

Financial Statements 31/12/2011

Management Report

Introduction

In 2011, several events heavily impacted Emergency, such as the revolutionary movements that swept across North Africa, the war that erupted in Libya with the ensuing new wave of migration and the harshening of the conflict in Afghanistan during the summer, the long drawn out kidnapping ordeal involving Emergency's logistician, Francesco Azzarà, in Nyala, Sudan, the growing tensions between Sudan and the new state of South Sudan following independence ratified by the referendum in July and the worsening of the economic crisis in Italy. Notwithstanding all the complexities, Emergency continually worked to support the needs of victims of war and poverty in Italy, as well as in its hospitals abroad, to the best of its capacity.

On March 25th, Emergency carried out an initial assessment mission in Libya to organize a humanitarian intervention during the most dramatic period of the conflict. On April 10th, an EMERGENCY team - comprised of a general surgeon, an orthopedic surgeon, an anesthetist, an intensive care nurse, an emergency unit nurse, an operating theatre nurse and a logistician - began working in collaboration with the local staff at the Hikmat hospital in Misurata, near the front line crossing the city that had been under siege for almost two months. The progression of the conflict had soon transformed the hospital into a target. On April 25th, the local authorities ordered the evacuation of patients and staff due to security issues.

On May 12th, a second team - comprised of a surgeon, an anesthetist, four nurses and a logistician - returned to Misurata at the request of local authorities in order to start activities at the Zarrok Field Hospital, a field facility set up in the northern area of the city in order to respond to possible new massive casualties. Emergency's team trained the local nurses to treat the war injured. Activities began on May 26th. On June 21st, upon the successful launch of the Zarrok Field Hospital, and once the conflict moved out of the city and of Misurata, in agreement with local authorities, Emergency's team concluded its second mission in Libya.

During the humanitarian intervention in Libya, Emergency launched its humanitarian assistance program in Italy with two mobile outpatient clinics ("*polibus*"). On April 16th, one of the mobile outpatient clinics was set-up in Oria in the province of Brindisi. It was located near the migrants' camp of Manduria which housed about 1,500 migrants fleeing their countries in North Africa affected by the revolutionary movements (Egypt, Libya, and especially Tunisia). Illness resulting from colds, infections due to unhygienic conditions in the migrants' camp and small injuries were treated in the mobile outpatient clinic until all migrants left the Manduria camp. Patients were also offered an initial response by listening to their needs and concerns regarding the uncomfortable living conditions, as well as the uncertainty of the future.

Upon conclusion of this operation, the *polibus* then moved to Capitanata, in the province of Foggia (Puglia region), to support the agricultural migrant laborers who arrive there annually. The laborers in the region work on the summer fruits and vegetables harvest, especially tomatoes. They remain there until the month of October. In July, the second *polibus* started operating in Cassibile, Sicily, near Syracuse. Assistance was carried out to migrants in need at Molo Sant'Antonio, in Syracuse. It then moved on to Foggia, to support the activities of the first *polibus* for the month of August. When this support intervention was completed, the second *polibus* moved to Venosa, Boreano, in the province of Potenza, to assist migrant workers in the area during the months of September and October. In early December, the two *polibuses* moved, one towards Rosarno in the province of Reggio Calabria and the another towards Vittoria, in the province of Ragusa (Sicily), to assist migrants working in the citrus harvest and, in Sicily, also working in growing vegetables in greenhouses.

The activity of these mobile clinics joins the two outpatient clinics in Palermo and Marghera. In the latter, which in December completed its first year of activity, Emergency observed what we believe to be very worrying data for the future of our country: one patient out of five is an Italian national. These are compatriots who have lost their jobs, or who have become homeless or, more simply, who can not afford to bear the cost of medical treatment. At the top of the list is dental treatment, which is normally free of charge, but for which payment is now requested to cover the cost of the materials supplied. However, most people in need cannot afford this. The outpatients also come to Emergency because they are newly marginalized, and to whom we are providing in line with our mission free high quality healthcare.

Since the spring of 2011, and especially during the summer, Afghanistan has seen a resurgence of conflicts, which have been ongoing for over a decade now. In August 2011, our hospitals recorded the highest number of war related injuries and hospitalizations ever recorded since 1999, the year in which Emergency began its activities in the country. In 2011, in order to cope with the intensification of the conflicts and the shift of the frontline, always closer to the capital Kabul, Emergency opened 4 new First Aid Posts to stabilize the injured and transfer them by ambulance to Emergency's Surgical Centres. Two First Aid Posts were opened in Maydan Shahr, in the Wardak province, half an hour's drive from Kabul, and in Azra, in the Logar province, southeast of Kabul. The two FAPs are linked to the Surgical Centre in Kabul. Two other FAPs were opened in Sangin and in Garmsir, in Helmand province. The two FAPs are linked to the Surgical Centre in Lashkar-gah. These areas lack healthcare facilities and are located in areas in where the conflict was particularly intensified in the past year.

On August 14th, Francesco Azzarà, our logistician at the Paediatric Centre in Nyala, the capital of South Darfur, was kidnapped by armed bandits along the road to the city airport. Emergency immediately took action to follow the situation in close collaboration with the Sudanese authorities and with Francesco's family. The kidnapping endured four long months, finally ending with his liberation on December 16th. The case was publically followed throughout Italy. Emergency volunteers and ordinary citizens worked in unison to express solidarity and affection for Francesco and for Emergency's work. Great solidarity was demonstrated throughout Italy via numerous appeals and demonstrations asking for his release, along with public exposure of his photo on the facades of countless municipal buildings. From the beginning of the ordeal in October, Emergency's Pediatric Centre in Nyala halted hospitalizations. Currently, all activities are still suspended. Once safety conditions can be guaranteed, Emergency's national and international medical personnel

will resume working there. However grateful for Francesco's liberation, we must continue to remember all the individuals who, alas, are still in the hands of kidnappers in different parts of the world.

Among other significant activities carried out in 2011, there was the launch of a new editorial publication, "*E-il mensile*". This monthly magazine is available at newsstands and by mail subscription. The publishing of the magazine was entrusted to *Cooperativa 10 Dicembre*. This publication deals with current Italian affairs aligned with Emergency's principles and values, namely, repudiation of war, right to health, promotion of a culture of peace, solidarity and respect for human rights. Despite the difficulties being faced by the publishing sector in general, in the first nine months the publication had a monthly average circulation of over 40 thousand copies.

