THE NUMBERS OF 2021

- **Employees**: 19
- **Expatriate collaborators**: 7
- **Collaborators in Italy**: 51
- **Volunteers**: 37
- **Territorial operators**: 40
- **Local operators**: 13

**Projects active in 2021**
- **25** on international cooperation
- **12** on education and information
- **6** for emergencies

**Countries involved in development and emergency projects**
- **9** countries involved in development projects
- **18** countries involved in emergency projects

**Projects started in 2021**
- **13**

**Projects closed in 2021**
- **15**

**Projects ongoing**
- **15**

**Projects approved and launched in 2022**
- **7**

**Total income and revenue**
- **10,770,627 €**
  - **from fundraising**: 25,202 €
  - **from public contracts**: 7,186,787 €
  - **from private contracts**: 3,532,118 €
  - **other income**: 26,520 €

**Countries involved in development and emergency projects**
- **19**

**Countries involved in European programs and projects (ESC, ACS, ECG)**
- **9**

**Operating costs**
- **8,54 %**

**Project costs**
- **91,46 %**

**Direct beneficiaries in 2021**
- **64,572**

**Indirect beneficiaries in 2021**
- **373,706**

**Partners**
- **190**
  - **66** local
  - **38** European
  - **86** Italian

**Offices in Italy**
- **23**

**Offices abroad**
- **9**
  - **66** local
  - **38** European
  - **86** Italian

**Global networks**
- **22**
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ARCS is a social promotion association for international solidarity, cooperation and volunteering as set out in Chapter V letter n) of the Code for the Non-Profit Sector (Leg. Dec. 117/2017). ARCS is recorded in the List of Civil Society Organisations of the Italian Agency for Development Cooperation under Decree no. 2016/337/000132/3, as a subject as set out in art. 26 of Law 125/2014, and – as from 21 November 2011 – in the National Register of Social Promotion Associations at the Ministry of Labour and Social Policies pursuant to and in application of Law no. 383 of 7 December 2000, at number 176.

Mission
ARCS promotes processes of social change and active citizenship through education on global citizenship, peace and intercultural and intergenerational dialogue by practising solidarity and cooperation in Italy and worldwide to strengthen democratic ownership. It promotes national and international partnerships based on equal dignity and on respecting diversity and differences, with a particular focus on community development, to guarantee to everyone, and in particular for those belonging to the most vulnerable segments of the population:
• full social, economic, employment and cultural inclusion;
• affirmation and defence of civil rights;
• gender empowerment;
• mobility and free aggregation;
• humanitarian aid, protection and welcome;
• education and training;
• protection of common goods and environmental and cultural, material and immaterial, assets;
• social, economic and environmental sustainability.

Vision
ARCS acts to realise a fair and sustainable world of global rights, peace and democracy, sharing the priority objectives of Agenda 2030 for sustainable development. ARCS’ strategy has as its essential premise the involvement of communities with the aim of valorising civil aggregations and enhancing their democratic ownership.

By-law purposes
Among the purposes in the by-laws are:
• affirming the values of solidarity, peace, non-violence, universal rights, and global justice;
• combating all forms of poverty, discrimination and social and political exclusion;
• the social and cultural promotion of citizens, by affirming participation and democratic ownership and strengthening cooperation among communities and among territories;
• affirming and protecting equal opportunities and gender empowerment;
• knowledge and implementation of the principles of the Universal Declaration of Human Rights and the International Convention on Children’s Rights;
• the implementation of international codes and agreements which govern humanitarian intervention;
• the valorisation of indigenous communities and cultures;
• protection and support for human rights activists;
• the dissemination and valorisation of the founding principles of the European Union;
• the affirmation of socially sustainable and aware lifestyles;
• the protection and valorisation of all common goods.
Activities of general interest

ARCS APS carries out the following general activities on a non-profit basis, as indicated in art. 5 of Legislative Decree 117/2017:

- activities and services to safeguard and improve environmental conditions and make careful and rational use of natural resources, excluding the work of collecting and recycling urban, special and hazardous waste, as well as to protect animals and prevent stray by animals, pursuant to Law no. 281 of 14 August 1991;
- initiatives to safeguard and valorise cultural heritage and the countryside, pursuant to Legislative Decree no. 42 of 22 January 2004 as modified;
- the organisation and management of cultural, artistic or recreational activities, including activities, also through publishing, to promote and disseminate the culture and practice of volunteering and activities of general interest;
- the organisation and management of tourism activities of social, cultural or religious interest;
- extra-curricular training to prevent dropping out from education and to ensure successful education and training, to prevent bullying and to combat educational poverty;
- development cooperation, pursuant to Law no. 125 of 11 August 2014 as modified, as a main activity;
- promotion of the culture of legality, peace between peoples, non-violence and unarmed defence;
- promotion and protection of human, civil, social and political rights, as well as the rights of consumers and users of activities of general interest, promotion of equal opportunities and initiatives of mutual support.

The association can undertake other, secondary activities to support the activities of general interest, in accordance with the criteria and limits envisaged by the law in force, also by using volunteered and free resources.

The body responsible for identifying the various activities which the association can undertake is the Executive Council.

In 2021 the ARCS Executive Council approved the implementation of new planning in the field of social actions in Italy which was first approved by the Board of Directors, also after its discussion in the Assembly, above all in relation to the expansion of actions for awareness-raising and global citizenship education for young generations and the involvement of communities with a view to combating the phenomena of racism and xenophobia: in the evolution of the program in 2022, ARCS will certainly take into consideration the possibility of starting other secondary and supportive activities.

In general, the potential action areas for the association and participating organisations, where compatible, are the activities as set out in art.5 of the Code for the Non-Profit Sector and in art.2 of the Social Enterprise Decree (Leg. Decree 112/2017) and subsequent modifications and additions. The Association may undertake fundraising in order to finance activities of general interest, in any form, also in an organised and ongoing form, and by soliciting the public or through the sale or supply of goods or services of modest value, using its own resources, including volunteers and employees, in compliance with the principles of truth, transparency, and correctness in dealings with supporters and the public and in compliance with legislation.

Values

Solidarity

ARCS acts to realise a world of global rights, peace and democracy, which is fair and sustainable, and to realise an idea of solidarity and social justice starting from people’s concrete needs.

The instruments it deploys are numerous: local roots, the solidarity of the network of international relations, know-how and experience acquired in the field of cooperation, culture, rights of migrants and refugees. ARCS is dedicated to protecting rights, to the safeguarding, valorisation and social and economic empowerment of vulnerable people, especially women, young people and children.

Honesty

Everyone in ARCS commits, in carrying out their duties, not to pursue personal gain and to constantly seek to act honestly and appropriately in their actions and choices.

Equality

ARCS combats every form of discrimination, values differences and, in all its operations, guarantees equal opportunities and uniform treatment, regardless of differences in age, gender, race, physical handicap, religion, in accordance with the principle of non-discrimination.

Responsibility

ARCS has adopted a code of ethics which sets out principles and values which must inspire, guide and regulate the behaviour, conduct and responsibility of all ARCS staff and of everyone who operates on behalf of the organisation. Complete adherence to the code presupposes correct understanding, sharing and commitment in order to realise ARCS’ mission.

ARCS recognises in particular the central role of preventing and combating sexual harassment, abuse and exploitation in order to protect the dignity of recipients of the development cooperation initiatives and of the people who work and operate within the organisation. It condemns every form of harassment, intimidation, discrimination, retaliation, persecution, violence, abuse or exploitation.

Protecting the dignity and integrity of physical and moral health is an inviolable right of the individual.

Transparency

Since 2011 ARCS has been subject to the Certification procedures of the IID (Italian Donation Institute) in relation to the correct use of the funds collected and the resources deployed in activities in order to guarantee administrative transparency and reporting for public and private donors. The report drawn up the administrative office is presented by the Executive Council to the Assembly and is subject to review by the certification company NexumStp S.p.A. and by the Control and Audit Body, which verify its regularity also in regard to the activities established in the By-laws. In addition, ARCS voluntarily adheres to the European Transparency Register, set up at the Joint Transparency Register Secretariat (JTRS).
Offices and countries of operation

Italy
- Lazio
  - Rome (registered office)
  - Rieti
  - Viterbo
- Umbria
  - Perugia
  - Terni
- Abruzzo
  - Chieti
  - Teramo
- Marche
  - Ancona
- Liguria
  - Genova
  - La Spezia
- Emilia-Romagna
  - Modena
- Lombardy
  - Milan
- Campania
  - Naples (2 offices)
  - Caserta
- Friuli-Venezia Giulia
  - Trieste
- Piedmont
  - Turin
- Veneto
  - Padua
- Puglia
  - Bari
  - Foggia

Sardinia
- Cagliari
- South Sardinia

Calabria
- Crotone

Sicily
- Palermo

Other European countries
- Tunisia
  - Tataouine
  - Tunis
- Morocco
- Western Sahara
- Senegal
  - Linguère
- Colombia
- Nicaragua
- Brazil
- Haiti
- Cuba
- Chile
- Mali
- Senegal
- Rwanda
- Egypt
- Lebanon
- Morocco
- Tunisia
- Turkey

International offices

* In the volunteering projects of which ARCS is head and partner, organisations take part from: Austria, Belgium, Bulgaria, Croatia, Denmark, Estonia, Finland, France, Germany, Greece, Italy, Morocco, Netherlands, Romania, Slovenia, Spain, Sweden, Hungary.
ARCS APS was created by the members of ARCI and this is recognised in the purposes and guidelines of this association, albeit maintaining its own legal autonomy as well as over its assets and decision-making as regards both its organisation and governance.

It is an association which is independent from for-profit public or private bodies, whether Italian or international. ARCS pursues not for profit civil, solidarity and social utility ends.

**Members**

People and organisations engaged in volunteering, solidarity, in exchanges and international cooperation can join ARCS and become members without discrimination of any kind, after being admitted through a resolution of the Executive Council. Should the membership request be rejected, the Executive Council must provide reasons for the rejection and inform the interested party of the same. Once they have been registered for at least three months, each member has the right to vote to approve and/or modify the By-laws, on any regulations and to elect the administrative bodies.

In addition, they have the right to stand as a candidate for the Association’s bodies. Once acquired the status of member is permanent.

Within the group of members, 24 people hold corporate roles: 2 in the Audit Body; 2 on the Board of Trustees; 20 on the Executive Council, of whom 7 are also on the Board of Directors.

<table>
<thead>
<tr>
<th>Total number</th>
<th>Retention percentage</th>
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<tbody>
<tr>
<td>163</td>
<td>97%</td>
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</table>
The Assembly

Members form the Assembly which is the body at the heart of the organisation; it has full ordinary and extraordinary powers of administration; it approves the ARCS guidelines and policies.

The Ordinary Assembly

It is summoned at least twice a year. It can be called by the Council whenever that body considers it necessary or at the request of at least one third of the members. It is chaired by the President who appoints a secretary for each sitting and three tellers for Elective Assemblies. Resolutions are passed in first sitting with 60% of members present and with 51% of the votes of those present; in second call with 51% of those present, regardless of their number. Among the main functions of the Assembly are approval of the provisional and final budget, approval of the social report, and resolutions on the program and on activities.

During 2021 the Ordinary Assembly, owing to the particular conditions caused by the healthcare emergency, met twice.

The Executive Council

It is the body responsible for the execution and implementation of the general guidelines established by the Assembly. It is elected by the General Assembly and consists of a minimum of 23 to a maximum of 29 members. It can appoint replacements as established by the Regulations and can co-opt up to a maximum of 15% in addition to its members. It serves for 4 years and meets at least 4 times a year at the call of the President. It is chaired by the President of ARCS APS who appoints a secretary at the start of each sitting. It is the administrative body pursuant to art.26 of the Code for the Non-Profit Sector and among its functions are: resolutions regarding the admittance of associates; the appointment, as proposed by the President, of Vice-Presidents, Director, Treasurer and Board of Directors; the definition of timeframes, means and instruments to implement the guidelines set by the Assembly; the assessment and approval of financial statements, the preparation of policy and guideline documents – in particular for annual planning – to be put for approval by the Assembly, the summons of the Ordinary and Extraordinary Assemblies, and of the General Assembly.

The Extraordinary Assembly

It decides on changes to the Deed of Incorporation or the By-Laws, on the dissolution, transformation, merger or spin-off of the Association.

The General Assembly

It meets every four years and is called by the serving Executive Council. It consists of all the associates and has the duty of discussing and approving any new By-laws, appointing and dismissing members of the corporate bodies, including the auditor, the audit body and the President, with the commitment to promote adequate gender representation. The General Assembly is validly set up in first call with the presence of two-thirds of the members and in second call with the presence of 51% of the members. Resolutions are passed with the majority vote of 51% of those present.

During 2021 the Executive Council, owing to the particular conditions caused by the healthcare emergency, met four times.

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During 2021 the Executive Council, owing to the particular conditions caused by the healthcare emergency, met four times.
The Board of Directors

It is appointed by the Executive Council at the proposal of the President and serves for 4 years. It consists of 7 members and includes the President, the Vice Presidents, the Director and the Treasurer. The Board of Directors meets at least once a month on the summons by the President. It handles the ordinary and extraordinary management of ARCS’ activities on the basis of the guidelines approved. Among its functions are: preparation of the planning of annual project activities; verification and assessment of projects as delegated by the Executive Council; preparation of drafts of the financial statements and the social report.

During 2021 the Board of Directors, owing to the particular conditions caused by the healthcare emergency, met just 5 times.


The Vice Presidents

Appointed by the Executive Council from among its own members at the indication of the President, they serve for 4 years. They are members of the Board of Directors.

The serving Vice President is Franco Uda (since 29/04/2016).

Born in Sassari, he lives in Sardinia. He studied mathematics at Pisa University and there undertook community service at the Welcome centre for migrants of the Municipality of Pisa. On returning to Sardinia, he was elected regional President of ARCI. He took part in European Social Forum meetings in London, Florence, and Athens and the World Social Forum meetings in Brazil and Tunisia; in 2001 he took part in the events in Genoa for the G8 Summit. He was ARCI’s national representative for prisons and prisoners’ rights and was Vice President of the National Conference of Volunteer for Justice. Since 2010 he has been a member of the national Presidency of ARCI: first with delegated responsibility for youth policies, since 2014 he has been ARCI’s national representative for human rights, peace and disarmament, solidarity and international volunteering; since 2016 he has been Vice President of ARCS. Currently he is on the Executive Committee of EuroMed Rights, on the Board of Directors of the European Civic Forum and of the International Federation of Settlements.

The Director

They are appointed, at the proposal of the President, by the Executive Board on to which they are invited and are a member of the Board of Directors. They are responsible for functional and operational coordination in Italy and in its locations and offices abroad. Among their duties are: management of the relationship with the bodies that finance ARCS and with the national and international partnership networks; the preparation of annual activity reports and the social report to be put to the President and to the Board of Directors.

Since 2007 the serving Director has been Silvia Stili.

Since 2013 she has been the Spokeswoman for AOI, the Association of the Italian Organisations for International Cooperation and Solidarity. She coordinated the platform of Italian NGOs in the Middle East and the Mediterranean from 2007 to 2012. From a humanities background, she is engaged in peace movements, has long experience in volunteering, solidarity and international cooperation since the 1980s. During the war in the former Yugoslavia, she worked on humanitarian aid programs for ICS (Italian Solidarity Consortium). Since 1994 she has coordinated humanitarian emergency activities for ARCS as well as reconstruction projects in the city of Mostar, of which she is an “honorary citizen.” She is a member of: CNCS (National Council for Development Cooperation), CNTS (National Council for the Non-Profit Sector) and the National UNESCO Commission. She coordinates Working Group 17 of the Italian Sustainable Development Alliance (ASVIS). She has a blog for the Huffington Post and periodically publishes articles on Vita.it and in Il Corriere Buone Notizie.

The Treasurer

They are appointed, on the proposal of the ARCS President, by the Executive Board on to which they are invited and are a member of the Board of Directors. They oversee the administrative and financial management of ARCS.

The serving Treasurer is Federico Amico (first appointment 29/04/2016).
The Supervisory Body

The Assembly appoints an audit body consisting of three people, of whom at least one is chosen from among the categories of subjects as set out in article 2397, second paragraph, of the Italian Civil Code. It oversees compliance with the law and By-Laws, in respect of the principles of correct administration and in particular, the adequacy of the organisational, administrative and accounting arrangements adopted by the Association and its actual operation. In addition, it monitors compliance with the purposes of solidarity and social utility of the Association and certifies that the social report has been drawn up in conformity with the “Guidelines for preparing the social report of bodies in the non-profit sector” of the Ministry of Labour and Social Policies which were published in 2019.

Members: Daniele Catellani (first appointment 29/04/2016), Salvatore De Giorgio (first appointment 29/04/2016), Massimo De Grandi (first appointment 29/04/2016), Francesco Marchese – alternate – (first appointment 29/04/2016); Mauro Zanin (external auditor appointed, NexumStp).

