



For a strong and
healthy Africa

Annual accounts 2020



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Balance as per 31 December (in €)

(after appropriation of result)

ASSETS		2020	2019	LIABILITIES		2020	2019
Tangible fixed assets				Reserves			
Means of operation	1	239,736	330,634	Foundation capital		23	23
				Continuity reserve	6	2,083,000	2,026,796
Receivables and accruals				Reserve for financing assets	7	239,736	330,634
Other receivables and accruals	2	2,259,125	1,951,215	Reserve for organisational development	8	1,163,688	585,625
Debtors	2	-	83,605	Reserve for projects	9	1,027,351	1,027,351
Advance payment to Amref HQ	3	1,100,000	2,000,000	Reserve for special project investments	10	127,892	396,372
Prepaid project contributions	3	-	394,569			4,641,690	4,366,801
		3,359,125	4,429,389	Funds			
				Fund Dutch Postcode Lottery	11	108,111	154,952
Investments	4	1,688,078	1,531,535	Fund Foreign Affairs grants	12	6,334	6,334
						114,445	161,286
Cash and cash equivalents	5	14,786,547	4,711,083	Total reserves and funds		4,756,135	4,528,087
		20,073,486	11,002,641	Provision			
				Provision WAB	13	1,158	8,097
				Long-term liabilities			
				Project commitments 2021 and onwards	14	-	-
				Short-term liabilities			
				Project commitments 2020	14	759,748	2,124,748
				Creditors	15	185,692	670,876
				Other liabilities and accruals	15	14,370,753	3,670,833
						15,316,193	6,466,457
						20,073,486	11,002,641

Statement of Income and Expenditure (in €)

INCOME		Budget 2021	Actual 2020	Budget 2020	Actual 2019
Income from private donors		8,271,500	8,268,739	7,515,200	8,099,253
Income from corporate donors		1,200,040	846,803	2,252,500	1,374,297
Income from the Dutch Postcode Lottery		1,663,057	2,710,372	1,870,000	1,762,631
Income from government grants		12,500,000	9,378,256	8,678,000	10,414,355
Income from other non-profit organisations		539,500	1,054,410	1,358,000	1,038,223
16		24,174,097	22,258,580	21,673,700	22,688,759
Other income		300,000	424,768	450,000	353,213
Total income		24,474,097	22,683,348	22,123,700	23,041,972

EXPENDITURE		Budget 2021	Actual 2020	Budget 2020	Actual 2019
Health programmes		16,476,939	15,090,450	14,821,769	16,198,292
Advocacy		247,741	216,205	351,392	299,867
Amref Ventures		504,303	533,624	442,973	476,283
Communication/awareness raising		3,616,930	3,417,092	3,680,002	3,829,136
19		20,845,913	19,257,371	19,296,136	20,803,578
Costs of generating funds		2,448,392	2,230,125	2,271,751	2,268,415
Costs of management and administration		1,173,476	1,002,039	893,782	905,887
Total expenditure		24,467,781	22,489,535	22,461,669	23,977,880
Interest and investments		3,000	34,235	88,000	125,083
Result		9,316	228,048	- 249,969	- 810,825

RESULT		Budget 2021	Actual 2020	Budget 2020	Actual 2019
Appropriation of result, additions/withdrawals					
Reserve for financing assets		-	- 90,898	-	126,666
Reserve for projects		-	-	-	-503,137
Reserve for special project investments		9,316	- 268,480	- 249,969	-277,410
Reserve for organisational development		-	578,063	-	-64,375
Fund Dutch Postcode Lottery		-	- 46,841	-	-92,569
Continuity reserve		-	56,204	-	-
		9,316	228,048	- 249,969	-810,825



Cash flow statement (in €)
(direct method)

INCOME	2020	2019
Private, corporate, foundations	10,461,491	9,892,176
Lotteries	3,650,000	1,900,000
Government grants	18,411,925	8,603,015
Other income	504,339	221,045
Investments	-17,784	56,246
	33,009,971	20,672,482
EXPENDITURE		
Health programmes in Africa	12,670,302	16,506,579
Advance payment Amref Health Africa	1,100,000	2,000,000
Other payments	9,046,656	7,630,167
	22,816,958	26,136,746
Cash flow from operational activities	10,193,013	- 5,464,264
Cash flow from investments		
Investments	- 29,021	- 235,543
Disinvestments	-	7,536
	- 29,021	- 228,007
Cash flow from financial activities		
Acquisitions in investment portfolio	- 1,466,186	- 210,488
Sales in investment portfolio	1,377,658	281,226
	- 88,528	70,738
Total cash flow	10,075,464	- 5,621,533
Change in cash position		
Cash and cash equivalents on 1 January	4,711,083	10,332,616
Cash and cash equivalents on 31 December	14,786,547	4,711,083
	10,075,464	- 5,621,533

Our cash position has increased by € 10,075,464 to € 14,786,547. The increase is mainly due to advance payments for projects/ programmes from the Dutch Postcode Lottery and the Dutch Ministry of Foreign Affairs.

The cash position, together with the repayments for the advance payment for programmes in Africa from 2019, covers the total short term obligations of € 15,316,193 as per 31 December.



Accounting Policies

Amref Flying Doctors (Stichting Amref Nederland) is based in Leiden, the Netherlands.