After more than two years of negotiations with Cambodian authorities, in December 2011 arrangements were finalized for the transfer of the Surgical Centre in Battambang. The operational management of the hospital will be handed over to a Japanese foundation, *Handa Foundation*, effective as of 1st March 2012. This organization had expressed an interest in taking over the management of the Surgical Centre in Battambang while discussions were underway with the Cambodian authorities. The transfer of the operational management of the hospital to *Handa Foundation* will be carried out in cooperation and agreement with Cambodian health authorities. After almost 14 years of management by Emergency, and nearly four hundred thousand patients treated, the hospital in Battambang will continue along the path paved so far—, treating those in need, in great part also thanks to the doctors and nurses trained over the years by Emergency. While the agreements were underway in Cambodia, a new health facility began operations. . On December 26, 2011, the Paediatric Centre in Port Sudan, Red Sea State of Sudan, started its activity. Half of the funds for the construction of this small hospital were donated by the Italian artist Massimo Grimaldi. These funds derive from an award won for the art competition for the MAXXI, National Museum of XXI Century Arts in Rome. The paediatric centre will provide free healthcare to children up to age 14, living in an area otherwise devoid of health care structures capable of providing free of charge, high quality care

All these events occurred along with the intensification of the international economic crisis. The impact that it has had in our country has caused and resulted in a reduction in resources available to Emergency over the year, in particular during the second semester of activity. Another reason has been the decrease in donations from individuals, due to lower disposable income of individual donors who have always constituted the main source of support for Emergency. Additionally, there has been a decrease in the donations of the 5 per thousand on individual's income tax statements (2009 financial statements on incomes of 2008) disbursed over last year and the serious delay with which the credit of the sum was allocated by the government. This circumstance has led to the need for greater access to bank credit, with the consequent increase in interest costs. Adding to the financial pressures being faced, the Sudanese government has reduced its contributions to cover the costs of the *Salam Centre for Cardiac Surgery* in Khartoum, due to internal political disputes which have arisen since the separation of the State of South Sudan from the rest of the country.

The less available funds, compared to the annual operating budgets, have resulted in the need to take emergency measures to contain costs in the immediate future (cut of extra-semester costs of the operational budgets and reduction of the same from the end of summer) and to prepare a financial plan of reduction of commitments for 2012, all while trying to maintain the high quality of medical care provided to patients treated in our facilities. In late December 2011, Emergency launched the "SOS Emergency: help us not to stop" campaign. Since the beginning of 2012 new fundraising campaigns have been undertaken to spread awareness and expand the donor support in order to increase revenue sources. This is what we all wish for the upcoming year.

1.0 ACTIVITY ABROAD

1.1 IRAQ PROGRAMME

Emergency continues to manage the Rehabilitation and Protheses Production Centre in Sulaimaniya, where prostheses and orthoses are produced and applied to the victims of landmines, to the war-wounded and to disabled patients. Emergency is also committed in the social reintegration of the patients through professional training courses held twice a year (28 courses completed since the beginning of the activity). The disabled trainees who got their diploma at the end of the course (459 from the start of this activity) receive financial and management assistance for the opening and management of cooperatives or workshops for the manufacturing and processing of iron, wood, leather and textiles and the production of shoes (275 since the beginning of the activity). Through this social reintegration program, Emergency restores dignity to people, overcoming disability, and helps patients to get back to being a source of livelihood for themselves and their families. Since 2005, the daily management of the Centre in Sulaimaniya is completely handed over to the Kurdish staff formed by Emergency during the previous years. In 2011, the Iraqi government agency that deals with the issue of antipersonnel landmines in the country (GDMA - General Directorate of Mine Action) allocated a contribution to Emergency (EUR 61,474.75, which is however inferior of two-thirds than the previous year) for the reimbursement of the expenses incurred for the purchase of materials used in the production of prostheses for amputees due to landmines and for the opening of cooperatives and workshops of patients who attended the training courses at the Rehabilitation Centre in Sulaimaniya.

Rehabilitation and Protheses Production Centre in Sulaimaniya, from January to December 2011

Hospitalizations: 284

Outpatient examinations: 2,770

Physio: 1.681

Moulds for new prostheses: 433

Crutches and braces: 163

Wheelchairs: 15

Prosthese applied: 415 (378 arti inferiori; 37 arti superiori)

Orthoses: 33

Trainees who completed the course: 13

Cooperatives set up: 15

National staff: 86, of which about half are disabled former patients

1.2 CAMBODIA PROGRAMME

Emergency's hospital «Ilaria Alpi» in Battambang, besides guaranteeing surgical assistance to war and landmines victims, is also specialized in emergency surgery interventions, trauma surgery, orthopaedic surgery (for the correction of congenital malformations such as twisted-foot and of the effects of polio) and plastic and reconstructive surgery (in particular for the treatment of harelip and burns) and is committed to the training of national staff.

Lessons are also held at the hospital: literacy for children and English language for the national staff in order to improve the progress of activities and professional growth.

At the end of 2011, the handover transition to the Cambodian Health Ministry began while searching for other financial backers to take over the management of the hospital.

A Japanese foundation, *Handa Foundation*, was identified. *Handa Foundation* engaged in the commitment to bear the expenses and take over the management of the centre from Emergency. Thus, Emergency's financial commitment in support of the Centre in Battambang will end before the first quarter of 2012.

Surgical Centre in Battambang, from January to December 2011

Outpatient examinations: 9,958

Hospitalizations: 2,281 (73 for injuries caused by mines or other unexploded devices, 1,150 for road accidents, 773 for other trauma causes, 107 for elective surgery, 178 re-admissions)

Surgeries: 3,124

National staff: 185

1.3 AFGHANISTAN PROGRAMME

1.3.1 Panshir Valley

The hospital in Anabah is still the only free healthcare facility accessible to a population of about 250,000 people living in small villages scattered around the Panshir Valley and the Pass of Salang. Besides surgery for war victims and antipersonnel landmines, the hospital also provides emergency surgery, general surgery, internal medicine, and paediatrics.

The Surgical and Medical Centre of Anabah is also the reference centre of a network of 16 **First Aid Posts** and **Primary Healthcare Clinics**, opened and managed by Emergency in the region, and surrounding provinces.

The neighbouring Emergency's Maternity centre in Anabah registered a constant increase in its activities over the years. This trend continued in 2011, with an increase of about 20% of such activities. Outpatient examinations, interventions and births have increased because the hospital has increasingly become a reference point for women in the valley and in the neighbouring provinces. This is also thanks to the network of Primary Healthcare Clinics of the region which refer patients to the Maternity centre.

This is an important result in terms of acquiring awareness of women's health issues and problems, including the importance of prevention in the population that inhabits the region of Panshir and the confidence in the work provided by the Emergency's facility.

Medical-Surgical Centre in Anabah, from January to December 2011

Outpatient examinations: 24,987
 - surgery examinations: 13,330
 - medical examinations: 6,799
 - paediatric examinations : 4,858

Hospitalizations (including re-admissions): 3,225

- Surgery hospitalizations : 2,231 (in particular, 146 for war-related causes, 751 emergencies, and 846 for elective surgery, besides 362 monitoring hospitalizations)

- medical-paediatric hospitalizations: 665

Surgeries: 1,650 (of which 202 war-related causes)

National staff: 214

Maternity Centre in Anabah, from January to December 2011

Outpatient examinations: 18,402

- Obstetric examinations: 13,459

- Gynaecologic examinations: 4,943

Hospitalizations: 5,339

Gynaecologic surgeries: 1,090 (355 caesarean)

Deliveries: 3,750

Babies born: 3,734

Infants treated in the neonatal intensive care unit: 1,304 (including babies born outside the Maternity Centre and referred to this facility)

National staff: 44

1.3.2 Kabul

Emergency has been managing the Surgical Centre for War Victims in Kabul since April 2001. The Centre is equipped with a high level 6 bed intensive care unit (the only one being totally free of cost and available to the whole population of Afghanistan) and a device for computed tomography (CT).

The hospital is also the reference centre for the network of 14 Emergency's First Aid Posts and Primary Healthcare Clinics in the region, and in Kabul (within the compounds of a reformatory and of an orphanage). The First Aid Posts in Maydan Shahr in the Wardak province, and in Azra, in Logar province opened in 2011.

