het individueel toepasselijke drempelbedrag hebben ontvangen

### Subsequent Event

The long-term impact of the COVID-19 pandemic on society and the economy, and therefore also on *AFEW International*, is highly uncertain. As the outbreak of this virus only became significant in January 2020, this impacted the balance sheet as of 31 December 2020.

During 2020, travel budget was re-allocated to regional assessment and fundraising activities. According to the reporting guidelines, the financial statement contains information about impact of the COVID-19 on the EECA region on page 4 of this financial statement.



Signed by AFEW Supervisory Board members and the Management Team on 20<sup>th</sup> of May 2021 in Amsterdam.

**Supervisory Board Members:**

Michel Kazatchkine (Chairman of the Supervisory Board) *Michel Kazatchkine*

Udi Davidovich (Vice Chairman of the Supervisory Board) *Udi Davidovich*

Dolf Kamermans (Treasurer of the Supervisory Board) *Dolf Kamermans*

Vladimir Mendelevich (Supervisory Board member) *Vladimir Mendelevich*

Hernan Fuenzalida (Supervisory Board member) *Hernan Fuenzalida*

Maria Yakovleva (Supervisory Board member) *Maria Jacovleva*

Timur Abdullaev (Supervisory Board member) *Timur Abdullaev*

**Management Team for 2020:**

Anke van Dam (former Executive Director)

Daria Alexeeva (former Director of Programmes)

Yuliya van Polanen (Director of Finance)

**Management team for 2021:**

Yuri de Boer (Director)



Yuliya van Polanen (Director of Finance)