The 2020 annual accounts have been prepared in accordance with the Directive RJ 650 for Fundraising Organisations.

Reporting guidelines

The model of the statement of income and expenditure includes a separate item for management and administration costs. We are free to decide which costs are attributed to this item, provided that we are consistent in the method used. Goede Doelen Nederland (GDN, the Dutch Charity Branch Association) has issued recommendations on the implementation of the guideline to ensure transparency and comparability in our sector. We have been following these recommendations since 2008.

Furthermore, GDN’s Financial Management Directive for Charities was adopted in 2011. This Directive provides guidance with regard to reserves and funds, and the responsible management of these resources. It specifically relates to guidelines regarding investment policy and management, the level of the continuity reserve and how investment performance is reported. GDN members are free to deviate from the Directive, provided they explain and justify their reason for doing so. We have chosen to apply the Directive in full as established in our investment policy, our policy on the continuity reserve and in other policies. This annual report presents our results.

Continuity

The annual accounts have been drawn up on the basis of continuity.

Use of estimates

In the preparation of the annual accounts our Management Team is required to form judgements, and to make estimates and assumptions that affect the implementation of the principles and the reported value of assets and liabilities, along with reports of income and expenditure. The actual results can differ from these estimates. We constantly review the estimates and underlying assumptions. The revisions of estimates are included in the period in which the estimates are reviewed and in any future periods affected by the relevant revisions.

Functional and reporting currency

The annual accounts and all its specifications are denominated in euros; this is both the functional and reporting currency of Amref Flying Doctors.

Relation to Amref in Africa

Although legally independent organisations, the purpose and destination of Amref in the Netherlands and Amref in Africa are fully connected. Several former members of our Supervisory Board are also members of the Amref International Board. The health programmes in Africa that are funded by Amref in the Netherlands are implemented by Amref in Africa only, based on clear contractual arrangements per individual funding. Incidentally Amref in the Netherlands and Amref in Africa perform mutual settlement of payments through an interledger account. Amref in Africa does not fund any of the core activities of Amref in the Netherlands.





Accounting principles for the valuation of assets and liabilities

Tangible fixed assets

Tangible fixed assets are stated at original cost, less linear depreciation, based on the economic lifespan. We apply the following depreciation periods:

- Investments in our servers: 5 years
- Other computer equipment: 3 years
- Office equipment: 5 years
- Investments in our office accommodation: 5 years

All assets are classified as means of operation

Exceptional impairments

Fixed assets with extended lifespans must be assessed for impairment when changes or circumstances arise indicating that the book value of an asset will not be recovered. The recoverability of assets in use is determined by comparing the book value of an asset to the estimated cash value of the future net cash flows that the asset is expected to generate. If the book value of the asset is significantly higher than the estimated cash value of the future cash flows, exceptional impairments are justified for the difference in the book value and the recoverable amount.

Receivables and accruals

Receivables and accrued income are initially stated at fair value, and are subsequently valued at amortised cost. An allowance is made for obsolescence where necessary.

Investments

Investments have been booked at market value as of 31 December 2020. Price gains and losses not yet realized are justified in the statement of income and expenditure.

Cash and cash equivalents

Cash and cash equivalents consist of bank and cash balances and are recognised at their nominal value.

Continuity reserve

The continuity reserve is meant to enable Amref to meet our obligations to third parties and our own employees as the occasion arises. The continuity reserve also serves as a buffer in case of revenue shortfalls or unexpected emergencies so that we can maintain our activities in the interim.

The GDN established the Financial Management Directive for Charities in 2011. This Directive states that the continuity reserve may not exceed 1.5 times the annual costs of the organisation, while clearly defining the expenses that the organisation may take as a loss. For us, this means the organisation's total operating costs, including the operating costs for fundraising, health programmes in Africa and communication/awareness raising, as well as all the additional costs for our own fundraising and the acquisition of other income. The direct expenditure on health programmes in Africa and communication/awareness raising are not included in our operating costs.

Our own policy on the desired amount of the continuity reserve was refined in 2011 and is in line with the GDN guideline. We use the cost calculations for the organisation as the basis for our own calculations. We then make two adjustments to take into account the dependability of income flows. Finally, we establish a clear upper and lower level, and we conduct a risk analysis on the amount of the continuity reserve. The amount of the continuity reserve must be at least 50% and, ordinarily, no more than 100% of the basis, which is formed by the budgeted costs of the organisation of the next financial year minus 50% of the revenue from private fundraising from the current financial year

and 10% of the grant income for the next financial year that has already been committed in contracts. In 2015, the policy was amended. Based on the risk analysis, the continuity reserve must be at least € 2,082,500. This means that the reserve falls well within the acceptable limits of the CBF and GDN guidelines. We believe that this policy ensures our continuity sufficiently without having to build up unnecessary reserves. Our revenue has grown and diversified over the years and we expect this trend to continue, with our private donors providing a stable financial base. In addition, a number of other revenue sources, such as contributions from the Dutch Ministry of Foreign Affairs, the Dutch Postcode Lottery and notarial deeds are secure for a number of years to come.