The decision in 2010, to change the admission criteria to restrict to war injured patients (and trauma victims under the age of 14) proved to be a farsighted judgment in light of the harshening of the conflict which took place in the country last year. About 5 war victims a day were hospitalized in Emergency's Surgical Centre in Kabul, with an average of about 8 surgeries a day.

Surgical centre in Kabul, from January to December 2011

Outpatient examinations: 4,863 (3,276 for war-related causes)

Hospitalizations (including re-admissions): 2,096 (1,726 for war-related causes and 88 for road accidents)

Surgeries: 2,971 (2,855 for war-related causes)

National staff: 252

1.3.3 Lashkar-gah

The Surgical Centre for War Victims “Tiziano Terzani” is located in southern Afghanistan in a region populated by a majority of Pashtun (the ethnic group to which about 40% of the Afghan population belongs), in the city of Lashkar-gah, capital of the Helmand province. The city is located at about 100 km west of Kandahar and is populated by over 100,000 inhabitants. The Centre has been operational since 2004. It is specialized in surgery for the war wounded, for antipersonnel landmines victims, and in trauma surgery for patients under the age of 14. The hospital also receives patients in serious conditions who are transferred from Emergency’s First Aid Posts in the Helmand province, in Grishk, Sangin and Garmsir (the two latter opened in 2011). A number of patients treated in the hospital in Lashkar-gah also come from very distant places, from as far as the border with Iran.

Surgical Centre in Lashkar-gah, from January to December 2011

Outpatient examinations: 8,224 (2,478 for war-related causes)
 Hospitalizations (including re-admissions): 2,118 (978 for war-related causes)
 Surgeries: 2,728 (1,863 war-related causes)

National staff: 215

1.3.4 Prison Programmes and First Aid Posts

Emergency’s healthcare activities for prisoners confined in prisons in Kabul (*Governmental Jail, Investigation Department, Pol-e-charki*), and in the reformatory (Juvenile Rehabilitation Centre) also continued during 2011.

Prison programmes, from January to December 2011

Examinations: 78,296
 National staff: 28

Currently, Emergency manages a network of 33 First Aid Posts and Primary Healthcare Clinics in the country which all refer to the three main hospitals.

In 2011, two new First Aid Posts were opened in the area of Kabul (Maydan Shahr in Wardak province, and Azra, in the Logar province) and two in the area of Lashkar-gah (Sangin and Garmsir, both in the province of Helmand). The First Aid Post in Rokha, in the area of Anabah, was closed at the end of the year.

Afghanistan: 33 First Aid Post and Primary Healthcare Clinics from January to December 2011

Patients treated in outpatient examination and first aid rooms: 199,636
 Patients transferred to Emergency’s hospitals: 5,986

National staff: 217

1.4 SIERRA LEON PROGRAMME

The overall situation in Sierra Leone remains very difficult. The country still occupies one of the last places in the ranking of human development index released by the United Nations in 2010.

Emergency's Surgical and Paediatric Centre – operational since November 2001- is located in Goderich, on the outskirts of Freetown, the country's capital. It is the only facility offering free high quality healthcare assistance in the area, and specialized surgical treatment for the whole country. The main areas of intervention are emergency surgery, mainly abdominal, and trauma surgery.

In 2002, Emergency opened a Paediatric Centre within the compound of the Surgical Centre, which was further expanded in 2003 to include new inpatients wards. Children mainly suffer from respiratory infections, malaria and anaemia. The most serious cases are admitted to the medical paediatric ward of the hospital.

Emergency's hospital in Goderich is also the only facility in the whole of Sierra Leone offering a programme for the treatment of oesophageal burns caused by accidental lye ingestion by children. Lye is widely used by mothers for soap-making at home. Its accidental ingestion by children happens frequently causing severe burns to the oesophagus compromising the cicatrisation process and can impede the ingestion of food.

This year the nutritional programme for children who undergo examinations at the paediatric outpatient clinic, and the hygiene and healthcare education programme for mothers continued, in to provide education on the symptoms of the main paediatric diseases and on prevention.

In 2011, the expansion and renovation works at the Surgical Centre in Goderich continued. This undertaking, which was in part funded by the SMS (text) solidarity fundraising campaign in October 2010, should be completed by the spring of 2012.

Surgical and Paediatric Centre in Goderich, from January to December 2011

Outpatient examinations: 29,655

Hospitalizations for surgery: 2,524 (925 for orthopaedic emergencies, 846 for surgical emergencies, 188 for oesophageal dilatations, 565 for elective surgery)

Surgeries: 2,988

Paediatric examinations: 20,565

Medical paediatric hospitalizations: 1,281

National staff: 313

1.5 SUDAN PROGRAMME

In April 2007, Emergency started a Regional Programme for paediatrics and heart surgery in Sudan, and neighbouring countries. Hub of the programme is the *Salam* ("peace" in Arab) Centre for Cardiac Surgery in Khartoum which offers free surgical treatment to

patients suffering from acquired or congenital heart diseases, in particular those of rheumatic origin.

The Centre also welcomes adult and children cardiac patients who are transferred –free of charge- after undergoing examinations in the network facilities of Paediatric Centres opened by Emergency in Sudan ,and neighbouring countries.

In addition to cardiac screenings, these Centres provide, , basic healthcare assistance to children up to age 14,and carry out hygiene and healthcare education programmes for mothers.

The first of these Centres was inaugurated in Bangui, in the Central African Republic in the spring of 2009. A second Centre was opened in July 2010 in Nyala, in South Darfur, Sudan. A third Centre started its activity in Port Sudan in December 2011; initially it offered outpatient examinations;hospitalizations began in January 2012.

As previously mentioned in the introduction, Emergency suspended its activities at the Paediatric Centre in Nyala following the kidnapping of one of its logisticians there, Francesco Azzarà who was later safely released. Emergency is still awaiting for safety conditions to be re-established to ensure the security of its national and international staff, and to resume activity

Emergency's International staff also carries out screening examinations in a number of hospitals in Africa. Patients are referred by medical authorities and local or international humanitarian organizations.

In Khartoum, from the beginning of activities up to December 31 2011, a number of patients coming from 23 countries underwent surgery: Afghanistan (21), Burkina Faso (2), Burundi (10), Chad (26), Eritrea (114), Ethiopia (128), Gibuti (16), Jordan (1), Iraq (71), Kenya (46), Nigeria (35), Central African Republic (73), Democratic Republic of Congo (30), Rwanda (7), Senegal (2), Sierra Leone (46), Somalia (39), Tanzania (4), Uganda (30), Zambia (8), Zimbabwe (4), and two Italian citizens temporarily living in Sudan and patients now belonging to the new state of South Sudan.

In 2011, The *Salam* Centre received a contribution corresponding to 1,936,636.14 euro from the local Sudanese authorities for the direct support of the hospital's activities. The contribution was allocated in monthly installments.