<table>
<thead>
<tr>
<th>Total number</th>
<th>Average age</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>47</td>
</tr>
</tbody>
</table>

The Board of Trustees

Elected by the General Assembly, it consists of 3 standing members and 2 alternate members with a 4-year mandate. The Board intervenes to settle disputes that arise within the social bodies, between members and the same bodies, and regarding interpretation of the By-Laws. It meets, when necessary, for the undertaking of its duties on the basis of the indications envisaged by the internal national "Regulation".

Members: Ludovico Delle Vergini (first appointment 29/04/2016), Giovanni Durante (first appointment 29/04/2016), Roberta Cappelli (first appointment 29/04/2016). The alternates are Roberto Mazzetti (first appointment 29/04/2016) and Gabriele Moroni (first appointment 29/04/2016).

<table>
<thead>
<tr>
<th>Total number</th>
<th>Average age</th>
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<tbody>
<tr>
<td>5</td>
<td>50</td>
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</tbody>
</table>

The members of the social bodies are not paid.

Operational staff

These are the head office staff working with the departments for security and privacy, communication and fundraising, the secretariat and general services.

The first department is represented by the figures envisaged by the Consolidated Act on Security 81/08: the Health and Safety Officer, the company Doctor, the Workers’ Representative for security, and the Heads of the first aid and firefighting services. The Safety Management System implemented by ARCS also includes the figures of the HSS (Health Safety Security) Global Manager, the HSS Officer, and the overseas HSS Country managers. The roles and responsibilities of these staff are described in a specific policy dedicated to Health, Safety and Security and in risk assessment documents. The department also consists of a person responsible for application of the law on Privacy.

The second is represented by both a head of communication and fundraising – who, together with the Head office, sets out communication strategies, disseminates messages through social media channels, organises promotion and advertising, manages the press office, promotes projects and campaigns for awareness-raising and fundraising – and a head of publications, brochures and technical documentation such as manuals, procedures and policies.

The third is represented by the head of the general secretariat with support duties in regard to the various parts of the structure and supports Head office with organisational duties and document preparation.

The administration, audit and management department is represented by a general administrative head, a head of accounting, and area and project administrative managers. The area manages in particular the reporting processes for projects, the preparation of budgets, the financial statements, and regulatory and fiscal obligations. The human resources department is managed by the Director with the support of area heads.

The project department is represented by area heads (Middle East, Africa and North Africa; Latin America, Youth mobility and volunteering, Education and information) – with duties for strategic planning, general coordination and monitoring of their area of responsibility – by the coordinators of the individual countries – with duties to coordinate, realise and supervise activities in country and to manage relations with partners and financiers – by the Project Manager – with duties for technical, administrative and financial management linked to the individual intervention or program – and by the project assistant and focal point to support project managers.
In 2021 ARCS could call on a team of 167 people, consisting of employees, collaborators, territorial operators, local staff, volunteers and territorial operators (ripetizione). Over half of them are women, with higher percentages of women in the group of volunteers, employees and collaborators.

Employees are engaged at the offices in Rome as are most of the collaborators. Territorial operators are located at ARCS’ other Italian sites. Expatriate staff are engaged in the countries where ARCS is active, with the main presence in Jordan, Senegal and, above all, Lebanon and with a smaller presence in Cameroon and Cuba. In Sahel the presence of staff is not permanent but happens only through short-term missions.
The numbers for local staff that are reported this year regard solely people with contracts managed directly by ARCS. The local staff used by partners in projects managed by ARCS includes, besides the 40 people reported, a further 111 people. For Sahel and Lebanon, it is also possible to consider some volunteers engaged by partners (37 in Sahel and 9 in Lebanon).

The significant change in the number of local staff used compared to previous years should therefore be considered as the result of the choice to report this year only the number of contracts directly managed by the organisation.

The ratio between local staff and expatriate staff is therefore 2:1.

The trend in staff in the last three years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Territorial volunteers and operators</th>
<th>Local staff</th>
<th>Collaborations</th>
<th>Expatriate staff</th>
<th>Staff in Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>101</td>
<td>360</td>
<td>6</td>
<td>28</td>
<td>88</td>
</tr>
<tr>
<td>2020</td>
<td>87</td>
<td>108</td>
<td>16</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>2021</td>
<td>88</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
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</tbody>
</table>

The negative turnover of volunteers is 15%
The positive turnover is 31%

The overall three-year trend in employees saw an increase in the last year in which three new people were recruited on a fixed-term basis. Instead, during the year an experienced employee decided to end their relationship with ARCS. Collaborators rose slightly and were partly different to those of the previous year and saw the recruitment of a young collaborator and the consolidation of the administrative area by activating a contract with an accounting expert.

The team consisting of expatriate staff has seen changes year after year, largely due to the variability of planning over the years. As for the numbers on volunteering, it is noted that the pandemic has certainly caused a reversal in the positive trend which was seen in previous years in terms of the increase in the human resources involved.

As regards age, it is noted that the youngest, aged 18 to 35, are preponderant in the expatriate group, and are present in a significant percentage among the staff engaged in Italy. A smaller presence in percentage terms is instead seen among local staff. The middle age range, from 36 to 49, which is the largest overall, is represented by around half the local staff and that in Italy, while it falls to 21% among expatriate staff.

Very experienced staff belonging to the highest age group, 50 to 70, are present respectively for 26% and for 25% among expatriate and local staff. The percentage falls to 16% among staff in Italy where the positive turnover in particular of the last year is the result of a policy focussed on bringing young and very young people into the organisation. This also impacts on the average length of service which is 6.3 years for employees, down compared to the previous year (7.5).

The same considerations can be applied to the figure relating to collaborators and expatriate staff who both have an average length of service of 2.7 years, in this case too down on the previous year (respectively 3.8 and 3 years).
Staff recruitment

ARCS guarantees equal treatment and equal opportunities to men and women in the process of identifying, selecting, and training staff and in the criteria adopted to establish the career advancement and payment system. It promotes the dissemination of an inclusive culture which intends to guarantee the respect of equal opportunities, reduce situations of fragility, and valorise diversity in thought, which is considered an essential resource for the development and growth of the organisation.

Staff recruitment is undertaken on the basis of the professional skills and know-how in relation to the needs of the organisation, regardless of personal characteristics – age, gender, sexual orientation, disability, ethnic origin, nationality, political opinions and religious beliefs – in accordance with the principle of non-discrimination. ARCS mainly advertises its search for volunteers and other staff through its website, association websites, its institutional mailing list and through all the national and international channels, both internal and external, which are considered suitable on the basis of the specific nature of the search. Staff recruitment can also take place from inside the organisation. In fact, it may happen that new collaborations are activated following work experience or a volunteering program such as the alternative civil service.

Contracts and pay in 2021

ARCS includes its staff under the National Collective Contract for Commerce. It refers to it to define pay levels. For expatriate or local staff working in other countries, pay is equated to national laws, the levels of cost of living, quality and security in the country, the local labour market and regards levels which are not envisaged by a national contract or by the relevant collective contract used by the organisation.

Expatriate staff (Collaborators)

<table>
<thead>
<tr>
<th></th>
<th>Minimum gross income</th>
<th>Maximum gross income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>23,400.00 euro</td>
<td>40,800.00 euro</td>
</tr>
<tr>
<td>Men</td>
<td>22,512.00 euro</td>
<td>46,680.00 euro</td>
</tr>
</tbody>
</table>

Collaborators

<table>
<thead>
<tr>
<th></th>
<th>Minimum gross income</th>
<th>Maximum gross income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>12,600.00 euro</td>
<td>31,200.00 euro</td>
</tr>
<tr>
<td>Men</td>
<td>14,208.00 euro</td>
<td>14,208.00 euro</td>
</tr>
</tbody>
</table>

Permanent/fixed-term employees

<table>
<thead>
<tr>
<th></th>
<th>Minimum gross income</th>
<th>Maximum gross income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>23,556.07 euro</td>
<td>52,714.38 euro</td>
</tr>
<tr>
<td>Men</td>
<td>37,573.81 euro</td>
<td>37,573.81 euro</td>
</tr>
</tbody>
</table>

Permanent/fixed-term employees

<table>
<thead>
<tr>
<th></th>
<th>Minimum gross income</th>
<th>Maximum gross income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>14,919.33 euro</td>
<td>25,264.40 euro</td>
</tr>
<tr>
<td>Men</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Key data summary

70 % of employees has a permanent contract 38 % of employees have part-time contracts*

*no less than 70 % of full time

The changes in 2021

As regards managing human resources, ARCS tends to give continuity to collaborations and to renew contracts, facilitates the recruitment of women and young people, and each year supports the enhancement of skills and responsibilities of its human resources by launching programs and training courses. It cultivates the goal of transforming collaborations into increasingly structured employment relationships, from apprenticeships to fixed-term and permanent recruitment.

Since 2018 ARCS has started a policy of recruiting from fragile/protected/excluded groups with particular attention to refugees, volunteers returning from abroad, and unemployed women. On the outbreak of the pandemic in 2020 and with the consequent first wide scale lockdown, ARCS started smart working and employees and collaborators continued their activities remotely. The conditions, albeit complex, did not result in the reduction of the number of staff or of salaries. Contracts which were expiring were renewed and 2 human resources moved from fixed-term to permanent contracts, at the levels envisaged by the National Collective Contract for Commerce.
The program is continuing with the transformation of some collaboration contracts into fixed-term recruitment. Only in June 2021 was it decided to reduce work to one day a week and to provide the State allowance under the Salary Integration Fund for 28 weeks. The measure was partially applied as regards the head office, excluding apprenticeships and fixed-term contracts and guaranteeing continuity of administrative work and reporting.

The use of smart working is a method which will be maintained in 2022 too, applying the recent new regulation of smart working, not only to respond to the need to limit infections, but also because this measure tends to provide positive outcomes in terms of productivity and greater ability to reconcile work commitments with people’s personal and private lives.

Data for 2021

- 3 young volunteers (ACS and Torno Subito programs) from 2020 were recruited in 2021 as collaborators: one is employed in Italy, two are part of the team in Lebanon
- A woman was recruited on a fixed-term contract (from her previous collaboration position).
- A young woman was recruited on a permanent contract (from a previous fixed-term contract).
- A female volunteer was selected for work experience in communication and the press office starting in 2022.
- 5 people left the organisation (two employees and three volunteers).
- 9 new positions were opened during the year.

Staff training

ARCS pays close attention to the processes of staff recruitment and training and offers everyone the chance to enhance their skills thanks to the activation of personalised training programs. In 2020 in consideration of the difficult emergency, initially all planned training was suspended, to then be partially remodulated for distance learning.

Priority was given to training on safety and specific training on risks linked to Covid-19 and related prevention measures. In 2021 it was possible to restart staff training plans in a more structured way, although in most cases the courses were mainly offered through distance learning.

Around 63% of overall training was dedicated to enhancing specific sector skills. This includes sessions organised by the start-up Open Impact, dedicated to innovative models to assess social impact and those organised by ARCS and Mapping Change on the project cycle and the theory of change.

Among the bodies and organisations which have supplied training are among others: Anna Lindh Foundation, Fédération des Centres Sociaux et Socioculturels de France, Confini on line, Crea Onlus, and the University of Geneva.

Among the themes addressed are: structure and management of international organisations, public-private partnerships, marketing and fundraising, relationship between safeguarding cultural heritage and climate change, youth commitment in Europe and in the Mediterranean, planning to combat educational poverty.

Around 14% of training was dedicated to enhancing language skills through English and French courses. The training was completed with blocks on safety (9% of all training is represented by obligatory programs envisaged by the Consolidated Act 81/08, 6% by analyses on security and privacy). A young male employee completed the certificate in “Security Management for operators in crisis and conflict areas” at ISPI, which envisaged 48 hours training plus passing the final test.

The companies NExumSlp, Accenture, and NP Solution provided training cycles dedicated to the issue of technological innovation and to analyses on sectoral legislation; Solidar and ISPI took the lead on advocacy issues.
Gender, diversity, non-discrimination and equal opportunities

In keeping with the principles promoted by the Beijing World Conference (1995) and in particular with that of Gender Mainstreaming, ARCS promotes equity and gender equality.

ARCS supports processes to affirm and protect equal opportunities and gender empowerment, adhering to the principles of the International Convention on the Elimination of All Forms of Discrimination Against Women adopted by the United Nations Assembly (CEDAW 1979). It bans every form of discrimination, regardless of differences in age, gender, race, physical condition, and religious belief. It is careful to use language which avoids any expression or manifestation of prejudice or stereotyping and undertakes to guarantee adequate work conditions for each individual.

ARCS’ commitment to non-discrimination is:
- to offer everyone the same opportunities to show their abilities without distinctions and discrimination of any kind;
- to combat discrimination in the workplace and promote fairness internally;
- to promote balanced representation of women and men;
- to favour balance between family and professional responsibilities.

Code of ethics

ARCS has a code of ethics which was approved on 19 January 2011 and is regularly updated. The latest revision was approved by the Executive Council on 21 June 2019. It sets out the principles and values which must inspire, guide and regulate the behaviour and conduct of all ARCS staff and the obligations which the organisation has towards its stakeholders. ARCS also requires that partners and suppliers of goods or services acknowledge and apply the ethical values set out in the document.

Complete adherence to the Code presupposes the correct understanding, sharing and commitment to realise ARCS’ mission. The document aims to make the NGO’s organisation, management and control model explicit, transparent and effective, in order to prevent risks in terms of its responsibility, conflicts of interest and illegal acts to which it may be exposed in carrying out the activities linked to its mission.

Health and Safety

ARCS applies the regulations envisaged by Decree 81/08 on protecting health and safety in the workplace. It prepares a risk assessment document and emergency management plans. Periodically, following the additions made to the document due to the introduction of new ways of working, it is subject to review and approval at periodic prevention and protection meetings envisaged pursuant to art. 35 of Leg. Decree 81/08. The organisation has a policy on health, safety and security which provides detailed information on the operation of the safety system adopted. It sets out the essential guidelines relating to defining the risk assessment system and its implementation locally.

Combatting abuse, exploitation and harassment

ARCS undertakes not only to ensure compliance with a system of rules and recommendations, but also to support the dissemination of a safety culture which aims to increase each individual’s awareness in regard to these issues and to encourage a proactive approach and conduct.

ARCS acknowledges the central role of preventing and combating sexual harassment, abuse and exploitation in order to protect the dignity of the recipients of its development cooperation initiatives and of the people who work and operate in the organisation. It condemns every form of harassment, intimidation, discrimination, extortion, persecution, violence, abuse or exploitation and any other sexual conduct which is against the law in force and/or the principles of its Code of Ethics. Protecting the dignity and integrity of physical and moral health is an inviolable right of the person. ARCS undertakes to implement a range of timely and impartial measures to prevent and combat abuse and harassment also through using opportun e disciplinary tools offered by the law in force, and according to an approach focussed on the needs of the victim of sexual harassment, abuse or exploitation, and based on the respect of human rights, as well as on the principles of confidentiality, safety and non-discrimination.
Volunteers

ARCS pays great attention to the precious resource of volunteering. Every year numerous volunteers choose to try out the field of international solidarity through an experience at ARCS. Over the last ten years the organisation has deployed around a thousand volunteers, involving them in the various initiatives launched in over 15 countries worldwide.

The organisation values and promotes global citizenship education initiatives, volunteering activities through the organisation of knowledge camps, social documentation workshops, Alternative Civil Service (ACS), European Solidarity Corps (ESC), and youth exchanges.

<table>
<thead>
<tr>
<th>Types of volunteering</th>
<th>Women</th>
<th>Men</th>
<th>Number of working hours donated</th>
<th>Average age of volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCU</td>
<td>1</td>
<td>2</td>
<td>1,592</td>
<td>27</td>
</tr>
<tr>
<td>ESC</td>
<td>35</td>
<td>9</td>
<td>7,503</td>
<td>25</td>
</tr>
<tr>
<td>Social reporting workshop in Marche</td>
<td>1</td>
<td>3</td>
<td>200</td>
<td>54</td>
</tr>
<tr>
<td>Territorial operators</td>
<td>18</td>
<td>19</td>
<td>1,480</td>
<td>Figure not available</td>
</tr>
</tbody>
</table>

Training linked to volunteering

The training programs which characterise the launch of each volunteering project address various issues. Among the main ones are: presentation of the specific program and objectives, non-formal learning, cross-cutting skills, the role of volunteers, presentation of the welcome body and volunteering activities, presentation of the tutor, language courses, local cultural and safety aspects, communication and dissemination of experience. When the programs imply the presence of welcome organisations, they can address particular issues in regard to the context and the specific nature of the activities to be undertaken such as: introduction to safety laws in workplaces, introduction to rules on conduct in case of earthquake, mental and social aspects of trauma, how to act in marginal and fragile contexts, the support relationship and volunteers’ responsibilities in post-disaster environments.