Earmarked reserves

Earmarked reserves express the share of disposable equity to be spent on a designated purpose. The amount and the designated purpose are approved by our Supervisory Board each year. Our earmarked reserve for financing fixed assets indicates which part of the equity has been defined as tangible fixed assets. In addition, we have an earmarked reserve for organisational development, which is meant for the further development and strengthening of our organisation, both in the Netherlands and in Africa. The earmarked reserve for special project investments was established in 2015 as a result of a one-off refund of sales tax paid from 2007 through 2015. This reserve will be assigned to investments that are of a one-off nature or to cover specific non-structural risks. The earmarked reserve for projects will cover regular project funding in Africa.

Earmarked funds

Earmarked funds are funds that a third party has designated for a specific purpose and that have not yet been spent. There are

two earmarked funds at the end of 2018. The 'Dutch Postcode Lottery' earmarked fund relates to the extra revenues received in 2016 from the Dream Fund. These revenues are spent between 2017 and 2021. The 'Foreign Affairs grants' earmarked fund relates to interest proceeds attributable to the grants that will be spent on the relevant programmes between 2018 and 2020.

Liabilities

On initial recognition current liabilities are recognised at fair value. After initial recognition current liabilities are recognised at the amortised cost price, being the amount received, less transaction costs. This usually is the nominal value. Obligations relating to the period after 2020 have been included under long-term liabilities.

Pensions

We have a defined contribution plan. The plan is based on the assumption that the pension costs in the period under review are equal to the pension contributions payable to the pension fund over that period. A liability is recognised insofar as the payable contributions have not yet been paid as of the balance sheet date. If the contributions already paid on the balance sheet date exceed the payable contributions, accrued and deferred items are included to account for any repayment by the fund or settlement with contributions payable in future. There are no additional commitments.

Accounting principles for determining results

General

The income and expenditure are attributed to the year to which they relate.

Income

Fundraising income is recorded as gross income (for the amount received). Benefits from legacies are accounted for in the year in which the amount can be reliably determined. Provisional payments in the form of advances are accounted for in the year in which they are received. Income from lottery organisations only include campaigns involving no risk for us.

Project contributions

The allocation of project contributions is shown in the year in which the recipient is informed in writing of the contribution. When allocating a multi-year contribution to a project with a reservation for the financial development of our organisation, the contribution is shown for each individual year as an expenditure.

Allocation of costs

The costs are attributed to the activity to which they relate. Our four main activities are categorised as: health programmes in Africa (including Amref Ventures), communication/awareness raising (including Advocacy), fundraising, and management and administration. The general overhead costs of our organisation are included under management and administration. We have been allocating costs directly to the greatest degree possible since 2009, and we use the GDN guidelines to do so. Part of the

costs are distributed among the main activities using set allocation formulas, in proportion to the time spent or employee costs involved. These allocation formulas are reviewed annually based on current data. The allocation percentage for acquisition costs and communication for 2020 was set at 60% and 40% of the total budget for fundraising and communication respectively.

Cash flow statement

The cash flow statement has been prepared using the direct method.



Notes to the Balance Sheet

(all specifications as per 31 December)

I Tangible fixed assets (in €)	2020	2019
Book value as at 1 January	330,634	203,968
Disinvestments	-	- 7,536
Investments	29,021	235,543
	359,655	431,975
Depreciation	- 119,919	- 101,341
Book value as at 31 December	239,736	330,634

Investments in 2020 were limited and primarily in replacement of computer hardware.

2 Receivables and accruals (in €)	2020	2019
Interest	-	161
Prepaid expenses	79,616	42,167
Debtors	-	83,605
Grants receivable	1,806,419	1,207,024
Legacies receivable	178,250	481,043
Tax returns	71,594	189,415
Other receivables	123,246	31,405
	2,259,125	2,034,820

The grants receivable concern government grants and other project funding. The legacies receivable concern legacies in the process of settlement. In all cases the related commitments to Amref in Africa are included under the project contributions. Tax returns concerns VAT over 2020.

3 Loan and prepayments (in €)	2020	2019
Advance payment Amref HQ	1,100,000	2,000,000
Prepaid project contributions	-	394,569
	1,100,000	2,394,569

In 2019 Amref Headquarters in Nairobi was suffering from a temporary lack of liquidity. We decided to issue an advance payment to Amref Headquarters of € 2,000,000, which is deducted from our monthly project remittances in 20 terms, starting in April 2020 and ending in November 2021.

4 Investments (in €)	2020	2019
Balance as per 1 January	1,531,535	1,519,646
Purchases	1,466,186	210,488
Sales	- 1,377,658	- 281,226
Value appreciation/depreciation	68,015	82,627
Balance as per 31 December	1,688,078	1,531,535

Since 2016 IBS Capital Allies is our external investment portfolio manager. Based on our investment policy and clear contract arrangements they manage our portfolio. Our policy is very defensive, compliant with GDN's Directive on Responsible Investment Management and its Financial Management Directive for Charities.

5 Cash and cash equivalents (in €)

	2020	2019
Current accounts	14,786,547	4,711,083
Short term deposits	-	-
	14,786,547	4,711,083

Our cash position has increased significantly to € € 14.786.547. The increase is mainly due to an advance payment from the Dutch Ministry of Foreign Affairs for the Power to You(th) programme, which will start in 2021. An amount of € 34.037 is not at our free disposal, because it relates to a guarantee for our office rent.