Emergency's Pediatric Centre in the Mayo refugee camp has been active since December 2005 and carries out indispensable work in the field, which still hosts an unknown number of internal refugees (mostly from the conflict zones of Darfur and South Sudan). In addition to the medical activity within the facility, including day hospitalization/monitoring and referral to hospital for most serious cases, and in various areas of the refugee camp, check-ups and examinations are carried out in homes by an Emergency Community Health Promoter (CHP),

The construction of the Paediatric Centre in Port Sudan was financed through a major donation made by Italian artist Massimo Grimaldi – these funds derived from an award he won in the MAXXI art competition National Museum of XXI Century Arts in Rome inaugurated in June 2010. The Pediatric Centre of Port Sudan itself is the object of this work of art. Images of the centre's construction and then its activity are projected on the external wall of the museum in Rome, creating a perfect bond between the work of art and the object which it represents.

Salam Centre for Cardiac Surgery in Khartoum, from January to December 2011

Outpatient *triage* examinations: 8,032
 Cardiology examinations: 8,393
 Hospitalizations: 1,207
 Cardiac surgery interventions: 1,101
 Cardiology intervention procedures: 23
 Cardiology intervention diagnosis in haemodynamics: 134

National staff: 312

Paediatric Centre in Mayo, from January to December 2011

Outpatient examinations: 16,146
 (children ages 5 to 14: 2,189; children ages 1 to 5: 7,052; children under 1 year: 5,449)
 Check up examinations: 1,456
 Monitoring/day hospitalizations: 1,358
 Patients transferred to hospital: 989
 Examinations by Health Promoters: 2,104
 Preventive medicine (Hygiene-healthcare education program in Mayo camp): 5,702

National staff: 34

Paediatric Centre in Nyala, from January to September 2011

Outpatient examinations: 20,716
 Hospitalizations: 943

National staff: 86

Paediatric Centre in Port Sudan, from 26 to 31 December 2011

Outpatient examinations: 211

National staff: 85

1.6 CENTRAL AFRICAN REPUBLIC PROGRAMME

In March 2009, Emergency opened the first paediatric Centre of *the Regional Programme* for paediatric and cardiac surgery in Africa, having its hub in the *Salam* centre in Khartoum.

The Centre has an eight bed ward, is open 24/7 and offers healthcare assistance to children up to age 14 (about 70 examinations a day). It also promotes public health and hygiene through educational activities for mothers.

The Centre is equipped with a cardiac examination room where, through periodical field missions, Emergency's international specialized staff carries out cardiac screenings to children and adult cardiac patients to be eventually transferred, free of costs, to the *Salam* Centre for cardiac surgery in Khartoum. As of December 2011, 73 patients of the Central African Republic were treated at the *Salam* Centre in Khartoum.

Patients who undergo surgery also receive post-operative treatment and check-ups at no cost at the Centre in Bangui.
In June 2011, a basic program of prenatal assistance began.

Paediatric Centre in Bangui

Outpatient examinations: 17,622
Hospitalizations: 1,340
Prenatal assistance examinations: 2,580

National staff: 77

1.7 Lybia

As mentioned in the introduction, between April and June 2011, there were two war surgery humanitarian missions in Libya during the siege of Misurata. The first one was carried out at the Hikmat Hospital, and the second mission was at the Zarrok Field Hospital. A total of 442 patients were treated and the local medical staff was trained to treat the war wounded.

1.7 OTHER INTERVENTIONS AND EVALUATION MISSIONS

1.7.1 Evaluation missions

ANME PROJECT – African Network of Medical Excellence

Uganda

During 2011, Emergency carried out monitoring missions to identify a suitable location to build a Surgical and Paediatric Centre of excellence as scheduled by the ANME Project (*African Network of Medical Excellence*).

As of 31 December 2011, there was no formal confirmation by the authorities on an apt location for Emergency to begin construction.

Somalia

In May 2011, a mission was carried out to evaluate the possibility of starting a war surgery humanitarian intervention in Mogadishu, in Somalia.

The start of this project depends on attainment of specific targeted funds and on the verification of safety conditions to operate in the country, which unfortunately are currently non-existent.

2.0 ITALY PROGRAMME

During 2010, Emergency has continued moving forward in the field of 'immigration' with the aim of preserving in Italy, too, the fundamental right to medical treatment which is unfortunately often denied.

Palermo, Sicily

Emergency's Outpatient Clinic in Palermo is dedicated to immigrants and to all people in need. It is equipped with 2 examination rooms for general and specialized medicine (ophthalmology, paediatrics, dermatology, infectious diseases, otorhinolaryngology, psychiatrics, psychology), 2 dental surgery rooms, an examination room for obstetrics and gynaecology, one cardiology examination room, an office, a technical auxiliary services room, a small , and a warehouse.

In addition to these activities, the Outpatient Clinic provides important cultural mediation and counselling services aimed at helping patients understand the resources available to them, and manage through the regional Sicilian health care system.

As of December 2011, a total of 51,919 services were offered:

Dental surgery: 1,523

General medicine: 3,260

Gynaecologic examinations: 1.438

Paediatric examinations: 225

Cardiologic examinations: 367

Other specialized examinations: 710 Healthcare-social counselling: 716

Health care assistance was provided to 60% non-EU, 34% European and 6% Italian citizen. The healthcare activities of the Outpatient Clinic are carried out by 7 salaried staff and about 70 volunteers comprised of doctors, nurses and administrative and support personnel who alternate according to predetermined shifts.

In December 2010, Emergency opened an Outpatient Clinic in Marghera in agreement with the municipality of Venice. The facilities offered by the municipality of Venice were renovated and equipped thanks to a donation by the *Fondazione Smemoranda*.

The Outpatient Clinic is equipped with a general medicine examination room, a dental surgery room, an ophthalmology examination room, an obstetrics and gynaecology examination room and a paediatrics examination room.

As of December 2011, a total of 5,171 services were offered:

Dental surgery: 2.677

General medicine: 1.868

Gynaecologic examinations: 162

Paediatric examinations: 48

Other specialized examinations: 166

Health care-social counselling: 144

Health care assistance was provided to 69% non-EU, 10% European, and 21% Italian citizens.

As mentioned in the introduction, in 2011 Emergency also began activity set up two renovated outpatient mobile clinics (*polibus*). After the first intervention near the migrants'

camp of Manduria, in the Province of Taranto, the two *polibus* provided assistance to migrant workers employed in the rural areas of the provinces of Foggia, Potenza, Reggio Calabria, Siracusa and Ragusa.

A total of 2,471 examinations were carried out under the care of tensalaried staff members.

3.0 FACILITIES, ORGANIZATION

3.1 Headquarters – Milan, Italy

Organizational structure of the Headquarters in Milan as of 31/12/2011

- **Presidency** - employees: 3; volunteers: 1
- **Humanitarian Office**- employees: 9; contract workers: 3; volunteers: 3
- **Administration Office**- employees: 16; contract workers: 1; freelance collaborator: 1; volunteers: 30 (the figure represents the unification of the Planning and Control office within the Administration office)
- Human Resources Office** - employees: 1
- **Volunteer Coordination Office (on the Territory and in Schools)** - employees: 7; contract workers: 2; freelance professional collaborator: 1; volunteers: 2
- **Fundraising Office**- employees: 5; contract workers: 2; volunteers: 15
- **Communication Office**- employees: 7; contract workers: 2; freelance collaborator: 1; volunteers: 2

From December 2010 to December 2011, 9 civil service volunteers served in the following offices: Volunteers Groups Coordination and Interventions in Schools (5), Humanitarian Office (1), Communication and Fundraising Office (3).

3.2 Rome Subsidiary

The Rome office handles programmes and activities based throughout the Italian territory with the help of full-time employees and volunteers.

