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This Annual Report has been prepared
between March and June 2020 with
participation of all the operators of Armadilla.

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Letter from the President

Dear friends,

Armadilla's Annual Report for 2019 was completed at a time when the world was faced with a global emergency that our generation had never known. The Covid 19 pandemic has imposed such prevention measures that, although it was not possible to guarantee the relationships of physical proximity, it was instead of close collaboration between the Armadilla members with their partners and stakeholders. So the testimony of the work done in 2019 may appear to be of a remote era because in a few months everything has changed and nothing will be the same as before.

However, we are comforted to note that our presence in difficult contexts such as that of Syria, Lebanon, Libya have reaffirmed the desire for solidarity, cooperation and humanity in contexts where too many seem to forget it. We have privileged the most vulnerable social groups in our projects: women, children, people with disabilities, the victims of conflicts. We have always promoted the active and co-responsible involvement of our partners and beneficiaries in every moment of project implementation. We have tried to give everyone an account of how we carry out our mission while respecting the fundamental principles of our cooperation: our social base and the workers, including the training courses that are necessary to guarantee efficiency and transparency in our work.

This report was drawn up, in fact, involving all the members and workers of Armadilla and taking into account the relational importance with our partners and with the direct beneficiaries of our projects. Over the years, the managers of the various sectors have contributed to documenting and accounting for every action carried out. Editorial coordination was handled by the members of the Board of Directors and by the head of the Communication sector.

With this document we would like to respond adequately not only to formal fulfillment but above all to the need to equip ourselves with a shared social accounting system. Our will is to use this tool in its functions, both managerial and communicative.

With respect to the communication function, the 2019 budget attempts to clarify the path that goes from planning the objectives to the evaluation of results through the implementation of project activities.

As regards the management aspect, improve monitoring and evaluations to ensure efficiency and effectiveness of the actions.

A warm greeting and good continuation of the journey to all.

Paola D'Angelo
President

Identity and governance

Armadilla scs is a Social Cooperative a prevalent mutuality, established in 1984, in according to current legislation, it hired two fundamental points of one's identity:

“Social Cooperation” because it has obtained the purpose of pursuing the general interest of the community to human promotion and to the social inclusion of citizens through activities we carry out, especially in the field of international cooperation.

“Cooperative with prevalent mutuality” because the work performance of the members is prevalent compared to the others used by the cooperative.

Armadilla is registered as a social enterprise in the of Register of Rome and in the register of the Organizations International Cooperation Agency of International Cooperation of the Ministry of Foreign Affairs.

Promote the formation of territorial partnerships between Italian entities in projects of cooperation and humanitarian aid in Lebanon, Syria, El Salvador, Libya and Tunisia.

Name	Armadilla scs
Year of establishment	18/12/1984
VAT	01620701001
Fiscal Code	06799470585
Registered office	Via Giovanni Botero 16a 00179 Roma
Unità Locale	Ufficio Bologna Mura di Porta Galliera 1/2 40126 Bologna

Foreign headquarters

Syria	Iskander Street 32 East Mezzeh, Damasco
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Lebanon	Matar&Boueiz Street Furn El Chebbak Beirut
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Tunisia	Avenue do Golf Arabe, 71 - Quartiere El Menzah 8, Tunisi
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Rome Chamber of Commerce n.	544459
AICS MAECI register n.	2016/337/000425/2
Centre of belonging	Confcooperative
Main ATECO sector	960909
Registration in the Register of cooperatives n.	A133792
Share capital 2019	2.288,00

**Promoting
interchange
through
territorial
partnerships**

In the world of the Black Swans (rare events, impactful and predictable only in retrospect, like the invention of the wheel, on September 11, the collapse of Wall Street and the success of Google) he who prevents a calamity does not get any recognition because ...the calamity did not occur.

(Nassim Nicholas Taleb)

How can we contribute to overcoming armed conflicts?

What can be done to prevent them?

How to guarantee the indispensable humanitarian aid in situations of extreme emergency and foresee the transition from the first emergency to the construction processes of sustainable human development?

How to combine the obligation to intervene in emergencies with assistance and humanitarian aid and at the same time preserve the dignity of the people involved?

In the difficult context of the regions where Armadilla operates, these questions are always on the table and with the partners we try to give adequate and coherent answers to these questions.

With the aim of strengthening the presence and role of the Italian entities involved in achieving the objectives, the Italian law 125/2014 on international cooperation aims to contribute to the creation of an "Italy system", an effective protagonist, in the context of international cooperation .