6 Continuity reserve (in €)

	2020	2019
Balance as per 1 January	2,026,796	2,026,796
Withdrawal	-	-
Addition	56,204	-
Balance as per 31 December	2,083,000	2,026,796

Calculation of the basis

Organisational costs following year	4,834,000	4,803,000
Other costs of raising income following year	1,620,000	1,500,000
-/- 50% private donor income this year	- 4,134,000	- 4,050,000
-/- 10% committed grants following year	- 481,000	- 481,000
Basis	1,839,000	1,772,000
Level of continuity reserve in relation to the basis	113%	114%
Maximum allowed according to CBF and GDN	9,681,000	9,454,500
Level of continuity reserve in relation to maximum	22%	21%
Level of continuity reserve in relation to organisational costs	32%	32%

The continuity reserve of € 2,083,000 is above the minimum level of € 1,250,000 that was set in 2015. It is at 113% of the Basis, which is an acceptable deviation of our policy of at maximum 100% of the Basis. Given the identified risks and uncertainties for the near future, the excess is justified. According to the CBF norm the maximum amount could be € 9,681,000. We are well below that limit.

7 Reserve for financing assets (in €)

	2020	2019
Balance as per 1 January	330,634	203,968
Withdrawal	- 90,898	-
Addition	-	126,666
Balance as per 31 December	239,736	330,634

The earmarked reserve for financing assets matches the book value of the tangible fixed assets as per 31 December.

8 Reserve for organisational development (in €)

	2020	2019
Balance as per 1 January	585,625	650,000
Withdrawal	-	- 64,375
Addition	578,063	-
Balance as per 31 December	1,163,688	585,625

The earmarked reserve for organisational development is meant for funding the further development and strengthening of our organisation, both in the Netherlands and in Africa.

9 Reserve for projects (in €)

	2020	2019
Balance as per 1 January	1,027,351	1,530,488
Withdrawal	-	-503,137
Addition	-	-
Balance as per 31 December	1,027,351	1,027,351

The earmarked reserve for projects covers regular project funding in Africa.

10 Reserve for special project investments (in €)

	2020	2019
Balance as per 1 January	396,372	673,782
Withdrawal	- 268,480	- 277,410
Addition	-	-
Balance as per 31 December	127,892	396,372

The earmarked reserve for special project investments was established in 2015 as a result of a one-off refund of sales tax paid from 2007 through 2015. This reserve is assigned to investments that are of a one-off nature and/or have a specific non-structural risks. In 2020 a withdrawal was made to cover costs made for the innovative ARAG impact study in Ethiopia and for our brand campaign. In 2021 further withdrawals for the former are foreseen.

II Fund Dutch Postcode Lottery (in €)

	2020	2019
Balance as per 1 January	154,952	247,521
Withdrawal	- 46,841	- 92,569
Addition	-	-
Balance as per 31 December	108,111	154,952

The ‘Dutch Postcode Lottery’ earmarked fund relates to the project for the extra revenues received in 2016 from the Dream Fund. This part will be spent in the Netherlands between 2017 and 2021 on

communication, programme management and other support activities to the i-PUSH programme that is funded from the Dream Fund grant. The withdrawal covers costs made in the Netherlands in 2020.

12 Fund Foreign Affairs grants (in €)

	2020	2019
Balance as per 1 January	6,334	6,334
Withdrawal	-	-
Addition	-	-
Balance as per 31 December	6,334	6,334

The ‘Foreign Affairs grants’ earmarked fund relates to interest proceeds that are attributable to government grants. Due to low interest rates in 2020 no addition was made. The fund will be spent on the relevant programmes in coming years.

13 Provision (in €)

	2020	2019
Provision WAB	8,097	-
Withdrawal	- 6,939	-
Addition	-	8,097
Balance as per 31 December	1,158	8,097

In 2019 new legislation with regard to the workforce was introduced: the “Wet Arbeidsmarkt in Balans” (WAB). In this legislation a provision for temporary workers within the organisation is required. The provision has decreased in 2020 due to a decrease in employees with temporary contracts.

14 Project commitments (in €)

	2020	2019
Project commitments 2021 and onwards	-	-
Project commitments 2020	759,748	2,124,748
Balance as per 31 December	759,748	2,124,748

The decrease is mainly caused by expiration of a large number of project agreements.

15 Creditors and short term liabilities (in €)

	2020	2019
Prepaid grants	13,831,134	3,269,696
Creditors	185,692	670,876
Audit costs	36,150	53,595
Holiday allowance staff	115,531	133,325
Other accounts payable	387,938	214,217
	14,556,445	4,341,709

The increase in short term liabilities is mainly due to an advance payment from the Ministry of Foreign Affairs for the Power to You(th) programme. The other accounts payable contain € 246,800 for project-related commitments, € 84,600 for leave days of our staff and € 45,700 for various suppliers.

Off balance sheet rights and obligations

Multi-annual obligations

We have a rental contract on our office accommodation at the Schuttersveld 9 in Leiden. This contract is extended in 2020 until 30 June 2031 (with a conditional clause regarding the continuation of grant financing from the Ministry of Foreign Affairs). The annual rent will be € 110,000 in 2021, for which we issued a bank guarantee of € 34,037.

We have a lease contract for our multifunctional printer until 21 July 2021. The annual costs are € 5,721. And we have a lease contract for the Renault Zoë of our CEO, until 16 December 2024. The contract is with Forward Lease and contains sponsoring by Forward Lease and Autohaag Zeeuw; annual costs are € 5,978.