As of December 31, 2011, about 28 volunteers worked permanently in Emergency's Rome office, alternating according to weekly schedules; 7 employees, 1 with a fixed-term contract, 1 with a project contract .

Organizational Structure of the Rome office as of 31/12/2011:

- **Administration Office**- employees: 3; contract worker: 1; volunteers:10
- **Volunteer Coordination Office (on the Territory and in Schools)** - employees: 3; contract workers: 1; volunteers: 13
- **Humanitarian Office**- employees: 1

Besides the offices in Milan and Rome, there are 7 employees and 3 contract workers working at the Outpatient Clinic in Palermo, and 6 contract workers at the Outpatient Clinic

in Marghera. Furthermore, 68 volunteer doctors and nurses work at the Outpatient Clinic in Palermo, and 70 at the Outpatient Clinic in Marghera.

10 salaried employees work on the two both *mobile clinics*, with a variable number of volunteer doctors and nurses according to the location. Three fixed-term contract staff are currently employed in humanitarian missions abroad.

3.3 Volunteers and «groups»

Since 1994, Emergency's activity has grown both in Italy, thanks to awareness raising actions on the themes of war and access to medical treatment, and in countries affected by conflicts and poverty, through the humanitarian programmes started and managed by Emergency. Emergency promotes a culture of peace and solidarity and organizes fundraising initiatives through a network of volunteers extending over the national territory. Volunteers play a fundamental role in the work of informing and raising public awareness and in divulging a culture of peace, through the participation in and the organization of conferences, meetings in schools and in work places, initiatives and events, and through informational tables across Italy.

Volunteers independently plan fundraising initiatives, activate new contacts and carry out campaigns promoted by the association.

Volunteers also offer invaluable support in the office activities in Milan and Rome. Different tasks are offered according to individual competencies and time availability.

As of 31 December 2011, 175 volunteer groups work across Italy, including 8 zone groups in Rome, and 6 in Milan. The association's volunteers covering the entire national territory total 3,500 individuals, of which 2,150 are actively involved in the organization of initiatives and events.

3.3.1 Territorial Groups

All of Emergency's volunteers are organized in "groups" across Italy. These groups represent the association in its territorial activity. The groups have different characteristics depending on the number of members, internal organization and relationship with the Milan headquarters or the Rome branch. Their commitment is coordinated in common activities and shared goals.

2011 saw the strengthening of "area coordinators" to support the work of groups on the territory; new areas and coordinators were identified. Greater attention was dedicated to the training of new coordinators, creating specific paths and tools in order to perform the role.

In 2011, the revision process of organizational criteria and operational strategies of the groups was embarked upon through identification of goals and priorities, greater rationalization of accounting and fundraising activities and also initiatives to increase visibility with a focus on enhancing increased activities to be carried out by volunteer groups across the territory.

A more participatory training/educational program for volunteers was carried out over a two day period, which will be repeated (in four Italian cities). We expect to achieve a greater volunteer presence and a more effective mode of transmission of information.

3.3.2 Activities

A regional coordination of the various volunteer groups started in 2004. These include inter-municipality and inter-provincial coordination initiatives for highly populated areas, vast provinces or areas with other local characteristics. A subdivision of groups for zones, inter-zones and neighbourhoods has been carried out for Milan and Rome.

The coordination was conceived and realized as an opportunity for the exchange of ideas and experiences on awareness raising initiatives and fundraising activities, and for groups to meet each other and discuss their relationships with other associations. It also offered the chance to update, plan the optimization of the management of material and support the start up and development of smaller, or newer, groups. The regional coordination continued working to improve the communication among groups and to stimulate their commitment in the territory.

In many areas, the inter-municipality and inter-provincial coordination merged with the existing regional coordination. They have more independent management schemes and have thus become an effective tool in helping to collaborate in the realization of fundraising events and meetings for volunteers and for the public, to improve information awareness about Emergency and to welcome new volunteers.

During 2011, the “area coordinators”, a role introduced to support the group’s activities within a defined territorial area, by directly reporting to the Volunteers Coordination Offices of Emergency’s headquarters, have provided a particularly effective activity of support. The area coordinators have attended the meetings of each group, managed and coordinated inter-group meetings, organized initiatives in common with several groups and educational meetings in the territory – these latter according to issues proposed by the groups.

The groups have major roles in the fundraising activities to support Emergency’s work, in spreading information about the association’s humanitarian programmes and in the awareness raising and promotion of a culture of peace, solidarity and respect of human rights. The groups, with the headquarters’ support, have used new communication tools and have taken part in educational meetings both on general and on specific topics improving their ability to communicate with the public.

Among coordination activities, there has been a quantitative and qualitative increase in opportunities of confrontation, update and exchange organized by the Volunteers Coordination Offices. The meeting opportunities reached their peak in the cycle of meetings with the staff who had just returned from humanitarian missions overseas. This cycle of meetings occurred the national meetings of March and November and in the traditional National Meeting of Volunteers held in September.

3.3.3 Activities in Schools

The main activities coordinated by the School Office in the Milan and Rome offices consist in organizing meetings in primary and secondary schools, universities and libraries. Activities also include the organizing of after school initiatives, the welcoming and training

of new volunteers for schools and the management of relations with the schools which were contacted.

24 projects and 2 information documents which differ according to age group and topics covered are now at the disposal of volunteers. The drawing up and updating of this material is entrusted to a work team made up of volunteers from different territorial groups who are constantly in touch with the headquarters.

An Emergency website exclusively dedicated to school speakers has 664 active volunteers (30 more than last year). Currently, there are 166 groups carrying out activities in schools through their volunteer speakers. During the scholastic year 2010/2011 the volunteer speakers carried out 2,199 meetings in schools at all levels (20% more than last year), promoting a culture of peace, solidarity and respect of human rights to more than 130,000 people (students, parents, teachers).

In the summer of 2011, "Life in Italy is OK", a video documentary, was released.. It was mainly conceived for use in schools, and describes the humanitarian activities that Emergency carries out in Italy for all people in need (Italian citizens and immigrants). This documentary is also used to raise awareness about the effects of war and the poverty left after war. It also deals with issues of acceptance and equality in response to any form of racism. The movie was well received in all schools and it quickly became an instrument for public presentation of Emergency in Italy, even outside of the school context.

This is Emergency's cultural answer against the educational effort in schools for several years now— promotion of the non-culture of war and military propaganda, and intolerance towards people who seek refuge in Italy fleeing war and poverty that afflicts their countries of origin.

4.0 COMMUNICATION

4.1 The website «www.emergency.it»

Our website www.emergency.it is the media which is mostly used by the public seeking information about the association's activities and initiatives in Italy and abroad. It is also used as a donating means relative to the association's fundraising activities (online donations, Christmas initiatives, etc.) and to gain information on working with Emergency.

In 2011, the trend of web site visits was regular and steady, excluding the peaks in 2010 (mainly, the "*Io sto con Emergency*" -I support Emergency - campaign in April) . As usual, there is a seasonal trend that corresponds to the work and school cycles and there are small peaks for campaigns or special events.

In 2011, the website tracked on average 2,900-3,000 visitors a day, which represents an increase compared to the previous year. The website is confirmed to be more a "service" than an "informative" tool: The most visited sections were "*Help us*", explaining how to support Emergency (donations and volunteering), and "*Work with us*" for staff recruitment. The Italian audience is still highly prevalent among visitors (in slight downturn, but still over 90% of the total).