Training for volunteers

<table>
<thead>
<tr>
<th>Training for volunteers</th>
<th>Women</th>
<th>Men</th>
<th>Hours provided</th>
<th>Means of supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESC</td>
<td>35</td>
<td>9</td>
<td>507</td>
<td>Online and in presence</td>
</tr>
<tr>
<td>Social reporting workshop in Marche</td>
<td>1</td>
<td>3</td>
<td>28</td>
<td>Online and in presence</td>
</tr>
</tbody>
</table>

People who take part in training for photographic reportage receive essentials on composing images, putting together a portfolio, and editing photographs. During the social photography workshops the various stages of telling a story are analysed: the work in the field, editing, and the final presentation of the project. At the end of the course each participant has a personal portfolio with their best photos; while, using the best photographs of all the participants, a multimedia presentation is prepared to tell the tale of the experience, the activities in the field, and the territory. Particular attention and care in training is paid to how to depict vulnerabilities and in particular disability.

Reimbursement for volunteers

Civil service volunteers are paid a monthly contribution directly by the Department for Youth Policies and the Alternative Civil Service.

For volunteers engaged in realising civil service projects abroad, in addition to the monthly cheque of 444.30 euro paid to volunteers in civil service in Italy, daily compensation is envisaged and paid for the period of service abroad, differentiated on the basis of the criterion of the “country cost” for the nations where the volunteers are engaged.

The amount of the daily foreign compensation due to volunteers ranges from 13 to 15 euro.

In addition, ACS volunteers are due board and lodgings. The daily contribution for board and lodgings is paid to the body by the Department for Youth Policies and Alternative Civil Service during the period the volunteers are abroad, differentiated by the geographic area where the project is implemented. For volunteers in the European Solidarity Corps pocket money is paid which is established by the ESC program, of 5 euro a day and repayment for board of around 5 euro per day of mobility. ARCS also arranges to repay the transport needed to reach the place of work up to a maximum of 275 euro for the round trip. Territorial volunteers and those at the social photography workshops are not paid anything. For the workshops, the costs relating to travel, board and lodgings are covered by the amount paid by each participant.

Reimbursement made in 2021

<table>
<thead>
<tr>
<th>Reimbursement made in 2021</th>
<th>Number of volunteers</th>
<th>Total amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCU</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>ESC</td>
<td>44</td>
<td>74,388</td>
</tr>
</tbody>
</table>
ARCS runs solidarity, international cooperation, emergency, volunteering and global citizenship education projects. These aim to favour and promote the active participation of citizens and communities in constructing peace, democracy and social inclusion processes and in affirming human rights.

The commitment to the rights of children and their self-determination, gender-based economic and social empowerment, environmental and social sustainability in the search for global wellbeing, the conservation and valorisation of cultural and material heritage, the protection of common goods, the active role of minorities and migrants, solidarity in emergencies linked to humanitarian aid: around these key goals ARCS builds its plans to combat poverty, violence and social marginalisation.

Its cooperation is based on the principles of democratic ownership, of gender equality, on the centrality of relations between communities. Partnerships and collaborations are built around the shared agreement on the centrality of active participation in local relations.

Through information-giving and awareness-raising, fundraising campaigns, actions aimed at valourising international volunteering, the exchange of good practice among those working in training and research, ARCS involves above all young generations in a program of awareness and training/self-training on the issues of interdependence and sustainable growth. The lead role of communities in constructing cooperative relations is also seen in ARCS’ attention to involving migrants as protagonists in the processes of building relationships and cooperating with their countries of origin.

Project areas

- Human rights, democracy, peace
- Intercultural dialogue
- Democratic ownership
- Gender equality and empowerment
- Decent work
- Social inclusion
- Migrations and co-development
- Humanitarian aid and refugees
- Environment, common goods, and renewable energy
- Agroecology, rural development and food sovereignty
- Health
- Childhood
- Protection of tangible and intangible heritage
- Sustainable tourism
- Volunteering and global citizenship education
- Education and training
- Formal and informal education
- Cultural promotion
Volunteering, development and global citizenship education

ARCS valorises and promotes initiatives for global citizenship education, volunteering through the organisation of knowledge camps, social documentation workshops, Alternative Civil Service (ACS), European Solidarity Corps (ESC), and youth exchanges. It organises international training opportunities also thanks to agreements signed with universities and research centres.

Global citizenship education

The Global citizenship education initiatives aim to combat the occurrence of xenophobic discrimination and to encourage knowledge of the Sustainable Development Goals (SDGs), also by explaining the role and importance of development cooperation in resolving the major global issues of our times, in particular those connected to the phenomenon of migration.

European Solidarity Corps

ARCS is accredited by the Italian National Youth Agency as a body for sending volunteers on the European Volunteering Service, now the European Solidarity Corps, an international volunteering program financed by the European Commission under the Erasmus Plus program. The European Volunteering Service offers young people aged 18 to 30 an intercultural learning experience in a non-formal setting, promoting social integration and active participation.

Cultural exchanges

Cultural exchanges make it possible to have a short-term volunteering experience. They let you travel and learn about other cultures and are a great cultural, social and linguistic learning opportunity. The exchanges involve groups of young people from different countries who meet to share educational and training activities. Human rights, active citizenship and new media are the themes on which ARCS has focused these exchanges.

Alternative Civil Service

Undertaking Civil Service abroad offers young people a unique opportunity for personal and professional growth and enrichment and is a particularly effective instrument to disseminate the culture of solidarity and peace among peoples. The first phase of service coincides with a period of training which is undertaken in Italy. It starts with general training which provides the guidelines on what the founding values of the ACS experience are, continuing with the specific training which characterises each project and relates to what the volunteer will go on to do, ending with ongoing training. Civil service abroad generally lasts 12 months and envisages at least 10 months spent abroad.

Knowledge camps, social photography and workshops

In recent years, ARCS has distilled the work of volunteering camps into workshops – using videos or photographs – with tutors who are professionals in the sector, in the belief that a visual prompt is an excellent instrument to understand and interpret reality, as well as to create participation and sharing. A volunteering camp is a unique training experience, which enables direct contact with the daily reality of local situations. For a period of around 3 weeks, Italian volunteers and local communities come together to reflect on values such as social education and respecting diversity.

Lewis Hine, one of the great protagonists of social photography, an American sociologist and photographer, considered photography an instrument of denunciation and an accelerator for social change and these functions also inspire the ARCS workshops.
Projects in 2021

In 2021 there were 43 active projects in the intervention areas, covering those closed, ongoing and launched, while 7 were approved during the year but their launch is envisaged in 2022. Most of them are coordinated by ARCS as leader, in 14 projects the organisation instead acts as a partner. The ARCS projects are in the various intervention areas as parts of broader programs, as pieces in more complex designs which respond to long-term intervention strategies. The interventions start from the framework of the Agenda 2030 goals. Some of them can be considered as cross-cutting for all projects and all areas. Specifically, they are goal 5 dedicated to gender equality, goal 10 dedicated to reducing inequalities, and goal 17 dedicated to partnerships for the goals.

Main financial elements

In 2021 ARCS recorded income and revenues for €10,770,626, up on 2020; the profit on operations was €2,765. The main source of income and revenues comes from contracts with public bodies which totalled €7,186,787.

Projects in 2021

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America</td>
<td>1</td>
</tr>
<tr>
<td>Middle East</td>
<td>4</td>
</tr>
<tr>
<td>North Africa</td>
<td>4</td>
</tr>
<tr>
<td>Africa</td>
<td>3</td>
</tr>
<tr>
<td>Europe</td>
<td>1</td>
</tr>
</tbody>
</table>

The contributions from public bodies in 2021 totalled €7,186,787 (in 2020 it was €5,358,990), divided as follows:

- MAE (AICS, DGCS, UTL and DGPSP) €3,535,969
- EU (European Commission, Council of Europe) €160,027
- OCHA €224,098
- Ministry of the Interior - €670,686
- Ministry of Labour and Social Policies - €338,400
- Local bodies - €34,379
- Public resources received and not spent in previous year €2,223,226

Trend in income and revenues 2019/2021

Trend in profit from operations 2019/2021
The contributions from private subjects in 2021 totalled € 3,532,118 (in 2020 it was € 2,994,356) and refer to:

- Italian and European associations € 19,634
- Donations from private, Italian associations and ARCI committees € 16,982
- Otto per mille projects Tavola Valdese, Prime Minister’s Office € 117,319
- Contribution from San Zeno Foundation € 90,000
- Contribution from Terzo Pilastro Foundation € 20,000
- Civil Service € 17,238
- Contributions from project partners € 69,934
- Contributions from Italian foundations € 22,500
- Expenses advanced for current year € 2,895,005
- Resources received and not spent in the previous year € 262,919

Costs in 2021 totalled € 10,728,596.24. 91% of the funds were dedicated to the realisation of projects and interventions in areas where ARCS is active: Middle East, North Africa and Africa, Latin America, Europe. The projects can be divided into three large types: emergency, development, volunteering and global citizenship education.

### Trend in use of funds for head office/projects in 2019/2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Head office</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>8.18%</td>
<td>91.82%</td>
</tr>
<tr>
<td>2020</td>
<td>11.04%</td>
<td>88.96%</td>
</tr>
<tr>
<td>2021</td>
<td>8.54%</td>
<td>91.46%</td>
</tr>
</tbody>
</table>

### Uses by geographic area in 2021 in %

- Latin America: 26%
- Africa: 58%
- Middle East: 8%
- Italy/Europe: 8%

### Uses by type of project in 2021 in %

- Global citizenship education and information: 12%
- Development projects: 7%
- Emergency projects: 81%
Key data in the intervention areas

Latin America

Cuba

**Intervention sectors**
Culture, conservation and valorisation of artistic and cultural heritage, food security, rural development, agriculture, environmental protection, sustainable tourism.

**Indices – Cuba**
Human Development Index (HDI): 0.783
Positioning: 70 out of 198
Gender Development Index (GDI): 0.944
Gender Inequality Index (GII): 0.304

**Objectives**

1. Improve the process to valorise historic heritage and strengthen the cultural-tourism segment: facilitate the definition and implementation by local Cuban bodies of territorial public policies aimed at sustainable urban development to include historic heritage; enhance the socio-cultural and education role of the House of Culture system; update the House of Culture system and in line with the transformations in Cuban society; support the promotion of responsible and sustainable models of tourism.

2. Modernise the rural segment and increase the country’s food security through: enhancing the productivity of agricultural cooperatives; the application of efficient production and cultivation techniques and methods, also adopting new irrigation systems; increasing the know-how of local producers and farmers, above all in terms of marketing products; the promotion of production chains at municipal level, in particular milk and fruit.

**Projects launched**

*La Casa de Todos:* widespread cultural promotion, co-planning and innovation for the Houses of Culture in Cuba (1 January 2021 – 31 January 2024)
Total cost: 626,250 euro
Lead: ARCS
Financiers: AICS, Havana office
Partners: CNCC National Council of Houses of Culture; CCCICC Coordination Centre for International Cooperation in Cuban Culture, ARCI network.

*ARCHEO-CUBA:* archaeology and environmental sustainability for territorial cooperation to combat climate change (1 July 2021 – 31 July 2024)
Total cost: 1,805,330 euro
Lead: Municipality of San Felice Circeo
Financiers: AICS (Italian Agency for Development Cooperation)
Partners: OHcH Oficina del Historiador de la Ciudad de la Habana; OCCM Oficina del Conservador de la Ciudad de Matanzas; Department of Environmental Biology La Sapienza University; Fondazione Scuola del Patrimonio; Directorate for Education and Cultural Institutes Ministry of Culture (MIC), National Park of Circeo.

**Closed projects**

Development of the sub-urban agriculture program to guarantee the food independence of the Municipality of Pinar del Río (1 January 2019 – 30 June 2021)
Total cost: 269,116 euro
Leader: ARCS
Financiers: (otto per mille) Italian Prime Minister’s Office
Partners: ACTAF (Cuban Association of Agronomists and Forestry Experts), Provincial Delegation of the Ministry of Agriculture, Municipality of Pinar del Río, UPR (University of Pinar del Río).

**Main sustainable development goals 2030 integrated in planning**

- People reached directly: 759
- People reached indirectly: 43,000

**Increase in food security**

- 262 producers from 4 agricultural cooperatives with increased production capacity
- 507 producers and technicians trained (of whom 50 in 2021) with enhanced sector know-how
- 1 store for food produce opened
- 1 food transformation lab completed
- 12 new jobs created

**Development of historic-cultural heritage**

- 1 preliminary study competed to map the cultural panorama of some towns
- 3 local work groups set up
- 441 people trained on managing culture
- 3 pilot initiatives planned to improve the economic sustainability of Houses of Culture (literary café, international festivals, cinemas and theatres, etc.)
- 145 jobs created to guarantee the full operation of Houses of Culture
- 1 visual identity manual created for the Houses of Culture system
- 1 new communication strategy model implemented
Middle East

**Jordan and Egypt**

**Intervention sectors**
- Empowerment of women and young people, rights of refugees, response to humanitarian emergencies, social protection, democratic participation and civil society, human rights, decent work, social inclusion.

**Indices – Jordan**
- Human Development Index: 0.729
- Positioning: 102 out of 189
- Gender Development Index (GDI): 0.875
- Gender Inequality Index (GII): 0.450

**Indices – Egypt**
- Human Development Index: 0.707
- Positioning: 116 out of 189
- Gender Development Index (GDI): 0.882
- Gender Inequality Index (GII): 0.449

**Objectives**
1. Guarantee social protection and adequate access to essential services for vulnerable people, in particular refugees, and minors, including with disabilities.
2. Promote micro-enterprises and equal opportunities through support for female entrepreneurship, the supply of training and endowed funds for the launch of businesses, the enhancement of the skills of local stakeholders in facilitating female entrepreneurship.
3. Create work opportunities for vulnerable people, in particular women, young people and refugees, encourage the growth of local micro-entrepreneurship, supporting local and national institutions in creating inclusive programs to promote quality employment and the creation of businesses for women, young people, men, including people with disabilities.

**Ongoing projects in 2021**

**POWER**: promote the economic and social empowerment of vulnerable women in Lebanon, Jordan and Egypt (29 May 2019 – 30 September 2022)
- Total cost: 2,116,000 euro
- Lead: ARCS
- Financiers: AICS (Italian Agency for Development Cooperation); Waldensian Church (otto per mille); Terzo Pilastro Foundation; Region of Sardinia.
- Partners: Caritas Egypt; Mada Association; Noor Al-Hussein Foundation; ARDD Legal Aid Organization (Arab Renaissance for Democracy & Development); Un Ponte Per; AIDOS (Italian Association of Women for Development); ProSud.

**START-WOMEN-UP**: socio-economic empowerment for vulnerable women in Jordan and Lebanon (25 July 2020 – 25 March 2022)
- Total cost: 286,195 euro
- Lead: ARCS
- Financiers: Tavola Valdese (otto per mille)
- Partners: Mada Association; Noor Al-Hussein Foundation (NHF).

**Projects launched in 2021**

**DAAM**: Emergency services for women in Jordan (1 November 2021 – 30 October 2022)
- Total cost: 110,000 euro (amount managed by ARCS 13,950 euro)
- Lead: Athar Association for Youth Development.
- Financiers: UN Woman.

**Projects approved launching in 2022**

**JODHOUR**: Support for employment and entrepreneurship in the cultural, agricultural and tourism heritage sector in the Governorates of Mafraq, Ma’an and Aqaba (3 March 2022 – 22 June 2024)
- Total cost: 469,682 euro
- Lead: AVSI
- Financiers: AICS (Italian Agency for Development Cooperation)
- Partner: King Al Hussein Foundation.

**Start Women UP – Socio-economic empowerment of Syrian and Jordanian women (stage II)**
- Total cost: 250,078 euro
- Lead: ARCS
- Financiers: San Zeno Foundation
- Partners: King Al Hussein Foundation (KHF); ARDD – Legal Aid.

**What we do / Key data in the intervention areas**

**START-WOMEN-UP socio-economic empowerment of young vulnerable women in the urban and suburban areas of Egypt, Lebanon and Jordan**
(1 January 2021 – 25 July 2022)
- Total cost: 196,000 euro
- Lead: ARCS
- Financiers: Terzo Pilastro Foundation
- Partners: Caritas Egypt; Mada Association; Noor Al-Hussein Foundation (NHF); ARDD – Legal Aid.

**Projects closed in 2021**
- Meeting the essential needs of the most vulnerable families in the Governorate of Karak through economic support activities (1 July 2021 – 31 December 2021)
- Total cost: 99,994 euro
- Lead: ARCS
- Financiers: AICS Amman

**Indices**
- **Jordan**
  - Human Development Index: 0.729
  - Positioning: 102 out of 189
  - Gender Development Index (GDI): 0.875
  - Gender Inequality Index (GII): 0.450

- **Egypt**
  - Human Development Index: 0.707
  - Positioning: 116 out of 189
  - Gender Development Index (GDI): 0.882
  - Gender Inequality Index (GII): 0.449
WHAT WE DID IN JORDAN AND EGYPT IN 2021

Main sustainable development goals 2030 integrated in planning

People reached directly: 1,106

SUPPORT AND PROTECTION FOR FAMILIES WITH DISABLED CHILDREN
- 80 vulnerable families consisting of 464 people and disabled children, resident in the Governorate of Karak, received economic support for five month and access to essential goods and services (food, medical expenses, school costs, expenses for the care of disabled minors).