Conditional obligations

As per 31 December 2020 we have conditional project commitments for 2021-2023 of € 17.8 million, of which € 15.2 million for 2021. Suspension is possible, based on conditions in the project agreements. These conditions refer to possible decisions by the relevant donor or alliance, or to possible financial setbacks or decisions of Amref Flying Doctors itself.



Notes to the Statement of Income and Expenditure

Income

16 Income (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Private donors	8,271,500	8,268,739	7,515,200	8,099,253
Corporate donors	1,200,040	846,803	2,252,500	1,374,297
Dutch Postcode Lottery	1,663,057	2,710,372	1,870,000	1,762,631
Government grants	12,500,000	9,378,256	8,678,000	10,414,355
Other non-profit organisations	539,500	1,054,410	1,358,000	1,038,223
	24,174,097	22,258,580	21,673,700	22,688,759

Our total income shows a slight decrease in 2020, from € 22,688,759 in 2019 to € 22,258,580 in 2020. This is however well above the budget for 2020 and above expectations given the circumstances (COVID-19). Causes for this better than expected performance are the donations from private donors and the contributions from the Dutch Postcode Lottery: after the granted contributions in 2018 for our project Malawi Guardians and in 2019 for our Centre of Excellence for FGM, in 2020 additional contributions were granted for Amref Ventures and an extension for our dreamfund from 2016 (I-Push project), on top of the yearly contribution of € 900,000.

The income from Corporate donors as lower than expected and than in 2019. This is largely due to the COVID-19 pandemic, which causes Corporate donors to be more conservative about investing and financing projects.

We received a number of grants from the Dutch government: € 5,947,500 for the HSA alliance programme – implemented in collaboration with Achest, Health Action International and Wemos, € 646,500 trough coalition manager Plan for our Yes I Do! programme, € 1,967,000 through coalition manager Simavi and partner Aqua4all for several WASH programmes, € 797,500 through coalition manager Waste for the Finish programme and € 19,600 for several other projects.

The income from the Dutch government was higher than in previous years and than expected. This is mainly due to additional grants within the WASH SDG programme, granted in 2020.

Specification private donors

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Individual donations	7,311,500	7,437,355	6,325,000	6,080,753
Events	710,000	305,782	940,200	1,456,033
Legacies	250,000	525,602	250,000	562,467
	8,271,500	8,268,739	7,515,200	8,099,253

Due to the COVID-19 pandemic the face-to-face fundraising had to be halted for several periods during 2020. Despite these difficult circumstances we managed to increase our donor base to approximately 106,000. Combined with an significant increase of the average annual gift from € 60,66 to € 69,94 this resulted in significantly higher income from individual donations.

As a result of the pandemic our events, the Africa Classic and Wandelen voor Water, had to be canceled in 2020. Still the funds raised for these events were recognized as income but were logically at a much lower level. The income from legacies remained at the same level as in 2019, which was higher than expected. Several legacies still have to be settled. Depending on the complexity this may sometimes take more than a year.

For our fundraising activities we often apply specific themes like ‘malaria’ or ‘reconstructive surgery’. Experience shows that theme-related fundraising gives a higher return on investment. However our programmes in Africa are always integrated programmes, in which several themes come together. Therefore the funds raised through thematic campaigns will not only be spent on the specific themes, but they will be spent within our integrated programmes. We always mention this aspect in our mailings and other fundraising activities.

17 Other income (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Affiliated non-profit organisations	-	153,000	-	-
VAT returns	300,000	271,768	450,000	353,213
	300,000	424,768	450,000	353,213

The tax-inspector has confirmed our status as ‘entrepreneur’ for the implementation of government-funded programmes. For 2020 this led to tax returns of € 272,000. Next to that, Amref offices in other European countries contributed to our programmes for an amount of € 153,000.

18 Health programmes (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Direct project contributions	15,183,373	13,712,293	13,199,008	14,601,304
Travel and accommodation abroad	140,000	14,087	100,000	90,410
Objective related costs	50,000	70,015	100,000	79,883
Operating costs	1,103,566	1,294,055	1,422,761	1,426,695
Total spent on health programmes	16,476,939	15,090,450	14,821,769	16,198,292

Page 19 and 20 shows a breakdown of our direct project contributions, for our focus areas: ‘Reproductive Maternal, Newborn Child and Adolescent Health’, ‘Water, Sanitation and Hygiene’, ‘Healty and affordable systems’, ‘Human Resources for Health’ and ‘Capacity building’. The direct project contributions are lower than in 2019 due to the ending of several programmes funded by the Dutch government. The Objective related costs are costs paid in the Netherlands, yet directly supporting the projects and activities of Amref in Africa.

Stichting Zorg Welzijn en Sport:

‘Stichting Ondersteuningsfonds Zorg, Welzijn en Sport’ has funded the project Alternative Rites of Passage / WASH in Kajiado, Kenya. The direct project contribution towards Africa for this project in 2020 was € 123,367. No donation was received in 2020 since this project was finished in this year. After receipt of the final report the donor will pay a last tranche of € 18,000 in 2021.