The integration of activities among the various online channels of the association has continued during the year; in this respect, the number of accesses to the website is only one of the parameters to consider when monitoring the spreading of the association's messages through the Internet. Also considering the positive feedback from other Internet facilities (Facebook above all), such activity can be considered as meaningfully increased.

4.1.1 The mini-website SOS EMERGENCY

On 15 December 2011, the "SOS Emergency" fundraising campaign was launched. This campaign, based on an appeal by Gino Strada, founder of Emergency, had two main tools for fundraising: use of a toll-free number and of the satellite-website SOS EMERGENCY (www.sosemergency.it).

SOS EMERGENCY is a very simple site, designed exclusively for fundraising, including a credit card donation form. In just over two weeks this site recorded 30,000 visits.

The satellite-website SOS EMERGENCY was also the first example of technical integration among the various channels on which we are present in the network: website, Facebook and Twitter.

4.2 Mailing lists

4.2.1 *Allistante*

Allistante is Emergency's weekly newsletter. It is sent out to subscribers on Thursdays as an update on the association's activities and initiatives.

In late December 2011, the *Allistante* mailing list had 107,000 members - the lower number of recipients compared to the previous year is only apparent and it is due to the "cleaning" of the contacts which were no longer active on the list.

In 2011, fifty regular mailings of *Allistante* were made, with only two intervals due to festivities; one in January and one in August.

The e-mails opening rate amounted to an average of 13,8%, with a lower variability among each mailing compared to 2010.

The average click-through rate, calculated on the email openings, was about 11%, with a variability depending on the nature of the specific content of each message.

4.2.2 "Io sto con Emergency" (I support Emergency) and "April 2" Mailing Lists

The "Io sto con Emergency" (I Support Emergency) (ISE) and "April 2" (A2) mailing lists are comprised of addresses collected during the two appeals; 280,000 and 24,000 contacts respectively. These two lists are used for non-regular mailings and for extraordinary ones, in case of special appeals, campaigns or events of particular importance.

In 2011, ten mailings were made to the ISE list and three to the A2 list, for the promotion of the annual membership card drive, the 5 per thousand individuals' income tax statements,

the anti-war rally on April 2, the 10-year anniversary of the war in Afghanistan, the promotion of the SOS EMERGENCY appeal and the newly launched monthly magazine "*E – il mensile*".

Both lists reached higher opening and click-through rates than the newsletter *Allistante*. This is because of the smaller number of mailings sent and the more selected messages that create a sense of urgency, need and exceptionality in the related appeals. For the ISE list, the average values (openings and click-through) were respectively 23.6% and 14.3%; whilst for the A2 list, which is more recent and less used, the average values were respectively 29.1% and 14.6%.

4.3.3 Other mailings

In April 2011, on the occasion of our humanitarian intervention in Libya, a mailing with an urgent appeal to a list of 416,000 addresses was carried out. The contacts were taken from the *Allistante*, ISE, A2 mailing lists, plus other addresses of donors and supporters. The mailing recorded an opening rate of 25.75% and a clickthrough rate of 16.4%.

4.3.4 Facebook

Emergency's Facebook page ([www.facebook.com / emergency.org](http://www.facebook.com/emergency.org)) was created in October 2009. As of December 31, 2011, about 650,000 supporters have been registered, with an annual increase of 165,000 supporters (+35%). Emergency's Facebook page and website are mainly targeted to Italian users.

The Facebook page has been mainly used as a tool to spread information about the association's activities, campaigns and initiatives in Italy. Among the Italian NGOs present on Facebook, Emergency is the one with the largest number of supporters. This is a significant result considering that Emergency has never paid for any campaign to boost the number of supporters.

This page received several awards from the press and experts in the sector.

Emergency also includes Facebook pages GINO STRADA (about 240,000 contacts as of December 31), and EMERGENCY POINT MILANO.

4.4 Twitter

Another success story is Emergency's profile on Twitter ([twitter.com / emergency_ong](http://twitter.com/emergency_ong)), which registered about 126,000 "followers" (supporters) at the end of 2011. Twitter is used to boost Emergency's institutional communications and for staff recruitment. Its public is far more international than that of the association's Facebook page.

4.4 Emergency's Magazine

During 2011, four issues of the quarterly magazine *Emergency* were published (Nos. 58, 59, 60 and 61).

The total circulation of about 940,000 copies was distributed as follows:

- 626,000 sent to supporters recorded in the association's database (13% more than in 2010);
- the remaining copies distributed through bookstores, libraries and through tabling initiatives carried out by the headquarters and by local volunteer groups.

Each copy of the magazine contains a postal voucher for donations to Emergency or to activate a direct debit without any bank fees to donors.

The magazine vouchers were mailed to supporters who are registered in Emergency's database and have a personal laser code which enables interaction with the supporters' database.

4.5 Annual Report

Emergency's Annual Report 1994-2010 was issued in March.

The total circulation was 250,000 copies (in Italian), about 149,000 of which were sent to supporters of Emergency as a supplement to the No. 58 issue of the association's magazine.

The other copies were distributed by the headquarters and territorial volunteer groups during initiatives, events and at tabling events.

4.6 Other Activities

In February 2011, when the conflict began in Libya, Emergency launched an awareness raising campaign against war in that country.

Through the website 2aprile.org, Emergency promoted an appeal inspired by Einstein's words: "*War cannot be humanized, it can only be abolished*". In a few days, the appeal was shared by about fifty thousand people. Among the first signatories of the appeal were Gino Strada, Carlo Rubbia, Don Luigi Ciotti, Renzo Piano, Maurizio Landini and Alex Zanotelli.

A national demonstration against war was convened in Rome, Piazza Navona, on April 2, 2011.

While a team of war surgeons was sent to Misurata, the city most affected in the war, Emergency launched an information campaign through its media, through the newspaper "La Repubblica" and through Italian media.

Emergency also launched a fundraising campaign through a mailing and a press campaign to support the health care assistance activities for war victims and refugees who, in the same period, arrived on Italian shores.

In April 2011, the first issue of *E – il mensile*, Emergency's monthly magazine, a new publication, was released and sold in all Italian newsstands.

E – il mensile follows up Emergency's commitment toward the promotion of peace solidarity, together with the assistance to victims of war and poverty, as contemplated by its bylaws.

The release of the monthly magazine was preceded by a series of public conferences on Emergency's manifesto "*The World We Want*", in 21 Italian cities. These conferences were led by Gino Strada, founder of Emergency, Gianni Mura, the magazine director ,

Maso Notarianni the magazine's co-director, and representatives of the world of culture, politics, entertainment and journalism.

In August, following the abduction of Francesco Azzarà, Emergency's logistician kidnapped in Nyala, capital of South Darfur, the association undertook a public awareness campaign.

All city councils throughout Italy were urged to prominently hang the "*Liberate Francesco*" (*Set Francesco Free*) banner. The association's entire network of volunteers also activated to ask for his release.

During this period, all of Emergency's public initiatives were aimed at keeping the attention on Francesco until his release on 16 December 2011.

From September 6 to 11, in Florence, the Tenth Annual Emergency National Volunteer Meeting took place under the patronage of the Municipality of Florence, the Province of Florence and region of Tuscany.