TECHNICAL TRAINING AND SUPPORT FOR FEMALE MICRO-ENTREPRENEURSHIP
- 642 women in Egypt, Jordan, and Lebanon improved their business skills thanks to training and coaching courses for the launch of micro-enterprise initiatives and community projects.
- 198 women received financial support to enhance or launch their own micro-business.
- 4 female-led Lebanese cooperatives received material support through the purchase of machinery and appliances to optimise the production and conservation of products.

LEGAL SUPPORT
- 100 Syrian women (aged 18 to 60) received legal support.

Middle East

Lebanon

Intervention sectors
Protection and social inclusion of refugees, the displaced, minorities, migrants, women, children, the disabled; social reintegration and protection of prisoners, former prisoners; reproductive and visual health; legal and judicial development; human rights; empowerment of women; creation of job opportunities; combatting gender violence; education.

Indices – Lebanon
Human Development Index: 0.744
Positioning: 92 out of 189
Gender Development Index (GDI): 0.892
Gender Inequality Index (GII): 0.411

Objectives
1 Promote social inclusion, and provide psychological support, protection and access to basic services for the vulnerable population and for refugees, in particular women and children with or without disabilities.
2 Provide educational services and psychosocial support for children and protect their right to access educational services.
3 Facilitate the economic and social empowerment of women.
4 Facilitate access to the labour market for Syrian refugees and the most vulnerable population, facilitate the creation and growth of local micro-entrepreneurship and enhance the business skills of women and young people.
5 Enhance prison services and conditions in Lebanese prisons, support rehabilitation processes, provide training, psychosocial support and rehabilitation opportunities to prisoners and former prisoners.

Ongoing projects in 2021
DROIT: Rights, social reintegration, professional orientation and protection for young adults, women and the PwD in Lebanese prisons
(1 September 2018 – 31 July 2022)
Total cost: 1,980,000 euro
Lead: ARCS
Financiers: AICS, (otto per mille) Waldensian Church
Partners: NGO AjEM (Association of Justice and Mercy); MS (Mouvement Social); NGO Non c’è Pace Senza Giustizia; Associazione Antigone Onlus; Guarantor of the Rights of Prisoners of the Tuscany Region; ARCI Tuscany.

START-WOMEN-UP: socio-economic empowerment for vulnerable women of Jordan and Lebanon
(25 July 2020 – 25 March 2022)
Total cost: 286,195 euro
Lead: ARCS
Financiers: Tavola Valdese (otto per mille)
Partners: Mada Association; Noor Al-Hussein Foundation (NHF).

POWER: promote the economic and social empowerment of vulnerable women in Lebanon, Jordan and Egypt
(29 May 2019 – 30 September 2022)
Total cost: 2,116,000 euro
Lead: ARCS
Financiers: AICS (Italian Agency for Development Cooperation); Waldensian Church (otto per mille); Terzo Pilastro; Region of Sardinia.
Partners: Caritas Egypt; Mada Association; Noor Al-Hussein Foundation; ARDD Legal Aid Organization (Arab Renaissance for Democracy & Development); Un Ponte Per; AIDOS (Italian Association of Women for Development); ProSud (South Project).

WHAT WE DID IN JORDAN AND EGYPT IN 2021

Main sustainable development goals 2030 integrated in planning

People reached directly: 1,106

SUPPORT AND PROTECTION FOR FAMILIES WITH DISABLED CHILDREN
- 80 vulnerable families consisting of 464 people and disabled children, resident in the Governorate of Karak, received economic support for five month and access to essential goods and services (food, medical expenses, school costs, expenses for the care of disabled minors).

TECHNICAL TRAINING AND SUPPORT FOR FEMALE MICRO-ENTREPRENEURSHIP
- 642 women in Egypt, Jordan, and Lebanon improved their business skills thanks to training and coaching courses for the launch of micro-enterprise initiatives and community projects.
- 198 women received financial support to enhance or launch their own micro-business.
- 4 female-led Lebanese cooperatives received material support through the purchase of machinery and appliances to optimise the production and conservation of products.

LEGAL SUPPORT
- 100 Syrian women (aged 18 to 60) received legal support.
Projects launched in 2021
Chawaghir II: Resilience and Social Stability.
Support for border municipalities in managing the economic, social and healthcare consequences of the Syrian crisis
(1 March 2021 – 31 October 2022)
Total cost: 1,250,075 euro
Lead: ARCS
Financier: AICS Beirut
Partner: Union of the Municipalities of Hermel.

Projects closed in 2021
Support to Saida Governmental Hospital in the COVID-19 response and engagement of local communities to improve preventive healthcare
(1 August 2022 – 28 February 2022)
Total cost: 257,405 euro
Lead: ARCS
Financier: OCHA
Partner: Development for People and Nature Association (DPNA).

AMAM – Environment Micro-business
Agrifood in Movement
(1 December 2019 – 31 July 2021)
Total cost: 71,795 euro
Lead: Piccoli Progetti Possibili Onlus
Financier: Region of Sardinia
Partners: Mada Association; ARCI Sardinia; Associazione Acisj Cagliari Onlus; A.R.O.RO. (Associazione La Rosa Roja); Cooperativa agricola sociale Santa Maria; Nuove Tecnologie di M. Caria & C. snc; Municipality of Pau.

Vocational training and prevention of social hardship for vulnerable women in Naba’a, Beirut
(16 August 2019 – 30 November 2021)
Total cost: 176,660 euro
Lead: ARCS
Financier: San Zeno Foundation
Partner: Basmeh and Zeitooneh.

Approved projects launching in 2022
DROIT II: Rights and Protection for Vulnerable Groups in Lebanese prisons
(1 March 2022 – 28 February 2023)
Total cost: 589,875 euro
Lead: ARCS
Financier: AICS (Italian Agency for Development Cooperation)
Partners: Mouvement Social; Association Justice Et Miséricorde (AJEM).

AYOUNKON III: Access to visual health services for the vulnerable populations of the Bekaa
(10 January 2022 – 11 August 2022)
Total cost: 83,088 euro
Lead: ARCS
Financier: Waldensian Church (eight per thousand tax contribution)
Partner: Amel Association International; Geneah.

WHAT WE DID IN LEBANON IN 2021

Main sustainable development goals 2030 integrated in planning

People reached directly in 2021: 6,795
People reached indirectly in 2021: 222,260

VOCATIONAL TRAINING, PSYCHOSOCIAL SUPPORT AND SOCIAL REINTEGRATION FOR PRISONERS
• 586 male prisoners in Roumieh and 148 female prisoners in Barber El Khazen received psychosocial and legal support services.
• 176 prisoners received a service for psychosocial follow-up in preparation for their release.
• 160 users received hospitality services at the Roumieh centre.
• 257 people received basic services (meals, laundry service and consultancy).
• Psychological therapy help-point set up for 255 vulnerable people.
• Medical and psychiatric support help-point set up with distribution of opioid substitution treatment as support therapy to escape drug addiction for 254 people.
• 45 female prisoners took part in life skills and professional courses and 22 in theatre courses.
• A child friendly space set up in the Roumieh centre.
• 620 family reconciliation sessions completed.
• 50 home visits to particularly vulnerable families undertaken with the distribution of food parcels.
• 47 representatives of Lebanese civil society organisations improved their skills in advocacy techniques through specific training courses.

TRAINING, SUPPORT FOR MICRO-ENTREPRENEURSHIP AND WORK INCLUSION
• 120 female owners of micro-businesses improved their professional skills through training programs.
• 31 women took part in a paid apprenticeship program, 29 duly completed it and 6 were recruited full time.
• 96 women were trained in soft skills and supported in accessing the local labour market.
• 36 small grants distributed.

PROTECTION, PSYCHOSOCIAL SUPPORT AND ACCESS TO EDUCATIONAL SERVICES
• 150 women received psychosocial support and 188 case management.
• 105 children improved their educational level.
• 121 children received educational support and took part in literacy programs.
• 111 children received psychosocial support and 182 case management.
RESPONSE TO THE COVID EMERGENCY
• 50 women and 125 children were informed about COVID-19.
• 10 beds for the intensive care unit, ventilators, defibrillators and monitors were provided to Saida hospital.
• Over 5,690 people were reached through information, vaccine and preventative health campaigns.

North Africa

Tunisia

**Intervention sectors**
Agriculture and rural development, sustainable tourism, empowerment of women and young people, biodiversity, support for micro-entrepreneurship, decent work and social inclusion, environmental sustainability and combating desertification.

**Indices**
Human Development Index: 0.740
Positioning: 95 out of 189.
Gender Development Index (GDI): 0.900
Gender Inequality Index (GII): 0.296

**Objectives**
1. Support the economic empowerment of women and young people creating income opportunities and encouraging the growth of local micro-entrepreneurship.
2. Enhance the economic and tourism development of the country through the promotion of the territory, its products and its local crafts.
3. Facilitate more efficient management of migrant flows supporting legal migration for family reunion or for training and work reasons.

**Ongoing projects in 2021**

**SELMA** – Support for local agriculture, micro-business and empowerment of women and young people in Tunisia
(1 December 2019 – 1 December 2022)
Total cost: 1,500,000 euro
Lead: ARCS
Financiers: AICS (Italian Agency for Development cooperation); Modena Foundation.
Partners: UNFT (Union Nationale de la Femme Tunisienne); NGO TAMAT; CRDA (Commissariat Régional au Développement Agricole de Ben Arous); FNVT (National Federation of Tunisian Municipalities); ANCI (National Association of Italian Municipalities, Tuscany sec.); ARCI Tuscany; Le Nove Onlus.

**INDIMEJI** – Action for economic and social inclusion of young people and women in Tunisia
(15 October 2020 – 14 October 2022)
Total cost: 1,679,000 euro
Lead: ARCS
Financiers: Ministry of the Interior, Department for Civil Liberties and Immigration.
Partners: CIEx Onlus (Information Centre and Development Education Onlus); Associazione Pontes Ricerche e Interventi; AIFO (Italian Association Friends of Raoul Follereau); Halièus (Organisation for International Cooperation for Development); UTSS (Union Tunisienne de Solidarité Social); IRA (Institut des Region Ariides); ILEF Association.

**Projects launched in 2021**

**SE-MI**: services for local products of micro-businesses in the Governorate of Ben Arous
(23 August 2021 – 22 August 2022)
Total cost: 42,047 euro
Lead: ARCS
Financiers: Emilia-Romagna Region
Partners: UNFT (Union Nationale de la Femme Tunisienne); CRDA (Commissariat Régional au Développement Agricole de Ben Arous); ARCI Modena.

**ITHACA** – Interconnecting Histories and Archives for Migrant Agency: Entangled Narratives Across Europe and the Mediterranean Region
(1 January 2021 – 31 March 2025)
Total cost: 86,875 euro
Lead: University of Modena and Reggio Emilia
Financiers: EC, Horizon 2020 Program
Partners: University of Modena and Reggio Emilia (Italy); Université Paris 1 Panthéon-Sorbonne (France); United Nation High Commissioner for Refugees (Switzerland); Universiteit Leiden (Netherlands); Ethniko Kapodistriako Panepistimio Athinon (Greece); Centre National de la Recherche Scientifique CNSR (France); University of Milan (Italy); Institute of Entrepreneurship Development (Greece); Archive of Migrant Memories (Italy); Institute of Geography named H A Aliyev National Academy of Science of Azerbaijan (Azerbaijan); Université Al Akhawayn D'Ifrane (Morocco).

BEFORE YOU GO – Professional, civic and language training as instruments for informed and regular migration (7 January 2021 – 30 September 2022)

Total cost: 1,676,716 euro
Lead: ARCS
Financiers: Ministry of the Interior; Asylum, Migration and Integration Fund 2014-2020.
Partners: NGO TAMAT; ENAIP Foundation Lombardy; Coopermondo; INFORMA SCARL; OVALE Srl; Libera Citizenship Onlus; ARCI APS; ASeS – Farmers Solidarity and Development; ISMU Foundation for Initiatives and Studies on Multiethnicity; Solidarity and Cooperation – CIPSI (Coordination of Popular Initiatives for International Solidarity).

Projects closed in 2021

STAR: Sardinia and Tataouine, Support for the Restart (2 November 2020 – 31 January 2022)

Total cost: 68,736 euro
Lead: Associazione Piccoli Progetti Possibili Onlus
Financiers: Region of Sardinia.
Partners: ARCI South Sardinia; Acisf Cagliari Onlus; Nuove Tecnologie di M. Caria & C. snc; Società Cooperativa Sociale Agricola Santa Maria; Associazione ILEF Innovation Leadership Engagement Faithfulness.

Approved projects launching in 2022

RINOVA: Environmental restoration, New Employment and Valorisation of the territory in Tataouine (January 2022 – November 2024)

Total cost: 1,779,800 euro
Lead: Municipality of Nuoro
Financiers: AICS (Italian Agency for Development Cooperation)
Partners: Municipality of Tataouine; IRA (Institut des Régions Arides); Associazione ILEF Innovation Leadership Engagement Faithfulness; CRDA (Commissariat Régional au Développement Agricole di Ben Arous); ODS (Office de Développement du Sud); INP (Institut National du Patrimoine); ARCI Sardinia; Associazione Piccoli Progetti Possibili Onlus.

WHAT WE DID IN TUNISIA IN 2021

Main sustainable development goals 2030 integrated in planning

People reached directly in 2021: 2,943

VALORISATION OF AGRO-ECOLOGY

• 1 Agricultural Training centre in Chebedda restructured and fitted out.
• 13 hectares of land brought back into production.
• 1 store for territorial products opened in the Governorate of Ben Arous.
• 3 agricultural development groups, 15 small businesses identified and 90 people (of whom 85 women) supported in marketing products of the territory.
• 34 people trained, of whom 30 women, enforced their know-how on issues linked to agro-ecology.

RESPONSIBLE MIGRATION

• 259 people trained and included in responsible migration programs.
• 1,529 people informed on the issue of regular migration through the first three events organised in the framework of the awareness-raising campaign ‘Another possible way’ in North Tunisia.

POST-COVID EMERGENCY SUPPORT

• 36 businesses financed in the Governorate of Tataouine, giving work to 180 young people.
• 185 women, many belonging to agricultural development groups, trained and supported in entrepreneurship activities.
• 69 young businesspeople trained and enhanced their business skills.
• 20 businesses relaunched after the crisis through non-repayable financing.
• 86 jobs supported.
• 4 agricultural development groups strengthened.

AWARENESS-RAISING INITIATIVES

• 500 people provided awareness-raising in Emilia-Romagna on issues regarding international cooperation and common global challenges in the Mediterranean.
Africa

Cameroon

Intervention sectors
Provision of drinking water, health, administrative management of water resources, introduction of technologies to make water drinkable and for renewable energy, empowerment of local governance, technical training, protection and valorisation of the role of women in society, gender empowerment.

Indices – Cameroon
Human Development Index 0.563
Positioning: 153 out of 189
Gender Development Index (GDI) 0.864
Gender Inequality Index (GII) 0.560

Objectives
1 Contribute to improving the quality of life and public health by facilitating access to drinking water and to renewable energy.
2 Enhance the skills and efficiency of local governance in managing natural resources.
3 Increase exchange and sharing of good practices among public and private players in Cameroon and Italy.
4 Promote the empowerment of women and young girls and gender parity.

Ongoing projects
ENTER: Renewable energy and appropriate technologies to access drinking water in the rural environment
(1 June 2018 – 30 September 2022)
Total cost: 2,000,000 euro
Lead: ARCS
Financiers: AICS (Italian Agency for Development Cooperation); Waldensian Church (otto per mille).
Partners: A.C.R.E.S.T. (African Centre for Renewable Energy & Sustainable Technology); Association of Pope John XXIII Community –

Sharing Among Peoples ONLUS; Coopermondo; TAMAT; AMEE – Municipal Agency for Water and Energy; Municipality of Dschang; University of Dschang; AIA – Association of African Engineers; Arci Marche; APM - Azienda Pluriservizi Macerata S.p.A; CIPPS – Inter-university Research Centre for Sustainable Development; Reseda ONLUS Cooperativa Sociale; SVIM - Development Marche S.p.A.; Vita S.p.A.

ELLE – Local entrepreneurship and female leadership for equal opportunities
(16 September 2020 – 15 September 2023)
Total cost: 729,000 euro
Lead: ARCS
Financiers: Delegation of the European Union in Cameroon
Partners: CIPCRE (Cercle International pour la Promotion de la Création); NIDD (Nid International pour le Développement Durable); APCR; (Association pour la Promotion de la Création); AJVN (Association des Jeunes Volontaires de Ngaundere); CMO (Club Media Ouest).