For several years, Armadilla had begun to define the instrument of cooperation between territories as its strategic reference model.

Since 2006, the reflection conducted on a constant basis by the members of the cooperative has not been limited to the organizational plan or the choice of possible donors or places to operate.

It was clear, it was no longer enough re-propose the most known schemes, typical of non-governmental organizations, but it was necessary to highlight that growth and the solution of problems in territories was a question of strategic approach.

Today, as before, we are convinced that the "Italy system" model can be an excellence of ideas, insights and experiences of territorial development.

Precisely for this reason, it was decided that the operating model as an organization was not based on the solutions and experience within Armadilla, but on the ability to evaluate, in the countries in which it operates and in obligatory harmony with local partners, knots and shortcomings that slow down or block sustainable development processes.

We have called it the "vector model". We do not have solutions already written internally, we do not want to look for "expertise" on the market, but we help to create the link between the needs and the search for models in a part of the world and the Italian territory, which thanks to a history of recent development has already experienced the same situations, albeit in profoundly different circumstances.

As part of international cooperation, Armadilla promotes territorial partnerships between Italy and the Middle East, North Africa and beyond.

Even in Europe, there has now been a growing convergence between decentralized cooperation and territorial cooperation: vertical subsidiarity, a principle characterizing cooperation between territories, has been included for the first time in the external policies of the European Union, such as that neighborhood and pre-accession, which provide for the participation of local authorities and various territorial entities in transnational and cross-border actions.

In this way, the added value brought by local autonomies and by the various subjects for the realization of trans-local initiatives is concretely recognized, which is expressed in the formation of territorial partnerships. The methodology of territorial cooperation, which comes from the internal policy of regional development, interacts with that of decentralized cooperation, which derives from the external policy of development cooperation.

Cooperation between territories must not be understood solely as cooperation between administrations, because it is based on the relationships that are established between the various subjects of the territory according to the principle of democratic governance. In this sense, this Cooperation creates social capital between territories, activating relational processes with their own history and their evolution and which are triggered above all thanks to the action of social actors.

This is not simply a cooperation where different actors operate together, but a cooperation based on participatory methods and which has as its purpose the construction of a more democratic society at the local level, where everyone - especially the most disadvantaged people - has the possibility of acquiring the ability and power of change. It is therefore the content that counts: it is not just a question of "who", but also and above all of "how" and "for what".

The starting points were the territory and the solidarity commitment of public administration, NGOs, associations and local groups, trade unions, cooperatives, businesses, training bodies and citizens.

Armadilla recognizes equal dignity and responsibility to all the actors involved, aiming at the achievement of shared objectives: to reduce the phenomena that produce marginalization and poverty, to promote the extension of human rights to groups that are excluded from them and responsibility in their behavior and personal choices and community (respect for the environment, cultural diversity, awareness of belonging to global processes).

The objectives that support and embody Armadilla's mission reflect an approach that, in a complex society, can only be broad and flexible:

- Responding to the need to contribute to the improvement of the living conditions, socialization, work and individual affirmation of people who participate in shared planning activities, of members and disadvantaged or socially vulnerable social groups (minors, people with disabilities, refugees, migrants, socially marginalized people);
- Collaborate with public institutions and local communities to pursue the same objectives;
- Spread and develop the culture of cooperation and solidarity, locally and internationally through training and public communication events;

- Helping create awareness on the importance of global citizenship and intercultural dialogue;
- Aim for the solidity of assets, innovation, improvement of organization and productivity as well as professional and working conditions, stimulating a sense of responsibility and belonging;
- Collaborate and integrate with other entities with which aims and working methods are shared to create new job opportunities, to develop the social role of cooperation, in Italy and in the world, and strengthen its presence in the market;
- Encourage the active involvement of Regions and local Bodies and of all public and private realities related to them, in order to connect the various active subjects of their territory in a shared path.

In this context, an important role has been taken on by partners from the Emilia-Romagna region who have participated since the birth of the Territorial Cooperation Program with the Middle East, involving their own structures, institutions, universities, public and private companies, bodies and associations, in international cooperation initiatives aimed at the Lebanese and Syrian populations and Syrian refugees present in Lebanon and Syria.

The territorial cooperation model has also landed in Tunisia and Libya and has resumed its activities in Central America.