More than 30,000 people attended public meetings, debates, performances in the Mandela Forum, in Firenze Fiera, and the Teatro Verdi.

Among the guests were: Pino Arlacchi, Balasso Natalino, Stefano Bollani, House of the Wind, Massimo Cirri, Serena Dandini, Elisa, Elio e le Storie Tese, Erri De Luca, Gad Lerner, Paul Hendel, Fiorella Mannoia, Meacci Anna, Paola Minaccioni, Max Paiella, Giuliano Pisapia, Matteo Renzi, Don Gino Rigoldi, Serena Sinigaglia, and Paola Turci.

The event had the media partnership of *repubblica.it*.

Two new tools of communication produced in 2011 by Emergency were also presented at the National Meeting: the multimedia exhibition "*Curiamo persone*" (*We treat people*) and the video "*Life in Italy is ok*".

Both the exhibition and the video focus on the Italy Program, and are used at public events organized by volunteer groups and local communities.

In autumn 2011, the Emergency's Communications Department conceived the "*Liberi e uguali*" (*Free and equal*) campaign inspired by the Article 1 of the Universal Declaration of Human Rights.

The campaign was promoted on Christmas gadgets (t-shirts, mugs, bags, mousepads) and on the 2012 Emergency membership card.

The membership campaign was promoted through Emergency's communication tools, and through a mailing to supporters.

Emergency's 2012 calendar "*Parole contro la guerra*" (*Words against war*) was designed by Italian graphic artists and illustrators who turned words into images. Quotes of twelve anti-war intellectuals and peace advocates of all times, such as Herodotus, Bertolt Brecht, Albert Einstein, Martin Luther King and Nelson Mandela, were used for the calendar.

5 FUNDRAISING INITIATIVES

In 2011, about 69% of the association's total revenues, amounting to 16,560,562 euro (out of 26,119,500 euro) derived from the contributions of private citizens. Besides the proceeds from the donations of the 5/1000 of individual's income tax forms, and the proceeds from bequests, the total amount of private contributions was **8,501,881 euro**, a significant decrease compared to 2010.

The main channels that make up the total of this item are: spontaneous donations (2,734,373 euros), donations from the attached postal bulletins enclosed to the quarterly

magazine and to the Emergency's Activity Report (1,229,142 euros), contributions from ongoing donations – direct debit - (1,222,287 euros), donations made on anniversaries - wedding lists, special occasions and memorials - (505,166 euros), membership campaign 2010-2011 (463,523 euros), specific initiatives - Appeal to support the hospital Lashkargah, call to support the humanitarian intervention in Libya, an appeal in support of Afghanistan - (367,294 euros) and those directly attributable to the campaign "SOS Emergency", launched in December 2011 (232,038 euros).

5.1 Commercial Activity

The total revenue from fundraising for the year 2011 was of **2,828,517 euro**, with a slight growth compared to the previous year, of which 35% derives from the activity of the Territorial Groups, 36% from the Christmas markets, approximately 27% from the two e-commerce websites (E-Shop and Anniversaries), 2% from corporations, through their purchase of greeting cards and gifts at Christmas, and through the website reserved for corporation at Christmas: aziende.emergency.it.

In 2011, the gadgets sales increased compared to 2010. A new e-commerce website dedicated to Anniversaries was launched and an Info Point opened in Milan at the end of the year. The number of Christmas markets, where the association's gadgets are sold, has doubled. Additionally, from September to December, another e-commerce website dedicated to companies was activated for the Christmas season.

During the year, the procedure of selection and management of gadgets, drafted in the second half of 2010, was implemented. . Criteria have been developed for the evaluation of the ethical standards of the products that Emergency buys (supply chain, origin, certifications, environmental impact). All suppliers, from which Emergency purchases its gadgets, were taken into consideration and margins to optimize investments, product quality and service reserved to Emergency were evaluated, especially in light of the analysis made on margins deriving from the sale of gadgets in the different sales channels.

Through these actions new suppliers were searched and finally selected for providing t-shirts (still the mostly sold gadget), some other items and solidarity wedding favors. Two bids for the supply were made, based on the assessment of objective data, and trade agreements were introduced (such as sales account) that have progressively reduced Emergency's financial exposure towards the purchase of gadgets. As for t-shirts, in particular, the new supplier, also belonging to the fair trade circuit, guaranteed better economic conditions and greater flexibility in placing the orders. The savings on an annual basis are of about 30/40 thousand euros just for the purchase of t-shirts (subject to the fluctuation of cotton prices).

5.1.1 Shop.emergency.it

Launched in the second half of 2010, the online shop recorded in 2011 a gross income of about **376,874 euros**, with an increase by about 25% compared to 2010.

During the year, to promote the online shop and other fundraising activities (e.g. donations of the 5/1000 on individuals' income tax form, call for the intervention in Libya, an appeal in

support of humanitarian programs in Afghanistan), monthly online newsletters were sent to a database of 15,000 contacts made available to us by trading partner, BUY srl (Ltd. BUY).

In the two months of November-December, the shop was redesigned in layout and content to host the section "Speciale Natale Privati" (Christmas Special for Private Donors). The proceeds of this initiative was allocated to the Italy Programme.

In addition to the usual Christmas baskets, a consignment partnership with a renowned winery and with Altromercato, the fair trade cooperative were introduced

5.1.2 Lietieventi.emergency.it

During the first quarter of 2011 a new e-commerce microsite dedicated to the "bomboniere solidali" (solidarity wedding favors) was designed and put online.

There are two main commercial partners in this initiative: Buy srl, already our partner for the gadget sale site, and Julia Cartotecnica, a leading provider of greeting cards, with which a sales account agreement was made.

Additional commercial partners are two Fair Trade cooperatives, for the supply of pouches for sugared almonds (confetti), and two candle producers.

Funds raised (gross proceeds amounted to **503,032 euro**) through this activity in 2011 were allocated to the Paediatric Centre in Bangui.

The outsourcing of the sale of cards and solidarity wedding favors has reduced the impact of such activities on the headquarters - especially in terms of administrative management and logistics - and made it possible to increase sales and reduce indirect costs.

5.2 Christmas Special

The usual fundraising campaign for the "Christmas Special" in 2011 was substantially revamped - as mentioned before - by outsourcing the sale of greeting cards and gifts for corporations to our business partners Buy srl, and through various trade agreements with suppliers aimed at increasing sales account.

The website natale.emergency.it (Christmas website) was redesigned, turning it into a window of access to two separate areas reserved for individuals and businesses. For both categories the Italy Programme was proposed for allocation of proceeds., as well as proceeds from the purchase of gadgets and gifts (through a link with the two e-commerce sites).

A space was reserved for the promotion of Emergency's markets and awareness tables, and a "thank you" page for companies who participated.

The 2011 Christmas Special collected **138,500 euro in donations** from companies and **58,608 euro** from individuals.

5.3 Other initiatives

During 2011, a number of successful initiatives and collaborations began and/or continued, and new ones were added.

The agreement with American Express, that started in 2007, was reconfirmed. Thanks to the Club Membership Rewards arrangement (donation of points converted into contributions) **7,799 euro** were donated to support the Surgical Centre in Goderich, Sierra Leone.

Nordiconad, active for years with a program of points collection, donated **47,112 euro**, also allocated to the Surgical Centre in Goderich, Sierra Leone.