Projects launched
API-Drinking water and Hygiene for the internal displaced population of the NO-SO and the host communities of the border departments of the West region
(9 September 2021 – 8 November 2022)
Total cost: 545,250 euro
Lead: ARCS
Financiers: AICS (Italian Agency for Development Cooperation)
Partner: Cercle International pour la Promotion de la Création (CIPCRE)

WHAT WE DID IN CAMEROON IN 2021

Main sustainable development goals
2030 integrated in planning

People reached directly: 48,512
People reached indirectly: 74,241

HEALTH AND ACCESS TO DRINKING WATER
• Increase of 10% in the access rate to drinking water in the rural area (in the areas of ENTER).
• Estimated reduction between 5% and 10% in cases of cholera, dysentery, typhoid and other diseases linked to water (source: hospital of the Dschang district and health centre of the municipality of Batcham).
• 12 ongoing water supply systems being built or enhanced powered by renewable energy in the municipalities of Datcham, Dschang and Foubomt.
• 56 water systems designed and currently being built to a similar number of villages along a 67 km water distribution network.
• 48,000 people served by the supply systems designed to cover the water needs of 70,000 people over the next 20 years.
• 20 drinking water systems currently being built.
• 5 water treatment stations already built and fitted with biological filters.
• 6 public fountains built.

TECHNICAL TRAINING
• 88 people – including young technicians, municipal officers and students of the University of Dschang – trained on the design, management and maintenance of water and renewable energy systems.
• 2 documentation centres enhanced/created, 1 training centre fitted out.

PARTNERSHIP
• 4 collaboration agreements signed between municipalities, universities, Italian and Cameroon city-run companies for knowledge transfer.

ENHANCEMENT OF LOCAL GOVERNANCE
• Around 10,000 people took part in over 200 public meetings undertaken as part of the awareness-raising campaign on the use of water.
• 22 popular committees to manage drinking water set up.
• 1,325 young people and teachers became promoters of the correct use of drinking water.
• 8,400 young people and teachers informed about the dual issue of health and drinking water.

SUPPORT FOR BUSINESSES AND TRAINING PROGRAMS
• 233 people (219 women) trained in procedures and techniques to develop business projects.
• 43 micro business projects selected for technical and financial support.
• 12 practical training sessions relating to specific trades supplied.
• Production of a guide for business creation.
DEVELOPMENT OF THE PROGRAM «I KNOW MY RIGHTS, I ACT!»

- 176 women and 4 men trained on rights, awareness-raising and promotion techniques.
- 360 female leaders selected and trained with a first cycle of 6 meetings.
- 6 surveillance and monitoring cells created for the promotion and protection of women’s rights.
- Preparation of a guide ‘I know my rights, I act!’

**Africa**

**Senegal, Mali and Western Sahara**

**Intervention sectors**
- Rural development, agro-ecology, food security, empowerment of women and young people, decent work, renewable energy, combatting desertification, combating climate change, biodiversity, combating irregular emigration.

**Indices – Senegal**
- Human Development Index 0.512
- Positioning: 168 out of 198
- Gender Development Index (GDI) 0.870
- Gender Inequality Index (GII) 0.533

**Indices – Mali**
- Human Development Index 0.434
- Positioning: 184 out of 198
- Gender Development Index (GDI) 0.821
- Gender Inequality Index (GII) 0.671

**Data not available for Western Sahara.**

**Objectives**
1. Promote sustainable development and improve food security through enhancing the agricultural sector, the creation of social businesses and work opportunities and to access financial services.
2. Increase the economic and social empowerment of women and young people.
3. Combat the effects of climate change and valorise biodiversity.
4. Support local business initiatives and income generating activities, also through the role of the diaspora.
5. Combat irregular migration.

**Projects launched**

**Supporting the resilience of the rural populations of Senegal and Mali through social entrepreneurship (ARSMAIS)**
- (4 June 2021 – 30 November 2022)
- Total cost: 1,194,677 euro
- Lead: ARCS
- Financiers: AICS (Italian Agency for Development Cooperation)
- Partners: Associazione NDAARI; AMREF Senegal; Associazione Le Tonus Mali; Caritas Mali; TAMAT; AMREF ITALIA.

**Ongoing projects**

**Prevention of hunger and improvement of diet for Saharawi citizens in the fields for refugees in Algeria and in the freed territories of Western Sahara**
- (14 February 2020 – 11 December 2022)
- Total cost: 224,200 euro
- Lead: ARCS
- Financiers: (otto per mille) Prime Minister’s Office

**DOOLEL: Migration and Co-Development, Cultivating Social Business in Senegal**
- (19 February 2018 – 18 May 2022)
- Total cost: 1,562,989 euro
- Lead: Municipality of Rimini
- Financiers: AICS (Italian Agency for Development Cooperation)
- Partners: Municipality of Rimini; Municipality of Pescara; University of Modena and Reggio-Emilia; Chamber of Commerce of Romagna; Anolf Rimini; CIM Onlus; Educaid; Association
of Senegalese Emilia-Romagna/Marche; Anolf Dakar; Association Departments of Senegal; Chamber of Commerce of Kaffrine; Chamber of Commerce of Kaolack; Regional development agency of Kaffrine; Regional development agency of Kaolack; Departmental council of Kaolack; Ministry of Youth of Senegal.

SB-AGROIN: Social business and innovative development of the agro-industrial sector in the region of Thiès
(9 November 2019 – June 2023)
Total cost: 1,778,080 euro
Lead: Agriculture Solidarity and Development – Arches
Financiers: AICS (Italian Agency for Development Cooperation)
Partners: ASES (Agriculture Solidarity and Development); NGO Green Sénégal; ISRA (Institut Sénégalais de la Recherche Agricole); Associazione JEF; PIN S.c.r.l (Teaching and Scientific Services for the University of Florence); AOI (Association of Italian NGOs); Glocal Impact Network.

Projects closed
SOUFF – Terra: Support and co-development for enhancement of the community of Linguère
(9 April 2017 – 8 August 2021)
Total cost: 1,473,000 euro
Lead: ARCS
Financiers: AICS (Italian Agency for Development Cooperation)
Partners: Association of volunteers Dokita Onlus; GIE Salam Association (Groupement d’Intérêt Economique Salam); GIE Le Djolof Association (Groupement d’Intérêt Economique Le Djolof); CIBM (Coopération Sociale Coopération Internationale et Migrants); CNR – IBIMET (National Research Council, Institute of Biometeorology); La Rada Consortium of Social Cooperatives; RESEDA società cooperativa sociale Integrata Onlus; CIMG (Federation of Senegalese Associations of North Italy); COSSAN (Senegalese Community of Santa Croce sull’Arno); My Fair Sri.

Elle pour Nous – Awareness-raising campaign for the promotion of the socio-economic inclusion of women in Senegal
(30 June 2021 – 31 October 2021)
Total cost: 6,000 euro
Lead: ARCS
Financiers: European Union, SOLIDAR
Partners: GIE Safta Manwa; Union Régionale Santa Valla; ISCOS.

Approved projects launching in 2022
Promotion of food security through the introduction of innovative techniques in the agricultural sector.
(February 2022 – January 2023)
Total cost: 4,479 euro
Lead: ARCS
Financiers: (otto per mille) Prime Minister’s Office
Partners: AICS (Italian Agency for Development Cooperation)

Main sustainable development goals 2030
People reached directly: 1,861
People reached indirectly: 77,200
FOOD SELF-SUFFICIENCY, ENVIRONMENTAL SUSTAINABILITY, COMBATTING THE EFFECTS OF CLIMATE CHANGE
- Transformation of 45 hectares of desert into an integrated, ecological and productive farm.
- Development of an agro-system model which integrated the protection of the environment and combating desertification and improved food self-sufficiency.
- Improvement in know-how and business skills of 100 farmers.

SOCIO-ECONOMIC INCLUSION OF WOMEN, RIGHTS AND ACCESS TO WORK
- Realisation of exchanges and training in the framework of the awareness-raising campaign EllepourNous.
- Training of 58 women on business issues and gender rights.

SOCIAL BUSINESSES AND ENHANCEMENT OF THE ECONOMIC ROLE OF WOMEN
- Enhancement of skills in modern aviculture raising techniques for 60 women.
- Support of 9 Female Promotion Groups of the municipality of Boutil, for a total of 402 women, in the development of hydroponic agriculture.
- Assistance to 130 women with in kind support for the enhancement of businesses in the agricultural sector.

DEVELOPMENT AND INNOVATION IN AGRICULTURAL SECTORS
- Introduction of integrated systems (wells, solar panels, pumps, tanks, drip-feed irrigation), and Agritube systems.
- Mapping of innovations and good agricultural practice implemented by farmers in accordance with the criteria of sustainability, innovation and governance.
- Fitting out of three community fields with innovative irrigation systems powered by photovoltaic panels.
- Involvement of 796 people in training programs and enhancement of business skills and know-how in the agricultural sector.

COMBATTING THE EFFECTS OF CLIMATE CHANGE AND MALNUTRITION IN WESTERN SAHARA
- Support and training for 240 farmers and their families, for a total of 1,200 people.
- Creation of 20 family gardens equipped with wells, fencing walls and equipment for a total of 2,000 square meters of land now cultivated and productive.
- Supply of 20 cultivation kits with irrigation systems consisting of drip tubes, pumps with tubes, cables for wells, agricultural equipment.
- Realisation of a manual for the family gardens and a manual on the use of the autochthonous plants of the Sahara.
Europe and other non-European countries

ECG, ESC, exchange of good practice, photographic workshops, Universal Civil Service

Intervention sectors
Global citizenship education, European Solidarity Corps, exchange of good practice, international volunteering, cooperation for social innovation, strategic partnerships for the education of adults, learning mobility, non-formal learning, educational networks.

Objectives
1. Capitalise, transfer and disseminate among young people good practice on the themes of democracy, solidarity, peace and social justice.
2. Develop the culture of volunteering and active citizenship, in particular among young people.
3. Facilitate knowledge of the Sustainable development goals (SDGs)
4. Combat discrimination and disseminate the values of social inclusion.
5. Enhance European association networks and strategic partnerships for education.

Projects launched

Networks of caring and competent communities: sustainability practices and care (19 November 2021 – 18 May 2023)
Total cost: 542,680 euro
Lead: ARCS

Financiers: European Union - Europe for Citizens Programme (EACEA)

Partners: A South Ecology and Cooperation; Patatrac APS; Pax Christi; Tamat.

Youthquake II – Resilience Paths (1 March 2021 – 28 February 2023)
Total cost: 185,443 euro
Lead: ARCS

Financiers: European Union, ESC Program

Partners: Movimentazioni Pescara (ARCI); Io non crollo (Camerino); Grucia Onlus (Macerata); Fondazione dopo di noi; Anfass sibillini; Municipality of Macerata; Municipality of Penna San Giovanni.

Value – Solidarity Matters in a Leading Europe (1 March 2021 – 30 September 2022)
Total cost: 156,240 euro
Lead: Solidar Foundation

Financiers: European Union – Europe for Citizens Programme (EACEA)

Partners: Solidar Foundation (Belgium); ABF (Sweden); Asociatia Nationala A Femeilor Din Mediul Rural (Romania); Udruge Centar Za Mirovne Studije (Croatia); Dafni Kentro Epaggelmatikis Kataritias (Greece); Mte Johannes Mihkelsoni Keskus (Estonia); La Ligue De l'enseignement (France); Movimiento por la paz, el desarme, y la libertad (Spain); Patatrac Social Promotion Association (Italy); Volonteurope (Belgium).

ONGOING projects
YOU reSTART! (15 January 2021 – 14 January 2024)
Total cost: 150,100 euro
Lead: ARCS

Financiers: European Union, Partnerships for creativity

Partners: CYCLISIS (Greece); PFE (Bulgaria); Arrabal-AID (Spain); DRDPNM (Slovenia).

IFS – Fostering Social Justice (15 January 2021 – 14 January 2024)
Total cost: 624,376 euro
Lead: EFSF (Fédération des Centres sociaux et Socioculturels de France)

Financiers: European Union, EACEA

Partners: Nachbarschafts- Und Selbsthilfezentrum In Der Ufafabrik E.V.; NUSZ (Germany); Suomen Solidar Foundation; ARCS; Mihkelsoni Keskus (Estonia); La Ligue De l'enseignement (France); Movimiento por la paz, el desarme, y la libertad (Spain); Patatrac Social Promotion Association (Italy); Volonteurope (Belgium).

SETLEMENTIILIO Ty (Finland); Askovfonden (Denmark); Eletta Segito Szolgalat Egyesulet (Hungary); Fundacion Esplai (Spain); Svenska Settlementsförbundet-SFS (Sweden); Wiener Hilfswerk (Austria); Dafni Kentro Epaggelmatikis Kataritias (Greece); Stichting Beschermende Woonvormen Utrecht (Netherlands) Landelijk Samenwerkingsverband Actieve Bewoners-LSA (Netherlands).

CETAL - Compétences Emancipatrices pour la Transition ALimentaire (December 2019 – December 2021)
Total cost: 169,649 euro
Lead: Léris - Laboratoire d'études et de recherche sur l'intervention sociale

Financiers: European Union, Erasmus plus

Partners: Le Grain Asbl (Belgium); Association Reflexive Learning (Bulgaria); Bio Network Association (Bulgaria).

Projects closed

Young people in solidarity for resilient communities (January 2019 – June 2021)
Total cost: 18,216 euro
Lead: ARCI Servizio Civile APS

Financiers: Civil Service Department, Prime Minister's Office

Partners: A0I (Association of Italian NGOs); GDM Photo; RESEDA società cooperativa sociale O.N.L.U.S.; Guarantor of the rights of prisoners of the Tuscany Region; Gie Naatangue De Diole Ndiaye (Senegal); Mouvement Social (Lebanon).

C'est possible.UE – Together we can do it (30 September 2018 – 7 July 2021)
Total cost: 262,445 euro
Lead: EFSF (Fédération des Centres sociaux et Socioculturels de France)

Financiers: European Union, Erasmus plus

Partners: PEC Wallonie (Peuple et Culture Wallonie – Bruxelles); NU2S in der UFA-Fabrik e.V. (Germany).

Findyourself II. Faciliter l'engagement de jeunes! Supporting youth voluntary commitment! (1 September 2018 – 28 August 2021)
Total cost: 252,923 euro
Lead: EFSF (Fédération des Centres sociaux et Socioculturels de France)

Financiers: European Union, Erasmus plus

Partners: Fritidsforum (Sweden); Organisation Alternatives pour l’Enfance et la Jeunesse (Morocco).

P for PARTICIPATION: capacity building for participatory sustainable development (August 2019–June 2021)
Total cost: 389,880 euro
Lead: ARCS

Financiers: Ministry of Labour and Social Policies – Directorate for the Non-Profit Sector and social responsibility of business

Partners: Association In the South Ecology and Cooperation Onlus; NGO Tamat; Patatrac; Generazione Libera; Elysium Association; ARCI Marea; In the South Onlus; ARCI Liguria; Mapping Change; Fairwatch; Comune Info; CReA Association; Tamat.

PINOCCHIO. Culture, sport, civic participation and social networks against discrimination for greater social inclusion (1 May 2019 – 28 February 2021)
Total cost: 509,595 euro
Lead: CEFA (European Committee for Training and Agriculture Onlus)

Financiers: AICS (Italian Agency for Development cooperation)

Partners: Association In the South Ecology and Cooperation Onlus; UISP (Italian Union of Sport for All); Lunaria Association for Social Promotion and Social Business; ARCI Liguria; ARCI Caserta; Municipality of Bologna, Area New citizenships, social inclusion and boroughs – Office of new citizenships, cooperation and Human rights.
Activity report

Main sustainable development goals 2030
integrated in planning

WHAT WE DID IN 2021

People reached directly: 2,596

EXCHANGE OF GOOD PRACTICE, NON-PROFIT SECTOR NETWORKS AND AGENDA 2030
- 2,600 people belonging to non-profit sector associations have been trained in Italy (of whom 1,759 in 2021) through a capacity building program which promoted the exchange of good practice, sharing of methodologies and instruments to track innovative programs with the goal of bringing Italy closer to the targets envisaged by Agenda 2030.
- 21 training cycles enabled networks of non-profit sector associations to share innovative sustainable local development models.

COMBATTING DISCRIMINATION AND XENOPHOBIA
- 120 people provided events such as urban trekking, active citizenship initiatives and public opinion awareness-raising to combat the occurrence of the phenomenon of xenophobic discrimination.

SOCIAL INCLUSION AND ACTIVE PARTICIPATION OF YOUNG PEOPLE
- 40 volunteers and 4 associations from central Italy contributed to the enhancement of solidarity links through the creation of caring and inclusive experiences aimed at incentivising the active participation of young people and local communities.

ENHANCEMENT OF EDUCATIONAL NETWORKS
- 200 people from 8 associations were trained through the exchange of good practice in observation courses, analytical seminars, youth for a dedicated to the themes of education, training in non-formal education, the participation of citizens, the involvement of young people.
- 44 professionals from the sector and educators acquainted new skills and know-how and disseminated the practices learned at their own associations – following 6 study visits to 6 different European countries – relating to the issues of non-formal education of adults with a specific focus on social inclusion, active citizenship and the inclusion of migrants with the goal of providing effective learning opportunities to vulnerable people with fewer opportunities.