19 Spent on objectives (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Health programmes	16,476,939	15,090,450	14,821,769	16,198,292
Advocacy	247,741	216,205	351,392	299,867
Amref Ventures	504,303	533,624	442,973	476,283
Communication/awareness raising	3,616,930	3,417,092	3,680,002	3,829,136
Total spent on objectives	20,845,913	19,257,371	19,296,136	20,803,578

Our spent on objectives is broken down to health programmes in Africa and communication/awareness raising in the Netherlands. In 2018 we have added two new areas: Advocacy and Amref Ventures. The expenditure decreased slightly compared to 2019 mainly due to the ending of a number of Health programmes.

Breakdown of project contributions (in €)

	Budget 2021	Contribution in 2020			Contribution in 2019		
		Payments 2020	Commitments 2021-2024	Total	Payments 2019	Commitments 2020-2023	Total
Disease Control & Prevention							
Medical care and training in remote areas in East Africa (REG)		150,000	30,000	180,000	241,905		241,905
Disaster relief and resilience in (MA)					50,000		50,000
				180,000			291,905
My Body, My Life - Reproductive Maternal, Newborn Child and Adolescent Health							
COVID-19 Africa Phase 1 (UG)		6,637		6,637			
Nice Place Foundation: Girls Academy and Rescue Center (KE)	6,288	156,000		156,000	214,000	186,000	400,000
A healthy start for mother and child in Northern Uganda (UG)	50,000	150,000		150,000	100,000		100,000
Strengthening SRHR Services in Amuru & Program Capacity Building (UG)		500,000		500,000	500,000		500,000
Women with impact (ET)		27,147		27,147	27,147		27,147
Stop FGM - Impact research (REG)							
Anti-FGM/C Centre for Excellence (REG)		157,890		157,890	195,210	270,000	465,210
Own choice, healthy young people (ET)							
Stand up for Adolescent Girls (MA)	100,000	175,000		175,000	200,000		200,000
A healthy future for girls (SE)	273,226	273,226		273,226	350,000		350,000
Women with impact (MA)	15,518		15,518	15,518	16,093		16,093
Power to You(th) (REG)	3,198,758						
Yes I Do! (REG)		541,552		541,552	838,988		838,988
	3,643,790			2,002,970			2,897,438
My Body, My Life - Reproductive Maternal, Newborn Child and Adolescent Health and Water, Sanitation and Hygiene							
Alternative rites of passage for FGM/C (REG)		75,000		75,000	169,500		169,500
Alternative rites of passage WASH Kaijado (KE)		123,367		123,367	452,000		452,000
Flagship WASH End-FGM/C (REG)	450,000	50,000		50,000			
Stop FGM - advocacy activities (REG)							
	450,000			248,367			621,500
Water, Sanitation and Hygiene							
Kaijado WASH 360° and Nakuru Urban sanitation project (KE)					3,018		3,018
Clean water and safe sanitation in Homa Bay (KE)		200,000	60,102	260,102	200,000		200,000
Making WASH everybody's business (ET)		200,000	13,800	213,800	138,000		138,000
WASH in Schools (ET)	265,000						
Micro financing for better sanitation and health (REG)	1,495,831	546,759	43,867	590,626	660,616		660,616
WASH Sustainable Development Goals (REG)	1,049,904	1,277,329	91,190	1,368,519	1,249,196		1,249,196
WASH Sustainable Development Goals First Covid (REG)	496,498	410,000		410,000			
It all starts with sanitation in Uganda (UG)							
Commercialising Amref Health Africa Central Laboratory (KE)							
	3,307,233			2,843,047			2,250,830





Breakdown of project contributions (in €)

	Contribution in 2020				Contribution in 2019		
	Budget 2021	Payments 2020	Commitments 2021-2024	Total	Payments 2019	Commitments 2020-2023	Total
Healthy and Affordable system							
Innovate for Life Fund (REG)		79,036		79,036	80,132		80,132
Doing business in healthcare (UG)					8,092		8,092
Mjali: collecting health data via a mobile app (KE)	102,956	54,506	54,506	109,012	217,519		217,519
Partnership for Primary Care in Makueni County (KE)		79,408		79,408	427,947		427,947
Investing in the position of a Ventures Development Manager (KE)		30,000		30,000	30,000		30,000
Clean water is life (KE)		60,000		60,000			
i-PUSH, a healthy revolution (REG)	690,511	785,000		785,000			
	793,467			1,142,456			763,690
Human Resources for Health							
Amref International University (REG)							
Malawi Guardians (MA)	475,000	650,000		650,000			
Digital Learning Market Assesment (ET)	10,873		41,189	41,189			
Closing Gap Between Community & Formal Health Systems to Reduce Maternal Mortality (ZA)	100,000	175,000		175,000	200,000		200,000
Education and continuous training for nurses and midwives (SE)	12,500	50,000		50,000	187,500		187,500
M-Powering midwives (KE)		53,269		53,269	60,000		60,000
mLearning for a healthy Africa (REG)		17,729		17,729	90,000		90,000
HSA (REG)		5,180,659	82,596	5,263,255	6,104,471		6,104,471
	598,373			6,250,442			6,641,971
Capacity building							
Unrestricted Contribution (TZ and UG)					78,416		78,416
Unrestricted Contribution (HQ)	600,000	470,000	88,123	558,123	550,744		550,744
Programme investing fundraising activities (International)		188,741		188,741	22,534		22,534
Programme investing fundraising activities Nordic (HQ)			98,700	98,700	184,240		184,240
Programme investing fundraising activities Canada (HQ)		199,448		199,448	298,036		298,036
	600,000			1,045,012			1,133,970
Balance	5,790,510						
Total	15,183,373	13,092,703	619,591	13,712,293	14,145,304	456,000	14,601,304