Micys, a cosmetics company that operates under the brand Pupa, reaffirmed for the third year its support to the Maternity Centre in Anabah, Afghanistan with a cash donation of **60,000 euro**, and a donation in merchandise amounting to **20,304 euro**.

Luxtistica also reconfirmed its partnership with a donation of **23,000 euro** to support the Italy Programmeln 2011, Lottomatica continued supporting Emergency with a donation of **25,000 euro** allocated to the Palermo Outpatient Clinic for migrants and people in need.

New partnership agreements were signed with 15 companies. The most significant donations were:

- Carpi Tecnica, a plumbing and heating company donated the bonuses matured on the turnover from its suppliers, amounting to **36,420 euro**, to the Surgical and Paediatric Centre in Goderich, Sierra Leone.
- Pasquale Bruni, at the launch of the line of silver jewelry "Amore", donated **20,000 euro** to support the Paediatric Centre in Nyala.
- Unicoop Tirreno, with the inclusion in its 2010/2011 catalog of information on the possibility of donating solidarity points in support of the Outpatient Clinic in Palermo, collected donations amounting to **30,965 euro**.

Finally, Jaeger Le Coultre, a division of the Group Richemont SA, which operates in the production of luxury watches, has supported the *Salam* Centre for Cardiac Surgery in Khartoum through the initiative "Reverso for Emergency" and has given three Reverso watches to Emergency that will be put up for auction in May 2012.

The fundraising initiative "*A Tavola con*" (Dine with Us) in 2011 signed 27 agreements, including renewals and new agreements, resulted in a total of donations amounting to **24,836 euro**, allocated to the humanitarian programs of Anabah, Kabul, Lashkar-gah (Afghanistan), Goderich (Sierra Leone), and Salam Centre for Cardiac Surgery in Khartoum (Sudan).

In 2011, the Emergency Infopoint project was launched. Information points in main Italian cities will be opened to raise awareness of the association's various activities (in-depth information on humanitarian programs, recruitment activities, school activities, volunteering, etc.), and dedicated to the sale of gadgets. On 11 November 2011, the first Emergency Infopoint was inaugurated in Milan. Another Infopoint will be opened at the beginning of 2012 in Turin.

6.0 FUNDRAISING: PROBLEMS AND PERSPECTIVES

As mentioned in the introduction, the total funds raised in 2011 was dramatically affected by the economic crisis that has hit our country as well, especially in the second half of the year. The decrease compared to the previous year of the share of donations of the 5/1,000 in individuals' income tax (8,074,262.57 euro), and of the contribution by the Government of Sudan to the activities of the *Salam* Centre for Cardiac Surgery in Khartoum (1,936,636.14 euro), together with the drop in donations by private citizens, have affected the decrease in total funds raised in the year.

From the second semester, Emergency took urgent measures to contain costs and enable or strengthen new fundraising channels: the creation of a donor support and direct marketing office to support the SOS Emergency campaign; meetings with the representatives of international organizations and foreign institutions to create contacts for the funding of existing programs; the request for donations to private citizens and companies with high income.

Among these contributions, there were 500,000 euro donated by Pirelli & C. S.p.A. in favour of the *Salam* Centre for Cardiac Surgery in Khartoum; 409,000 euro donated by *Fondation Assistance* in support of humanitarian activities in Libya and for Emergency's humanitarian activity in general; 200,000 euro donated by Fondazione Smemoranda for the Italy Programme; 200,000 euros donated by Fondazione Prosolidar ONLUS to support the future construction of a hospital in Uganda; 50,000 euro donated by Fondazione Cassa di Risparmio di Trento e Rovereto in favor of the *Salam* Centre for Cardiac Surgery; 42,000 euro donated by Mediafriends ONLUS for the Pediatric Centre in Goderich.

With a severe delay, in November 2011 the contributions from donations of the 5/1,000 on individuals' income tax forms of 2009 (on 2008 income) were paid, amounting to 8,074,262.57 euro. In order to meet cash needs, in the spring of 2011, the Banca Popolare di Sondrio granted the opening of a credit on a current account (guaranteed by the relevant assignment of claims) for 8 million euro. In September, it was necessary to open a credit line of 1.5 million with Banca Popolare dell'Emilia Romagna. Pending the actual payment of the share of the 5/1,000, a second credit line of 3 million euro was conservatively requested to the Banca Popolare di Sondrio in October.

In 2011, the Iraqi government agency that deals with the problem of landmines in Iraq (GDMA) provided a subsidy to cover the cost of acquisition of material for the production of prostheses at the Emergency Centre in Sulaimaniya.

During 2011, the United Nations-Common Humanitarian Funds Sudan allocated U.S. \$ 198,000 to support the activities of the Paediatric Centre in Nyala.

Over the last months of 2011, Emergency also requested contributions in support of its general hospital in Anabahto the Afghan health authorities, and also to health authorities in Sierra Leone for its hospital in Goderich.

7.0 INCIDENCE OF MANAGEMENT COSTS

In 2010, the association's overhead costs was of 8,56%, even in this difficult year below the 10% threshold, which the association considers as a virtuous threshold.

In 2011, the major overhead costs were for personnel (wages and the related social contributions, mainly due to the increase of the entire number of staff). The rental costs for the warehouses in Milan and in Rome are added to this amount, together with the costs for utilities and the rental costs for the headquarters in Milan and the Rome office.

The incidence of overhead costs on financial statements represents a parameter obviously related to the amount of revenues: a "variable" against a "fixed" parameter (the most representative of which are, as previously stated, the cost of labour and rental costs).

8.0 ALLOWANCES

In the 2011 financial statements, 3,180,000 euros (of which € 200,000 already paid during the year) were set aside as a contribution approved by Fondazione Prosolidar ONLUS for the construction of a Pediatric Surgical Centre in Uganda.

The provisions set aside for the contribution by Fondazione Smemoranda for the Italy Programme Italy is now 970,000 euro, after the disbursement of 200,000 euro in 2011.

120,317 euro are still set aside as provisions deriving from the initiative 'Inter per Emergency', for the possible future construction of a Pediatric Centre in Goma, Democratic Republic of Congo.

The amount of 200,000 euro is still left aside to cover risks resulting from a potential litigation regarding the interpretation of the consistency of a legacy left to Emergency and three other entities, as heirs to inheritance (Bettini). This amount was prudently set aside considering a reasonable minimum and maximum of the exposure that could result from the interpretation of a will by the court, in case any dispute should occur.

9.0 BUDGET FORECASTS

Countries	Euro
Afghanistan	5,474,361.00
Sudan – <i>Salam</i> Centre	6,519,000.00
Sudan – Paediatric Centres	1,065,061.00
Central African Republic	730,064.00
Iraq	599,511.00
Sierra Leone*	2,144,000.00
Cambodia	164,399.00
Uganda	500,000.00
Programme Italy**	1,410,926.00
Cooperativa 10 Dicembre	100,000.00
Headquarters institutional activity and other costs	4,290,000.00

Cost of the facility	1,810,000.00
Total	24,872,417.00

Notes

* Includes the cost of construction completion of the new surgical unit in the Emergency Surgical Centre in Goderich, Sierra Leone.

** Includes the costs of "Polivans", a project submitted to the Region of Puglia which will entirely fund it.

We invite the Members' Assembly to approve the financial statements as prepared by the Board of Directors.