FOOD AID
- 51 people and 5 European organisations conducted international research/action which involved the players who are involved in the theme of food aid: recipients of initiatives, associations, organisations, groups active in food aid projects.
- 51 volunteers and territorial operators acquired more effective skills and instruments to support vulnerable people in emancipation programs on food.
- 4 European associations developed their ability to identify common challenges and to plan together for collective wellbeing.
- Hundreds of people from the web community increased their knowledge of the role of food aid in social change and emancipation processes, thanks to social communication campaigns dedicated to the issue.
In 2021 ARCS promoted national and international events, opportunities for dialogue and exchange, and themed campaigns. It was part of NGO delegations and civil society organisations, networks and Italian and European representations and promoted or co-promoted public initiatives and online meetings with institutions and other subjects from the non-profit and profit world, despite the difficulties from the complex emergency caused by the Covid-19 pandemic.

The activities for awareness-raising, information and discussion, lobbying, advocacy and global citizenship education are an important part of ARCS' work, through which the organisation intends to raise the awareness of the public and to influence institutions on the issues of human rights, cooperation, solidarity and international volunteering, humanitarian crises, peace, democracy and sustainable development.

**CIVIL 20 (C20)**

On 26 and 27 January the Civil 20 (C20) consultation was held, a platform for civil society organisations worldwide, including ARCS, which were engaged in constructing political dialogue on the themes of the G20.

To read the document of the priorities identified: civil-20.org/2021/documents/

**LEBANESE PRISONS: HOW TO IMPROVE PRISONERS’ CONDITIONS?**

In the second part of 2021 roundtables were held as part of the “DROIT” project which is co-financed by AICS to follow up the debate on the situation in Lebanese prisons and put forward recommendations for an organic reform of the prison system. Eight meetings over June and July and six over September and October, in collaboration with the local partners AJEM and Mouvement Social, and Italian partners ARCI Tuscany, Antigone and Non c’è pace senza giustizia.

**TRANSGENDER AND PRISON STRUCTURES**

A delegation consisting of representatives of MOSAiC, 1morecup, Oxfam and ARCS met General Fares at the Lebanese Ministry of the Interior to discuss the conditions of transgender people in the country's prisons. A first essential step to protect the most vulnerable groups in Lebanese prisons.

A result of the roundtables of the “Droit” project financed by the Italian Agency for Development cooperation: a series of meetings which saw the participation of civil society organisations and institutions to improve prison conditions in Lebanon.
EUROPEAN DEVELOPMENT DAYS

On 18 June, during European Development Days dedicated this year to the European Green Deal for a sustainable future – the Solidar network, of which ARCS is a partner, promoted the publication of two studies dedicated to the issues of the Green Deal, climate justice and the commitment of organisations in the network for the promotion of a socially fair transition through their interventions worldwide. Among the case studies analysed was also the “Enter” project which ARCS undertakes in Cameroon.

SOLIDARITY-BASED TREKKING

As part of the “Youthquake II” project in June, 15 young volunteers from Poland, Spain, France, Germany and Slovakia took part in solidarity-based trekking in the Parco dei Monti Sibillini crossing some of the areas worst hit by the 2016 earthquake. The young people, who were housed and followed by the Gruca Onlus association, tried out team building dynamics, took photos and videos, interviewed the local community to then create material to raise awareness of and promote the Park with a specific focus on sustainable tourism. Mobility is included as part of the Youthquake II - Resilience Paths project, co-financed by the European Solidarity Corps program of the European Union.

“Sergio’s tale:
www.arcsculturesolidali.org/2021/07/01/youthquake-ii-trekking-sui-monti-sibillini

SABIR, BROAD FESTIVAL OF MEDITERRANEAN CULTURES

ARCS also took part in 2021 in the Sabir Festival, a broad event and space for reflection on Mediterranean cultures in the symbolic locations of Europe, which landed in Lecce for its seventh edition. The Festival is promoted by ARCI together with Caritas Italiana, ACLI and CGIL, with the collaboration of ASGI and Carta di Roma. The Festival formula involves the public in moments of exchange, international mixing and analyses on the issues which exist around the idea of the Mediterranean as a space for peace, sharing, sustainable development, rights and social justice: it organises international meetings and training which alternate with cultural activities, musical events, theatrical presentations, book presentations and film screenings.
SOCIAL JUSTICE DAY, 20 FEBRUARY 2021
ARCS adheres to the SocialJusticeDay campaign together with the Solidar network. On 20 February, on the international day of social justice, together with the numerous partners in the Solidar network, ARCS prepared a joint statement on the issue. To read the statement: www.solidar.org/en/news/solidar-network-statement-on-social-justiceday-2021

MYANMAR: HISTORY AND EYEWITNESS ACCOUNTS OF A COUP
On Monday 29 March live on the Facebook page and on the YouTube channel of ARCI Liguria, there was a discussion on Myanmar. Among the participants was the Director of ARCS, Silvia Stilli. The following took part: Alberta Solani, senator and former President of the Parliamentary Friends of Myanmar Association, national ANPI vice president, Clelia D’Apice, PhD student from the University of Parma, consultant for healthcare cooperation projects with Myanmar, member of the Italy-Myanmar Friendship Association, Giuseppe Malpeli, Francesco Ferrari, ARCI activist, international planner, formerly humanitarian operator, Walter Massa, president of ARCI Liguria.

NATIONAL MOBILISATION DAY “RECOVERY PLANET TOUR”
“For a caring society”, a concept to which over 1,800 subjects adhere, covering organisations and people throughout Italy, presents its “Recovery Planet: Caring society”, the plan for a recovery focussed on gender equality, the rights of people and the environment in over 20 locations throughout Italy. For info: societadellacura.blogspot.com

VISIT OF THE DEPUTY MINISTER FOR FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION MARINA SERENI
In May the Deputy Minister for Foreign Affairs and International Cooperation Marina Sereni visited the Nation Station in Beirut. An organisation which is self-managed through mutual assistance and with which ARCS has been collaborating for months to support the people of Lebanon, also thanks to donations received. Here is part of her speech on the situation in the Middle East: “Looking at the situation in the Middle East, I think that politics but also civil society which wants a fair peace between the Israelis and Palestinians based on the ‘two-State’ solution, at this time must try to impose the language of moderation, trying to reopen dialogue between the conflicting parties”.

CAMEROON: DIPLOMAS PRESENTED, CONSTRUCTION TO START ON AQUEDUCTS
At the “Leonardo da Vinci” Polytechnic in Bangang, a municipality located in the Bamboutos mountains in the west of Cameroon, in March a solemn ceremony was held to present diplomas to 39 students who were trained as part of the “ENTER – Renewables energy and appropriate technologies to access drinking water in the rural environment” program, co-financed by AICS – Italian Agency for Development cooperation - and which is being realised in partnership with the NGO ACREST. Read the story of Lillo Messina: www.arcsculturesolidali.org/2021/02/01/camerun-consegnati-i-diplomi-si-parte-con-la-costruzione-degli-acquedotti/

COMMUNITY ORGANISATIONS WHICH PROMOTE DEMOCRACY AND PEACE
The IFS - International Federation of Settlements and Neighbourhood Centres of Helsinki - on 18 March hosted the virtual meeting “Community organisations which promote democracy and peace” co-financed by the Finnish Ministry of Justice. How can community organisations enhance the voice of civil society in Europe? What are the current threats to civil society? How do recent events in the United States and the rise of populism in Europe threaten democratic structures? How can the European Union enhance social justice and peace in Europe? These were the themes of the debate. Among the speakers Franco Uda, ARCS vice president and member of the Board of Directors of the IFS network.

KICK-OFF OF THE IFS PROJECT – FOSTERING SOCIAL JUSTICE
The kick-off of the project “IFS – Fostering Social Justice” was held in March, an intervention funded by the Erasmus Plus + program (Key Action Policy Reform) that will bring many members of the worldwide network IFS – International Federation of Settlements and Neighborhood Centers to work together for the next three years. The goal is to share and reflect on practices and theories of education of adults and citizen empowerment through study visits, and to increase the impact of the IFS network in Europe.

FINDYOURSELF, DIALOGUES ON NON-FORMAL EDUCATION
In March the observation meeting hosted by the Provincial Committee of ARCI South Sardinia as part of the Findyourself project took place, financed by the Erasmus Plus + program. Over the following 5 days, professionals and volunteers from associations from Morocco, France and Sweden discussed good practice in non-formal education of young people of ARCI in Sardinia.
DISCOVER, REFLECT AND ACT FOR YOUTH EMPOWERMENT!

In June a hybrid Youth Forum was held, with half conducted on a set in a Parisian theatre, and half online. It was the final event of the Findyourself project, an exchange of good practice between organisations which work on the empowerment of young people as part of the Erasmus+ Program. For Italy the speakers were Aldo Dessì, Monica Sabeddu and Eleonora Silanos from ARCI South Sardinia (with the Calderone and Memoratu groups) and Edoardo Vidotto from ARCI Liguria.

38th CONGRESS OF SECOURS POPULAIRE - SPF A LIONE

For solidarity as big as the world, universal, today and tomorrow, as per the title of the 38th National Congress of Secours Populaire, which saw the participation of ARCI and ARCS. “Let’s build sustainable and planetary solidarity together” was the motto of this Congress. ARCI and ARCS presented their social, cultural and solidarity action in Italy and in the world. Around 1,200 people were present from all over France; 35 international partner associations with around 80 managers and promoters.

MIGRANT VOICES IN THE MODERN AND CONTEMPORARY WORLD

In April an event took place dedicated to migrant voices in the modern and contemporary world organised for the kick-off meeting of the “H2020 – ITH-ACA. Interconnecting Histories and Archives for Migrant Agency: Entangled Narratives Across Europe and the Mediterranean Region” project of which ARCS Tunisia is a partner.

CETAL: ACCESS TO FOOD AND FOOD AID

On 18 May at the premises of Nonna Roma there was the second workshop as part of the Erasmus+ CETAL project - of which ARCS is the Italian partner. With CETAL there is analysis, through international research and action, into the themes of access to food and its role in the social arena, together with the three ARCI groups engaged in food aid initiatives: Nonna Roma, ARCI Turin and the La Brigata group – the Road Unit of the Marea di Salerno group.

WORLD DAY FOR DECENT WORK

On the 6th anniversary of the adoption of Agenda 2030 for sustainable development (25 September) and to celebrate the world day for decent work (7 October), ARCS, together with SOLIDAR, ACPP and SOLSOC, hosted an online study session on the promotion of decent work for women in the Middle East and in North Africa, with a focus on Lebanon, Morocco and Tunisia. The meeting had a range of objectives: show good practice of the four members of SOLIDAR involved in the promotion of sustainable goal number 5 (gender parity); promote the empowerment of women through access to decent work; recommend successful approaches to implement the EU’s GAP III and to hear from EU delegations about their current and future work to facilitate the empowerment of women and promote gender parity.

The two case studies presented by ARCS regarded two projects undertaken in Tunisia and Lebanon: “TerRe: from the territories to income, empowerment practices for women and young people in Tataouine” – through the direct testimony and the story of Selma Mkadmini (ARCS Tunisia) – and “POWER: Promote the economic and social empowerment of vulnerable women in Lebanon, Jordan and Egypt” presented by Giulia Gerosa, the project focal point in Lebanon, together with two local witnesses involved in the activities, Lamia Jansiz and Jihane Saadine. ARCS, ACPP, SOLSOC and SOLIDAR also produced a document analysing female empowerment through access to decent work in the Middle East and North Africa which sets out some of the good practice implemented by members of Solidar involved in the event.
EVENTS ORGANISED UNDER THE “PINOCCHIO – CULTURE, SPORT, CIVIC PARTICIPATION AND SOCIAL NETWORK AGAINST DISCRIMINATION FOR GREATER SOCIAL INCLUSION” PROJECT

WALKING IN ROME

ARCS together with Invisible guides to discover an unexpected Rome through stories whispered into headphones by its migrant citizens! A spoken walk to discover Piazza Vittorio! The event is organised as part of the “Pinocchio – culture, sport, civic participation and social network against discrimination for greater social inclusion” project co-financed by the Italian Agency for Development Cooperation.

URBAFRICAN TREKKING

On 6 and 7 February 2021 ARCS together with the Tezeta collective and AMM – Archive of migrant memories – organised UrbAfrican Trekking. Two free walks open for citizens accompanied by Eritrean stories through the streets of the African quarter: meetings, moments to share past and present stories which are deeply connected.

The story of UrbAfrican Trekking realised as part of the Pinocchio project
www.dinamopress.it/news/memorie-eritreene-nel-quartiere-africano/?

HOW WE BECOME WHAT WE ARE

On 13 February 2021 ARCS, together with La Frangia and AMM – Archive of migrant memories, held a workshop for young people with Paule Roberta Yao “How we become what we are”. During the workshop a group reading was held of the autobiographical tale “This strange Wednesday” together with the writer from Cameroon Paule R. Yao. Discussion and individual writing by the participants together with Paule around the central theme of the story: identity and otherness. Art and dialogue as the means for each to choose their own name and face.

Read the interview with Guendalina Salini, visual artist and founder of the La Frangia association.
www.arcs cultura solidali.org/2021/04/14/progetto-pinocchio

HATE MAP ROME – GEOGRAPHY OF HATE

In February 2021 ARCS and Wunderbar Cultural Projects organised a workshop for young people “Hate Map Rome – Geography of Hate.” How do we talk of hate and intolerance? Where? How can we stimulate civic participation and social inclusion in a city such as Rome? Two half days around the city to examine together the relationship between words, prejudice and images, building a collective map with the goal of combating discrimination and rejecting words which spread fear.
THE SECOND LEG OF HATE MAP ROME

“We traced out a map, we did it in our cities, we went through the places of hate, we spoke to people, we reflected on the past, hoped for the future. We wrote words of hate and words of love. We put them up around Rome and put our face to them. We are the youngsters of the fine arts.” Thus students took part in Hate Map Rome and commented on the workshop which lasted two days, promoted together with the artist Elena Bellantoni and Wunderbar Cultural Projects.

Images of the day: www.arcsculturesolidali.org/2021/03/02/la-seconda-tappa-di-hate-map-rome/?

Students who took part in the workshop, organised together with @wunderbar_project, covered the city with the map built on words and images printed on large posters. The young people retraced the route taken in the first workshop with new meanings, renaming and re-living the public space through guerrilla art.

“I thought of creating a Hate map Rome to reflect on the words of hate, on language and on the prejudices which make up the geography of our city. Words became the heart of this project; they define the semantics of our existence and thanks to language we can build counter-narratives to create new dimensions of living together.”

EVENTS ORGANISED UNDER THE “P FOR PARTICIPATION: CAPACITY BUILDING FOR PARTICIPATORY SUSTAINABLE DEVELOPMENT” PROJECT FINANCED BY THE MINISTRY OF LABOUR AND SOCIAL POLICIES

POLITICAL ACTIVATION SCHOOL

In 2021 the Political Activation School restarted to design a transformative economy for a sustainable and caring community in Rome together with Fair watch. The courses are organised as part of the “P for Participation” project.

WORKSHOP FOR ASYLUM SEEKERS

From 8 to 13 March 2021 ARCS and TAMAT promoted a workshop for asylum seekers and those entitled to international, humanitarian and special protection. The training days were dedicated to enhancing participants’ business skills to contribute to social, inclusive and participatory development in their life contexts.

TALKING ABOUT THE CHANGING SOCIETY

“Talking about the changing society” is a remote training course broken down into seven meetings, which looks into how to tell the tale of the world of movements to valorise and protect common goods, territorial networks, participatory democracy, associationism, volunteering, international solidarity, ecology, migrants, women, the caring economy and the non-profit sector. It is promoted by ARCS in collaboration with the cultural association Persone Comuni – producer of the daily online publication Comune -info – in partnership with the Non-Profit Sector Forum and AOI as part of the “P for Participation” project. The course aims to provide information, know-how and analyses on the themes in question and to contribute to the formation of skills on social communication.
PROJECT CYCLE AND THEORY OF CHANGE

With the “P for Participation” project ARCS continues with global citizenship education activities, launching online training cycles. In June it organised training on the Project cycle and Theory of change with Mapping Change and ARCI Pescara.

VOICES AND FACES OF “P FOR PARTICIPATION”

After telling the stories of A Sud Onlus and Comune-info, ARCS started a new series of photos and stories with trainers from TAMAT and some of the young participants in the training course “P for PEOPLE and PARTNERSHIP: co-development and socio-economic inclusion” aimed at migrants, asylum seekers and refugees, organised in Rome.

Read the first-hand accounts of Diana, Chiara and Annalisa: www.arcsculturesolidali.org/voci-e-volti-di-come-partecipazione/

COMMUNICATION CAMPAIGNS AND FUNDRAISING INITIATIVES

ELLE POUR NOUS

It is an awareness-raising campaign promoted by ARCS and Iscos Cisl – Union Institute for Development Cooperation, with the contribution of SOLIDAR and the European Union, to disseminate the importance of female socio-economic inclusion in Senegal. Faces and voices accompany this journey to discover numerous stories of brave women engaged in consolidating their role in society and their own independence.

Given the lack of opportunities in their villages, the men leave to find work and a large percentage of women and young people remain without direct sources of income. Organising themselves to create new activities and social relations to give value to “staying” is the goal which has been set in accompanying 9 female promotion groups in launching poultry and sustainable agriculture businesses.

www.arcsculturesolidali.org/ellepournous/

CUBA RESTARTS

The campaign, which was launched in August 2020, supported the Houses of Culture in Cuba, community spaces to facilitate access to and education on art and culture of the Cuban population.