Concerning the mandatory norm on ‘spent on objectives’, these are the relevant figures:

	Norm	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Total income		24,489,097	22,683,348	22,223,700	23,041,972
Total expenditure		24,479,781	22,489,535	22,473,669	23,977,880
Spent on objectives		20,845,913	19,257,371	19,296,136	20,803,578
As % of total income	80%	85%	85%	87%	90%
As % of total expenditure	80%	85%	86%	86%	87%

We aim for a minimum of 80% expenditure of both our total income and our total expenditure. The actual figures are well above this minimum.

We have our own norm on ‘spent on health programmes in Africa’:

	Norm	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Total income		24,489,097	22,683,348	22,223,700	23,041,972
Health programmes in Africa		16,476,939	15,090,450	14,821,769	16,198,292
As % of total income	66%	67%	67%	67%	70%

For this norm we also scored well above the set minimum value.

20 Costs of generating funds (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Costs of ‘own fundraising’	1,600,000	1,443,992	1,480,000	1,432,010
Operating costs ‘own fundraising	828,392	726,427	771,751	792,170
Costs of third party campaigns	-	59,706	-	44,235
Costs of raising other income	20,000	-	20,000	-
Total costs of generating funds	2,448,392	2,230,125	2,271,751	2,268,415

The Directive RJ650 does not differentiate between ‘own fundraising’ investments and other cost of generating funds. Internally we still use the costs of ‘own fundraising’ (on private and corporate donors and foundations) as one of our steering indicators:

Costs of own fundraising (in €)

	Norm	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Income from own fundraising		10,011,040	10,169,952	11,125,700	10,511,773
Costs own fundraising		2,428,392	2,170,419	2,251,751	2,224,180
As % of income own fundraising	25%	24%	21%	20%	21%

Costs and income both decreased slightly. This shows the pressure in own fundraising, especially in the segment of private donors. Over 2020 we re-invested 21% of our income. The average over the last three years was 20%. The budget figures reflect our intention to re-invest as much as possible in order to create further growth.

Expenditure per activity (in €)

	Spent on objectives		Generating funds				Costs of generating funds	Management and administration	Total actual 2020	Budget 2020	Actual 2019
	Programmes in Africa	Communication and awareness raising	Own fundraising	Grants	Third party campaigns	Other income					
Grants and contributions	13,796,395	-					-	-	13,796,395	13,399,008	14,771,596
Advocacy	-	7,543							7,543	50,000	27,937
Amref Ventures	71,694	-							71,694	100,000	106,433
Publicity and communication	-	2,388,099	1,443,992	-	59,706	-	1,503,698	-	3,891,797	4,110,000	4,163,494
Staff costs	1,535,195	1,076,032	618,528				618,528	733,220	3,962,975	4,060,861	4,211,709
Accommodation costs	66,166	51,920	29,666				29,666	27,476	175,228	144,454	179,128
Office and general costs	109,343	74,171	57,930				57,930	222,540	463,984	479,346	421,154
Depreciation	45,281	35,532	20,303				20,303	18,803	119,919	118,000	96,429
Total	15,624,074	3,633,297	2,170,419	-	59,706	-	2,230,125	1,002,039	22,489,535	22,461,669	23,977,880

21 Costs of management and administration (in €)

	Norm	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Total expenditure		24,467,781	22,489,535	22,461,669	23,977,880
Management and administration		1,173,476	1,002,039	893,782	905,887
As % of total expenditure	4.5%	4.8%	4.5%	4.0%	3.8%

Amref Flying Doctors aims to spend no more than 4.5% on management and administration. We stayed well below this maximum in 2020.

Operating costs (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Costs of Management and administration	1,173,476	1,002,039	893,782	905,887
Other operating costs				
Health programmes in Africa	1,103,566	1,294,055	1,422,761	1,426,695
Advocay	197,741	208,662	301,392	271,930
Amref Ventures	454,303	461,930	342,973	369,850
Communication/awareness raising	1,076,930	1,028,992	1,070,002	1,141,888
Fundraising	828,392	726,427	771,751	792,170
Total operating costs	4,834,408	4,722,106	4,802,661	4,908,420

The operating costs decreased (slightly), in line with the trend in income.

Staff costs (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Gross salaries	2,741,641	2,640,262	2,863,925	2,780,367
Social security	493,495	465,185	515,506	498,332
Pensions	233,039	226,946	243,434	238,141
Other staff costs	347,379	630,667	438,633	694,955
Total staff costs	3,815,554	3,963,060	4,061,498	4,211,795

An decrease of staff costs was planned and budgeted for, given the decrease in size of the organisation. This includes higher costs of hiring temporary staff, reflected under ‘other staff costs’.

22 Interest and investments (in €)

	Budget 2021	Actual 2020	Budget 2020	Actual 2019
Gross investment result	15,000	57,486	100,000	136,846
Costs of investments	-12,000	-13,165	-12,000	-13,789
Interest on bank accounts	-	-10,085	-	2,026
	3,000	34,236	88,000	125,083

Income from investments decreased due to the volatile stock markets in 2020. Since 2016 IBS Capital Allies is our external investment portfolio manager. Next to that, since the beginning of 2020 we are faced with negative interest percentages for our bank- and saving accounts (above a certain threshold), leading to (net) negative income from interest.