In Cuba there are 350 Houses of Culture spread over the whole national territory. These structures often represent, above all for children and young people, the only opportunity to enjoy the right to culture for inhabitants of the most marginal areas and small villages. For over a year the Houses of Culture remained closed owing to the Covid-19 pandemic. The economic crisis and the embargo made it difficult to acquire the equipment necessary to guarantee the healthcare safety of access to their services for the population. The funds collected are mainly used to buy healthcare material.

www.arcsculturesolidali.org/cubairestarts/
BEIRUT CALLING

On 4 August 2020 two violent explosions hit the centre of Beirut causing over 200 deaths and leaving 7,000 people injured. The shockwave involved the most densely populated part of the city, affecting around 300,000 people in a 9 km radius from the epicentre of the tragedy. Thousands of families remained homeless, without food and without adequate medical care owing to the overcrowding in hospitals. The country, which was already hard hit by the Covid-19 pandemic and by an unprecedented economic crisis, saw the conditions of poverty in which many Lebanese already live, worsen, increasing the number of citizens at risk.

The Campaign, undertaken in collaboration with ARCI APS, collected funds in 2020 and 2021 to support the work of the partner Basmeh & Zeitooneh, distributing meals, food parcels, masks and blankets. Thanks to the funds collected it was also possible to support the removal of rubble and the reconstruction of some housing in Beirut.

THE FUTURE IS WOMAN

“The future is woman” is the title of the ARCS 2021 campaign to allocate the 5x1000 tax contribution to the organisation. Women, young girls and female babies are subject to discrimination worldwide, albeit in different ways and degrees. There cannot be justice and development without equal dignity, starting from gender, in guaranteeing fundamental rights: education, training, health, work and social inclusion, access to cultural and political life. The funds from 5x1000 and those collected through the purchase of charitable Easter eggs through ARCS channels (website, Facebook page, current account) are destined to create work opportunities, social inclusion and equal opportunities for women worldwide.

A RED THREAD FOR KABUL

Since the start of the humanitarian crisis in Afghanistan, La Sapienza University in Rome and the Global Humanities course, of which ARCS is a supporter, took action to promote humanitarian corridors, find diplomatic solutions to support and rescue hundreds of people, students, and fragile families. From Italy, a group of female Afghan students on the Global Humanities degree course set up a network of dialogue and support to provide economic help to young Afghans who will attend degree courses at La Sapienza.

ARCS and ARCI responded immediately, dedicating their “gift day” to the commitment of the Global Humanities students for their Afghan companions. The Christmas fundraising through the sale of charitable panettoni was dedicated to Afghanistan.

SOCIAL PHOTOGRAPHY WORKSHOPS

Since 2007 ARCS has promoted the organisation of social photography workshops held by the photographer Giulio Di Meo, with the goal, through social photography, of bringing young people closer to a range of situations which are far removed from theirs. Di Meo has been engaged for over ten years in reportage and teaching and organises workshops on reporting and street photography, in Italy and abroad, and workshops for children, adolescents, immigrants and the disabled, to promote photography as the instrument of expression and integration.

Besides leading participants in the development of a photographic project, the workshop is also a chance for exchange, discussion and dialogue between Italians and local populations. In 2021 the workshop was organised in Marche as part of the Youthquake II Resilience Paths project, through which ARCS supports people in the areas in central Italy hit by the 2016 and 2017 earthquakes.

CAMPAIGN FOR CARING CULTURE

This is the institutional fundraising by ARCS not connected to specific projects, the funds from which are used to support awareness-raising initiatives.

RECURRENT DONATIONS

The campaigns to support the activities of young people and children, for Ruanda, in favour of gender empowerment, to support and promote agriculture, to support young people and children in Palestine, the activation of which goes back to previous years, they all collect funds from recurring donors.
The fundraising efficiency index summarises how much fundraising initiatives "cost" overall. It expresses how much is spent on average to collect each euro. The index is formed from the ratio of the total costs generated by the fundraising and the total related income attached to these costs. In 2021 there was a marked fall in the cost of fundraising compared to that in 2020.

<table>
<thead>
<tr>
<th>Index of fundraising efficiency</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
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<td>Fundraising costs</td>
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<td>Fundraising income</td>
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<td>Cost in cents for 1 euro collected</td>
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</table>

### REPORT OF FUNDRAISING CAMPAIGNS

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<tr>
<th>Fundraising campaigns</th>
<th>Private donors / current acc.</th>
<th>Private fundraising / PayPal</th>
<th>Fundraising / Facebook</th>
<th>Fundraising / Stripe</th>
<th>Total Revenues 2021</th>
<th>Total costs 2021</th>
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<tbody>
<tr>
<td>Cuba Restarts</td>
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<td>General campaign in favour of gender empowerment</td>
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<td>Campaign to support and promote agriculture</td>
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<td>Campaign to support young people and children in Palestine</td>
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<td>Christmas/2020 Charity panettini</td>
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<td>Campaign to support youth and children's activities</td>
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<td>Caring Cultures Campaign</td>
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<td>1,486.10 €</td>
<td>25,202.44 €</td>
<td>11,655.37 €</td>
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Who we work with

- Mapping of stakeholders
- Financiers
- Global networks
- Partners
- Beneficiaries

Mapping of stakeholders

### Stakeholder engagement process

The principle of the involvement and inclusion of stakeholders underpins ARCS’ strategic vision and has always determined its performance and planning. Stakeholders are all those groups which influence and/or are influenced by the activities of the organisation, by its ethical vision and by its ability to create value. ARCS thus presents its stakeholder engagement model which consists of four distinct milestones which define a constantly evolving process in accordance with a view to continuous improvement.

<table>
<thead>
<tr>
<th>Mapping and segmentation</th>
<th>1</th>
<th>Individuating, identifying and segmenting all the stakeholders of the organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition of the involvement model</td>
<td>2</td>
<td>Identifying channels for interaction/communication and the means of involvement</td>
</tr>
<tr>
<td>Analysis of expectations/ strategic definition</td>
<td>3</td>
<td>Identifying expectations, definition of strategic objectives, assessment of benefits and risks</td>
</tr>
<tr>
<td>Monitoring and review</td>
<td>4</td>
<td>Analysis of feedback, revision of the reporting and communication, impact assessment system</td>
</tr>
</tbody>
</table>

Mapping through identifying, recognising and segmenting the group of all possible stakeholders makes it possible to open up dialogue also with categories which could otherwise be marginal in the processes of defining the strategic objectives. Growing, enriching our vision, enlarging the scope for action, becoming more effective: these are reasons underpinning this analysis.

ARCS bases itself on international stakeholder engagement standards which underpin the accountability actions on the three key principles of:
- **transparency**, in the sense of the ability to “account” to stakeholders;
- **responsiveness**, in the sense of the ability to respond to the expectations of stakeholders;
- **conformity with the laws**, standards, codes, principles, policies and other regulations adopted on a voluntary basis.
<table>
<thead>
<tr>
<th>Type</th>
<th>Main means, channels, or instruments for involvement</th>
<th>Main key themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>Ordinary, extraordinary, general assembly, reporting, policies, code of ethics, financial statements, social report, communication of results.</td>
<td>ARCS planning and policy guidelines; governance and management system; sustainable development.</td>
</tr>
<tr>
<td>Partners</td>
<td>Dedicated meetings, shared planning processes, reports, policies, financial statements, social report, code of ethics.</td>
<td>Social impact, transparency, environmental, social and economic sustainability and development.</td>
</tr>
<tr>
<td>Financiers</td>
<td>Dedicated meetings, reporting, communication of results, periodic audits, policies, financial accounts, social report, code of ethics.</td>
<td>Transparency and accountability, creation of social value, measuring impact, environment, social and economic sustainability and development.</td>
</tr>
<tr>
<td>Donors</td>
<td>Feedback by email or online channels, communication and fundraising campaigns, communication of results, financial accounts, social report, code of ethics.</td>
<td>Participation in processes of social transformation, transparency, environmental, social and economic development, social impact, protection and defence of human rights.</td>
</tr>
<tr>
<td>Beneficiaries and local communities</td>
<td>Interviews, focus groups, informal conversations, investigations, policies and code of ethics.</td>
<td>Ability to transform socio-economic contexts, creations of opportunities for sustainable development, protection and defence of human rights.</td>
</tr>
<tr>
<td>Human resources</td>
<td>Team meetings, informal conversations, clear assignment of responsibility, internal communication instruments, ordinary and extraordinary assembly, policies, code of ethics, social report, financial statements.</td>
<td>Growth opportunity, valorisation of skills, safety and welfare, pay, leadership and work autonomy, diversity and equal opportunities, training, team work, stress management, motivation, work satisfaction, recognitions.</td>
</tr>
<tr>
<td>Governments and governmental organisations</td>
<td>Participation in institutionalised discussions, reports, statements, communication campaigns, conferences, interviews.</td>
<td>Participatory democracy, protection and defence of human rights, environmental, social and economic development.</td>
</tr>
<tr>
<td>Media</td>
<td>Social channels, website, communication campaigns, brochures, reports.</td>
<td>Creation of social value, transparency and accountability, influence over governmental policies and choices.</td>
</tr>
<tr>
<td>Certifiers</td>
<td>Analysis meeting, reports, periodic audits.</td>
<td>Transparency and accountability, compliance, data collection.</td>
</tr>
<tr>
<td>Suppliers and consultants</td>
<td>Informal discussions, policies and code of ethics, social report.</td>
<td>Contractual conditions, transparent communication, payments, loyalty.</td>
</tr>
<tr>
<td>Networks and social representation</td>
<td>Conferences, meetings for public presentations, public events, interviews, workshops.</td>
<td>Informal discussions, policies and code of ethics, social report.</td>
</tr>
<tr>
<td>Public administration</td>
<td>Webinars, Social report, financial statements, code of ethics.</td>
<td>Transparency, accountability, compliance, taxation.</td>
</tr>
</tbody>
</table>
Financiers

Each year ARCS realises its objectives and its initiatives thanks to the support of numerous public and private financiers. The main ones are set out below.

- AICS (Italian Agency for Development cooperation)
- European Union (ESC – European Solidarity Corps; Erasmus plus; Delegation of the European Union in Cameroon)
- UN OCHA (Office of the United Nations for the Coordination of Humanitarian Affairs, OCHA)
- Italian Ministry of the Interior
- Italian Ministry of Labour and Social Policies – Directorate for the Non-Profit Sector and social responsibility of business
- Italian Prime Minister’s Office
- Waldensian Church (8x1000)
- Compagnia di San Paolo Foundation
- San Zeno Foundation
- Terzo Pilastro Foundation
- Cariplo Foundation
- Modena Foundation
- Lazio Region
- Sardinia Region
- Emilia-Romagna Region
- ARCI Committees

### Division of funds in percentages

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU funds</td>
<td>53.16</td>
<td>53.52</td>
<td>66.24</td>
</tr>
<tr>
<td>Foreign Min. funds (AICS, DGCS, UTL and DGPSP)</td>
<td>30.57</td>
<td>20.67</td>
<td>23.75</td>
</tr>
<tr>
<td>Other public donors</td>
<td>14.92</td>
<td>16.28</td>
<td>7.01</td>
</tr>
<tr>
<td>Private individuals and other funds</td>
<td>9.53</td>
<td>3.00</td>
<td>1.35</td>
</tr>
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Division of funds in percentages
Global networks

Participation and involvement underpin ARCS’ program of solidarity. The ARCS global partnership takes the form of participation in consortia, aggregations of interest, foundations, social networks and representations at Italian and international level. The main ones are set out below.

AIIT Italian association for responsible tourism

It is a non-profit association. It is inspired by the principles of democracy and ethics and promotes initiatives to provide solidarity and support to responsible, sustainable and ethical tourism.

Anna Lindh Foundation

It is an international organisation which works in the Mediterranean to promote intercultural dialogue and civil society in order to build more inclusive, empathetic dialogue and civil society in order to promote intercultural dialogue.

AOI Association of Italian international cooperation and solidarity organisations

Its purpose is to represent and valorise the plurality of social actors in volunteering and international cooperation in Italy. It helps build a democratic, inclusive, solidar-ty-based European approach, to fully take on its international role as a global actor in affirming the values and policies of peace and cooperation.

AsViS Alliance for Sustainable development Working Group 17

It was created at the initiative of the Unipolisi Foundation and the Tor Vergata University in Rome to build awareness in Italian so-ciety, in economic entities and in institutions of the importance of Agenda 2030 for sustainable development and to mobilise them in order to achieve the sustaina-ble development goals. Currently it brings together over 270 of the most important institutions and networks in civil society.

CCCDR Citizen Committee for Decentralized Cooperation of the Municipality of Rome

It is a permanent structure for meeting and discussion between the Municipality and civil society subjects present locally and engaged in international cooperation.

GCAP Italian Coalition against Poverty

The Italian Coalition against Pov-erty, which is supported by Ital-ian citizens and by organisations, associations, unions, and civil society movements, is the Italian branch of a larger global move-ment which has set itself the goal of combatting the mechanisms which generate poverty and ine-quality worldwide, promoting the adoption of sustainable develop-ment policies while respecting human rights, the dignity of each person, gender equality, and so-ci-.al and environmental justice.

GCE Global Campaign for Education

It is a civil society movement which promotes and defends edu-cation as a fundamental human right. It works at international, regional and national level to put pressure on governments and on the international community to guarantee everyone’s right to free, high-quality public educa-tion. GCE is a unique platform, which brings together and ech-oes the concerns about educa-tion of the countries which are facing the greatest development challenges.

Con.Me Contemporary Mediterranean. For a new Euro-Mediterranean network on intercultural dialogue

A body which brings together or-ganisations which operate in the Mediterranean to incentivise di-alogue amidst differences, the processes for making institution-al governance and civil societies democratic, innovation and the study of contemporary means of expression through projects and initiatives which range from re-search to training, to output on the issue of Mediterranean citizenship.

CONCORD Italy

It is the Italian platform connect-ing to CONCORD (Network of NGOs in Europe for development and emergencies), the Europe-an federation which represents 2,600 NGOs and associations of civil society which deal with de-vlopment cooperation and hu-manitarian aid.

Cooperation Lazio

Association of NGOs and inter-national cooperation and soli-darity organisations in Lazio. It disseminates the themes of the culture of peace, international development cooperation and international solidarity through awareness-raising campaigns, seminars, educational projects in schools, publications, and exhibi-tions; it contributes to the prepa-ration of cooperation strategies and policies in the Lazio Region.

Triulza Foundation

It aims to represent the requests and proposals of civil society and non-profit organisations. The activi-ties of the Triulza Foundation are centred on initiatives for meeting, study, and research to facilitate dialogue and cooperation among peoples, information-giving and training activities, and to promote among citizens a sustainable economy, ethical finance and re-sponsible consumption.

Forum of the Non-Profit Sector

It represents national organisa-tions which operate in the sec-tors of volunteering, associa-tions, international cooperation, ethical finance, and fair trade of our country. The Forum of the Non-profit sector has as its main goal the valorisation of the activities and experiences which autonomously organised citizens implement locally to improve the quality of life of communities, through programs, including in-novative programs, based on fairness, social justice, subsidiar-ity and sustainable development.

Forum SaD

It arose from the need to repre sent, at national level, the organisa tions which provide remote support. It facilitates moments for meeting and collaboration among all the organisations in the sector, seeks instruments that favour information-giving, transparency, visibility and the quality of the remote support ini tiatives and dialogues with insti tutions and international, national and local social organisations to disseminate the culture of peace.

IFS International Federation of Settlements and Neighbourhoods Centres

It is a global movement of over 11,000 partner associations which include equivalent communi-ty-based organisations worldwide. They work for social justice by connecting, inspiring and support ing an inclusive global community.

ICP Roundtable for Civil Peace Initiatives

It was created in 2007 as a place for dialogue between the Foreign Ministry and the numerous non-vol ent organisations which were already operating in the sector. Today it continues to play an essential role in dialogue and coordination of Italian civil society which intervenes in a peaceful way in conflict zones. The ICP Roundtable drew up the important document on the identity and the criteria for Italian civil peace interventions.
Italian Donation Institute
It helps disseminate among non-profit organisations excellence in their conduct through operational correctness, transparency and the verifiability of the use of the resources made available for social purposes by public and private donors and financial supporters.

Odiopedia network
Odiopedia – a CSR project promoted by COP-Chi Odia Paga (Who Hates Pays), developed in pursuit of the Sustainable Development Goals (SDGs) – brings together on a single large map all the subjects in the non-profit sector who daily undertake to prevent and combat every form of online hatred and discrimination.

REMDH Euro-Mediterranean Human Rights Network
It is a network which represents 80 human rights organisations, institutions and activists in 30 countries. It was founded in 1997, following the 1995 Barcelona Declaration, by civil society organisations engaged in promoting human rights and democracy under the Euro-Mediterranean partnership framework.

RIDE Italian Network for Euro-Mediterranean Dialogue
The Association with the patronage of the Italian Ministry of Foreign Affairs and International Cooperation brings together public and private associations and bodies (profit and non-profit) and works to realise the principles of the United Nations Charter and the objectives of the Euro-Mediterranean partnership contained in the Barcelona Declaration of November 1995, in line with the objectives of the “Anna Lindh Euro-Mediterranean Foundation for Dialogue among Cultures.”

SOCIAL WATCH Poverty eradication and gender justice
It is an international network of citizen organisations which fight to eradicate poverty and its causes, in order to bring to an end all forms of discrimination and racism, in order to guarantee a fair distribution of wealth and respect of human rights.

SOLIDAR Advancing Social Justice in Europe and Worldwide
It is a European and global network of civil society organisations which works to promote social justice in Europe and worldwide. With over 60 partner organisations located in 29 countries (24 of which are in the EU), the network is united by sharing the values of solidarity, equality and participation.

Platform of Italian NGOs in the Middle East and the Mediterranean
It was created 18 years ago at the initiative of some Italian NGOs active in supporting the populations that are victims of the Israeli-Palestinian conflict. Its members include 38 NGOs and associations operating in the Mediterranean and the Middle East.
ARCS can realise its mission thanks to the synergy and links established with its partners and stakeholders: institutions, local bodies, NGOs, associations, cooperatives, research institutes, universities, foundations, cultural institutes, academies, and companies. ARCS has always been engaged in realising one of its most important and ambitious objectives: strengthening global partnerships. ARCS collaborates with local bodies and institutions, nationally and internationally, sharing resources, collaborating with local bodies and institutions, and links established with its partners and stakeholders. Institutions, local bodies, NGOs, associations and cooperatives, Economic Interest Groups, foundations, cultural institutes and museums.

Partners by type
- Associations and NGOs
- Institutions, local bodies
- Research institutes, Universities
- ARC network
- Companies and cooperatives, Economic Interest Groups
- Foundations, cultural institutes and museums

190 partners in 2021

<table>
<thead>
<tr>
<th>Local partners</th>
<th>European</th>
<th>Italian</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTA (Cuban Association of Agricultural and Forestry Technicians)</td>
<td>66</td>
<td>38</td>
</tr>
<tr>
<td>CCC/CIC (Coordination Centre for International cooperation on Cuban Culture)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CNCC (National Council of Houses of Culture)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provincial Delegation of the Ministry of Agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipality of Pinar del Rio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCCM (Officina del Conservador de la Ciudad de Matanzas)</td>
<td></td>
<td></td>
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<tr>
<td>OhH (Officina del Historiador de la Ciudad de la Habana)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPFR (University of Pinar del Rio)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARCI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Environmental Biology, La Sapienza University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directorate for Education and Cultural Institutes MIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Park of Circeo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fondazione Scuola del Patrimonio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipality of San Felice Circeo</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other partners
- ARCI
- ARCI Tuscany
- Asociación Actas Cagliari Onlus
- Associazione Antigone Onlus
- Associazione Piccoli Progetti Possibili Onlus
- Municipality of Pau
- Cooperativa agricola sociale Santa Maria
- Guarantor of the rights of Prisoners of the Tuscany Region
- Non c’è Pace Senza Giustizia
- Nuove Tecnologie di M. Caria & C. snc

Local partners
- CHOA (Commissariat Regional au Développement Agricole de Ben Arous)
- FNVT (National Federation of Tunisian Municipalities)
- ILEF (Innovation Leadership Engagement Faithfulness)
- IRA (Institut des Régions Arides)
- UNFT (Union Nationale de la Femme Tunisienne)
- UTSS (Union Tunisienne de Solidarité Social)

Other partners
- Aidos (Italian Association of Women for Development)
- ProSud (South Project)
- Un Ponte Per

Cuba
- JDF (Spanish Democratic Federal Union)
- Basmeh and Zeitooneh
- DPNA (Development for People and Nature Association)
- Mada Association
- MS (Movement Social)
- Union of the Municipality of Hermel

Other partners
- A.R.O.R.O. (La Rosa Roja Association)
- ARCI Sardinia
- ARCI Tuscany
- Associazione Antigone Onlus
- Associazione Piccoli Progetti Possibili Onlus
- Municipality of Pau
- Cooperativa agricola sociale Santa Maria
- Guarantor of the rights of Prisoners of the Tuscany Region
- Non c’è Pace Senza Giustizia
- Nuove Tecnologie di M. Caria & C. snc

Local partners
- ARDI Legal Aid Organization (Arab Renaissance for Democracy & Development)
- Aftar Association for Youth Development
- Caritas Egypt
- Mada Association
- Noor Al-Hussein Foundation

Other partners
- AIDOS (Italian Association of Women for Development)
- ProSud (South Project)
- Un Ponte Per

Lebanon
- AFIIO (Italian Association Friends of Raoul Follereau)
- ANCI (National Association of Italian Municipalities sect. Tuscany)
- Archive of Migrant Memories
- ARCI APS
- ARCI Modena
- ARCI South Sardinia
- ARCI Tuscany
- ASE (Farmers Solidarity and Development)
- Associazione Piccoli Progetti Possibili Onlus
- Associazione Pontes Ricerche e Interventi
- CEFA Onlus (European Committee for Training and Agriculture)
- CNSR (Centre National de la Recherche Scientifique)
- CIES Onlus (Information Centre and Development Education Onlus)
- Coopermondono
- Ethiopiko Kapodistriako Panepistimio Athinon (Greece)
- Enafi Foundation Lombardy
- Haliëus (Organisation for International Cooperation for Development)
- Informa Scarl
- Institute of Entrepreneurship Development (Greece)
- Institute of Geography named H A Aliyev National Academy of Science of Azerbaijan
- ISMU Foundation Initiatives and Studies on Multiculturalism
- Le Noe Onlus
- Legacoop Estense
- Libera Citizenship Onlus
- Nuove Tecnologie di M. Caria & C. snc
- TAMAT
- OFALE Srl
- Società Cooperativa Sociale Agricola Santa Maria
- CIPSI (Coordination of Popular Initiatives of International Solidarity)

Jordan and Egypt
- ARDD Legal Aid Organization (Arab Renaissance for Democracy & Development)
- Aftar Association for Youth Development
- Caritas Egypt
- Mada Association
- Noor Al-Hussein Foundation

Other partners
- AIDOS (Italian Association of Women for Development)
- ProSud (South Project)
- Un Ponte Per

Local partners
- H A Aliyev National Academy of Science of Azerbaijan
- Institute of Geography named H A Aliyev National Academy of Science of Azerbaijan
- ISMU Foundation Initiatives and Studies on Multiculturalism
- Le Noe Onlus
- Legacoop Estense
- Libera Citizenship Onlus
- Nuove Tecnologie di M. Caria & C. snc
Senegal, Western Sahel, Mali

Local partners
- AVS (Association des Jeunes Volontaires de Ngaoundere)
- AMEE (Municipal Agency for Water and Energy of the Municipality of Dschang)
- ACRE (Association pour la Promotion de la Création)
- CIPCRE (Cercle International pour la Promotion de la Création)
- CMO (Club Media Ouest)
- Municipality of Dschang
- NIDD (Nid International pour le Développement Durable)
- University of Dschang

Other partners
- AIDS
- Amref Italia
- Anolf Rimini
- AOI
- ASES Agriculture Solidarity and Development
- Association of Senegalese Emilia-Romagna/Marche
- Associazione JEF
- Association of volunteers Dokita Onlus
- Chamber of Commerce of Romagna
- CIM Onlus (Studies Centre International cooperation and Migration Società Cooperativa Sociale Onlus)
- CNR – IBIMET (National Research Council, Institute of Biometeorology)
- Municipality of Pescara
- Municipality of Rimini
- COSSAN (Senegalese Community of Santa Croce sull’Amo)
- Educalid
- FASNI (Federation of Senegalese Associations of North Italy)
- Glocal Impact Network
- ISCOS
- La Rada Consortium of Social Cooperatives
- My Fair Sri
- PIN S.c.r.l (Didactic and Scientific Services for the University of Florence)
- RESEDA Società Cooperativa Sociale Integrata Onlus
- TAS
- University of Modena and Reggio Emilia

Cameroon

Local partners
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- CMO (Club Media Ouest)
- Municipality of Dschang
- NIDD (Nid International pour le Développement Durable)
- University of Dschang

Other partners
- AIA (Association of African Engineers)
- APN S.p.A. (Azienda Pluriservizi Macerata)
- ARCI Marche
- Association of Pope John XXIII Community – Sharing among Peoples Onlus
- CIRIPS (Inter-university Research Centre for Sustainable Development)
- Coopermondo
- TASAN
- RESEDA Società Cooperativa Sociale Integrata Onlus
- SVIM S.p.A. (Development Marche)
- Vita S.p.A.

Europe

- A Sud Onlus
- ABF (Sweden)
- Anfass Sibillini Onlus
- Arci Liguria
- Arci Marea
- Arrabal-AID (Spain)
- Askovfonden (Denmark)

- Associatia Nationala A Femeilor Din Mediol Rural (Romania)
- Association Reflexive Learning (Bulgaria)
- To the South Ecology and Cooperation Onlus
- ARCI Ligure
- ARCI Caserta
- CReA
- Elysem
- Bio Network Association – Bulgaria
- CEFA (European Committee for Training and Agriculture Onlus)
- Municipality of Bologna, Area New citizenships, social inclusion and boroughs – Office New citizenships, cooperations and Human rights
- Municipality of Macerata
- Municipality of Penna San Giovanni
- Comune Info
- CYCLISIS (Greece)
- Dalni Kontro Epagelmaktikis Katartisis (Greece)
- DRPDNM (Slovenia)
- Eletfa Segito Szolgalat Egyesulet (Hungary)
- Fairwatch
- FCSD (Fédération des Centres Sociaux et Socioculturels de France)
- Fondazione dopo di noi (Anfas sibillini)
- Fridtidsforum (Sweden)
- Fundacion Esplai (Spain)
- Generazione Libera
- Gruca Onlus (Macerata)
- Io non crollo
- La Ligue De l’enseignement (France)
- Landelijk Samenwerkingsverband Actieve Bewoners-LSA (Netherlands)
- Le Grain Ablé (Belgium)
- Léris (Laboratoire d’Etudes et de Recherche sur l’Intervention sociale)
- Lunaria Association for Social Promotion and Social Business
- Mapping Change
- Movimentazioni Pescara
- Movimento Por La Paz, El Desarme Y la Libertad (Spain)
- Mte Johannes Mihkelsoni Kesku (Estonia)
- Nachbarschafts Und Selbsthilfezentrum In Der Utafabrik E.V.- NUSZ (Germany)
- Organisation Alternatives pour l’Enfance et la Jeunesse, Morocco
- Patalac APS
- PEC Wallonie (Peuple et Culture Wallonie, Bruxelles)
- PFE (Bulgaria)
- Solidar Foundation (Belgium)
- Stichting Beschermende Woonvormen Utrecht (Netherlands)
- Suomen Settlementinstito ry (Finland)
- Svenska Settlementsförbundet-SFS (Sweden)
- TAMAT
- Udruge Centar Za Mirovne Studije (Croatia)
- UISP (Italian Union of Sport for All)
- Volonteurpoe (Belgium)
- Wiener Hilfswerk (Austria)
CUBA
People reached directly: 759
(394 women, 365 men)
• In Cuba 12 new jobs were created in the agricultural sector and 145 in the cultural sector.
• 262 members of 4 cooperatives and 56 technicians of the Granja Urbana organisation took part in an agricultural development program in the area of Pinar del Rio which also envisaged the creation of a workshop for the transformation of fruit. As part of the program 507 people (of whom 50 in 2021) covering farmers and technicians increased their know-how thanks to training courses in the conservation, transformation and marketing of agricultural products.
• 441 people were trained in managing cultural initiatives as part of the work to support Houses of Culture in Cuba.

JORDAN AND EGYPT
People reached directly: 1,106
(740 women; 115 men; 251 children)
• 80 vulnerable families (464 people) consisting of Jordanian citizens with disabled children received economic support to meet immediate needs in terms of access to essential goods and services.
• 413 women (132 in Egypt, 120 in Jordan, 161 in Lebanon) were trained in Business Management; 113 (54 Egyptians and 59 Syrians) received financial support to enhance or launch their own microbusiness.
• 229 Syrian, Lebanese, Jordanian and Egyptian women were trained in micro-entrepreneurship and business management.
• 100 Syrian women (aged 18 to 60) accessed legal support.

LEBANON
People reached directly: 6,795
(2,853 women; 3,201 men; 741 children)
People reached indirectly: 222,226
• 586 male prisoners in Roumieh and 148 female prisoners in Barber El Khazen received psychosocial and legal support.
• 257 people received basic services.
• 255 vulnerable people accesses a psychological therapy help-point.
• 254 people accessed a medical and psychiatric help-point.
• 45 female prisoners took part in life skills courses and professional training and 22 in theatre courses.
• 47 representatives of Lebanese civil society organisations improved their skills in advocacy techniques through specific training programs.
• 120 female owners of micro businesses improved their professional skills.
• 150 women received psychosocial support and 188 case management.
• 121 pupils received scholastic support and took part in literacy activities.
• 111 children received psychosocial support and 182 case management.

SENEGAL, MALI AND WESTERN SAHARA
People reached directly: 1,861
(980 women; 841 men; 40 children)
People reached indirectly: 77,205
• 9 Female Promotion Groups of the municipality of Boulal, for a total of 402 women, were supported in developing hydroponic agriculture and poultry farming.
• 786 people were involved in training programs and enhancement of their business skills and know-how in the agricultural sector.
• 130 women received support in kind for the enhancement of business activities in the agricultural sector.
• 60 women enhanced their skills in modern poultry rearing techniques.
People reached indirectly: 74,241
(9,645 men; 14,799 women; 24,608 children)

People reached directly: 48,512

CAMEROON
People reached directly: 48,512
(9,645 men; 14,799 women; 24,608 children)
People reached indirectly: 74,241

48,000 people were served by supply systems designed to cover the water needs of 70,000 people for the next 20 years.

88 people – young technicians, municipal officers and students of University of Dschang – were trained to design, manage and maintain water systems and improved their know-how.

1,325 young people and teachers became promoters of the correct use of drinking water in their schools, raising the awareness of 8,400 young people and teachers.

10,000 people took part in over 200 public meetings undertaken as part of the campaign to raise awareness on the activities of the “Enter” project.

233 people (219 women) were trained in development procedures and techniques for business projects.

176 women and 4 men were trained on gender rights.

360 women were trained on gender issues.

3 agricultural development groups, 15 small individual businesses and 90 people (of whom 85 women) were supported in the marketing of products of the territory.

34 people trained, of whom 30 women, enhanced their know-how on themes linked to agro-ecology.

259 people were trained and included in responsible migration programs.

1,529 people were informed on the theme of regular migration.

36 businesses in the Governorate of Tataouine which employ 180 young people were financed to enhance their ability to respond to the crisis caused by the pandemic.

165 women, many belonging to agricultural development groups, were trained and supported in business activities.

69 young entrepreneurs were trained and enhanced their business skills.

500 people were informed in Emilia-Romagna on international cooperation and global challenges in the Mediterranean.

EUROPE
People reached directly: 2,596
(1,520 women; 1,076 men)

1,759 people were trained as part of the “P for participation” project which aimed to promote the exchange of good practice and sharing of methodologies and instruments among non-profit organisations with the aim of bringing Italy close to the targets envisaged by Agenda 2030.

120 people took part in the events organised as part of the “Pinocchio” project in Rome (walks in UrbAfrican trekking and artistic workshops) the aim of which was to combat the occurrence of the phenomenon of xenophobic discrimination.

40 Italian and European volunteers aged 18 to 30 were involved in the activities envisaged by the “Youthquake” (ESC) project to disseminate in the areas involved in the 2017 earthquake and in general in Italy and Europe, the culture of prevention to mitigate the impact of environmental disasters.

As part of the Erasmus Plus program for education, training, youth and sport, 100 people from 4 associations improved their know-how thanks to training programs to enhance the educational networks of their own associations.

100 people and 4 associations through the exchange of good practice enhanced the ability to involve young people in national and transnational initiatives and projects with a view to Euro-Mediterranean action.

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146 people enhanced their ability to provide and support opportunities for learning for people with fewer opportunities, migrants and refugees through mutual learning, peer counselling and capacity building.

51 people among operators, volunteers, professionals, recipients of food aid from Italy, France, Belgium and Bulgaria were trained in the scope of the CETAL project through which research/action was undertaken internationally on the theme of food aid.

Direct beneficiaries by country

<table>
<thead>
<tr>
<th>Country</th>
<th>Italy and rest of EU</th>
<th>Senegal, West Sahara &amp; Mali</th>
<th>Tunisia</th>
<th>Cameroon</th>
<th>Lebanon</th>
<th>Jordan-Egypt</th>
<th>Cuba</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,596</td>
<td>1,861</td>
<td>2,943</td>
<td>48,512</td>
<td>6,795</td>
<td>1,106</td>
<td>759</td>
</tr>
</tbody>
</table>

Direct beneficiaries by geographic area

- Latin America
- Middle East
- Africa & North Africa
- Europe
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