GDN’s Financial Management Directive for Charities stipulates that we present a five-year overview of our income from investments, including the costs of investments:

Investments (in €) (four years overview)	Actual 2020	Actual 2019	Actual 2018	Actual 2017
Bond interest	25,830	27,091	26,267	11,160
Dividend	5,756	5,050	7,180	11,270
Realised stock market results	-39,601	22,078	7,927	35,074
Unrealised stock market results	65,501	82,627	-41,691	-27,550
Gross investment result	57,486	136,846	-317	29,954
Minus: costs of investment portfolio	-13,165	-13,789	-13,043	-14,752
Net investment result	44,321	123,057	-13,360	15,202

Return on investments	2.75%	8.07%	-0.88%	1.01%
Average return 2016-2020 %	2.64%			

After balance sheet date information

There have been no material post balance sheet events which would require adjustment to the financial statements of Amref Flying Doctors for the year 2020.

Remuneration members of the Supervisory Board, managing directors and staff

The members of our Supervisory Board do not receive any remuneration or other compensation for their activities for Amref Flying Doctors. They even pay for their own travel costs unless their trips are made for a specific assignment and/or function within the international network. Only actual costs are refunded then, upon presentation of receipts or other accounting documents. In 2020 we have not reimbursed any costs for this.

According to GDN guidelines we present the remuneration of our management:

Remuneration of Management 2020		
Name	Patricia Vermeulen	
Position	CEO	
Employment		
Nature	Indefinite	
Contract hours	37,5	
Parttime percentage	100	
Term	01-01-20 / 31-12-20	
Annual remuneration (in €)		
Gross salary	97,682	
Holiday allowance	7,596	
Year-end allowance	-	
Variable income	-	
Total annual income	105,278	
Social security (employer's costs)	7,688	
Taxable benefits	682	
Pension (employer's costs)	11,671	
Remuneration payable in future	-	
End of contract remuneration	-	
Total other costs and reimbursements	20,041	
Total 2020	125,319	
Total 2019	119,271	

The annual income of our CEO (employed) is within the maximum set by the GDN Remuneration Directive of € 125,011. For an explanation to our policy and the basis for the remuneration we refer to page X of our annual report.

Taxable benefits concern the allowance for private use of the Renault Twingo/Zoë that was partly sponsored.

Pension costs concern the employer's costs of our collective pension arrangement. Neither to our CEO, nor to members of our Supervisory Board have we provided any loans, advances or guarantees.

Other staff employed by our organisation are remunerated according to our own labour conditions regulations and salary scales. All are paid less than the CEO. Salary indexation takes place annually in January, according to the CBS-index on 'CAO wages' in the sector 'Overheid', which is applicable to charities. Periodically we benchmark our salary scales and the main labour conditions within our sector. It is our policy to have labour conditions that are in line with the benchmark.

The Remuneration Committee of the Supervisory Board sees to the correct implementation of our remuneration policy and evaluates this annually.

Leiden, 29 April 2021

For the Supervisory Board
Bas Maassen (chair)

For the organisation
Patricia Vermeulen (CEO)



Independent auditor's report
To: the managing director and the supervisory board of Stichting African Medical Research Foundation Nederland

Report on the financial statements 2020

Our opinion

In our opinion, the financial statements of Stichting African Medical Research Foundation Nederland ('the Foundation') give a true and fair view of the financial position of the Foundation as at 31 December 2020, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

What we have audited

We have audited the accompanying financial statements 2020 of Stichting African Medical Research Foundation Nederland, Leiden.

The financial statements comprise:

- the balance sheet as at 31 December 2020;
- the statement of income and expenditure for the year then ended; and
- the notes, comprising the accounting policies and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of Stichting African Medical Research Foundation Nederland in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (VIO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the directors' report ('het jaarverslag').

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information that is required by the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

We have read the other information. Based on our knowledge and understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those performed in our audit of the financial statements.

The managing director is responsible for the preparation of the other information, including the directors' report pursuant to the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

Responsibilities for the financial statements and the audit

Responsibilities of the managing director and the supervisory board for the financial statements

The managing director is responsible for:

- the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board; and for
- such internal control as the managing director determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the managing director is responsible for assessing the Foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the managing director should prepare the financial statements using the going concern basis of accounting unless the managing director either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. The managing director should

disclose events and circumstances that may cast significant doubt on the Foundation's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the Foundation's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, which makes it possible that we may not detect all material misstatements. Misstatements may arise due to fraud or error. They are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 14 June 2021
PricewaterhouseCoopers Accountants N.V.

Origineel getekend door M. van Dijk RA



Appendix to our auditor's report on the financial statements 2020 of Stichting African Medical Research Foundation Nederland

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the managing director.
- Concluding on the appropriateness of the managing director's use of the going concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Credits

This is a publication of

Stichting Amref Nederland
Schuttersveld 9
2316 XG Leiden
The Netherlands

T +31-71-576 9476
E info@amref.nl
I www.amref.nl

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The African annual report, for which an audit report was issued, may be obtained from www.amref.org.

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