The need to achieve a renewed way of conceiving development, based on participation, on the promotion of human rights and fundamental freedoms, on the strengthening of the capacities and powers of decentralized actors and in particular of the most disadvantaged social groups has been taken on by the international community by approving the document Transforming our world: the 2030 Agenda for Sustainable Development during the United Nations General Assembly in September 2015.

In this process of renewal, new forms of language and new concepts have emerged that require not only a widespread presence in the territories (the proposal of decentralized cooperation) but above all to create a system by involving and enhancing the various actors involved (promotion of territorial partnerships).

Among these concepts, some are highlighted in the programming of Italy's international cooperation as a basis for operating effectively and taken on by Armadilla for its work:

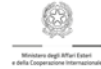
"Partnership is a form of sharing of several subjects who recognize themselves as partners, share the aims of an operation, both by actively participating in it, and by being promoters on the basis of a specific interest they bear.

It requires a process approach, the clear delimitation of the roles of each of the actors, mutual responsibility, shared goals with the aim of achieving the convergence of their respective interests. The territorial partnership relates specific actors of two territories, that of the Italian Region or Municipality, and the homologous or similar one of the partner country".

Armadilla, with its institutional and civil society partners, wants to help build a model that works effectively in the international and local context.

Through the promotion of territorial partnerships, Armadilla fosters active involvement to build a shared path with the various active subjects of the Emilia-Romagna region (associations, small and medium-sized enterprises; cooperatives, social enterprises; universities and training, research and training institutes; schools; municipal and public services; trade unions and trade associations; immigrant communities).

It collaborates with **UNDP, OCHA, UNICEF, AICS MAECI, Otto per Mille of the Waldensian Church** and with other partners of civil society in humanitarian aid and cooperation projects for sustainable human development in Lebanon, Syria, Tunisia, Libya and Central America.



Partners and stakeholders

When we collaborate we decide together how to operate and we all support ourselves towards the achievement of the shared purpose.

In 2019, Armadilla, continued in its social and socio-health projects to support the local communities of Lebanon, Syria, Tunisia and Libya by collaborating with the best Italian welfare experiences, at the service of innovative and sustainable cooperation: a focused cooperation on a territorial dimension of the actions to be undertaken, in every geographical area.

The support of the United Nations Agencies, the European Commission, the Italian Agency for Cooperation and many private donors for Armadilla, must be in support of a planning that finds adequate methodologies capable of adapting, integrating and completing Italian experiences, in particular from Emilia-Romagna, so as to be able to reproduce the positive effects of what has been achieved in decades of social, socio-health and health activities and interventions in other contexts.

In this sense, well beyond the presumption of self-sufficiency of our Cooperative, seeking the best Italian local welfare experiences represents an irreversible choice by Armadilla, in an attempt to define a modern and partly unprecedented dimension of decentralized cooperation.

Despite the stalemate of the cooperation of Italian local authorities, which had a great boost in our country starting from the 90s, towards the Balkan area, Palestine and the Horn of Africa, the support of the knowledge of agencies of the Third Sector and health and educational institutions represented for Armadilla a response to the need for institutional strengthening and innovation of the local welfare systems of the countries in which to implement international cooperation actions.

Therefore, the relations built in recent years continue to represent the central hub of the Armadilla initiative, intensifying relations in support of this dimension of Territorial Cooperation.

Many partners involved ...

Open Group is a new social enterprise generation that combines culture and inclusion, fragility and empowerment, innovation and communication, education and welfare: a laboratory of contamination and transversality, where different professionals meet and work together.

OPEN GROUP

It declines its activity as an aggregative platform for the provision of services to communities, people, businesses, with an open look on the social transformations underway, to anticipate changes, intercept needs and plan new responses.

Open Group inscribes its work within the scope of the 17 objectives of the UN agenda, planning actions to combat exclusion, to ensure access to culture, health, education, work, information and digital, factors that enable citizenship.

The roots are in Bologna and in the Emilia-Romagna area, but with a perspective open to the European and transnational dimension.

These are the areas of intervention of Open Group:

Cultural heritage: archives, libraries and cataloging, museums.

Social connections: addictions, disabilities, reception and integration of migrants and people with fragility, social housing and housing transition.

Education and citizenship: services 0-6 years, young people, minors and parenting. Productive activities: laundries and other activities, within which work placement paths for disadvantaged people are promoted.

Media and Communication: design of communication campaigns, graphics, video, editing, social management, publishing and journalism. Digital training and innovation.

Addiction Service (SERT) AUSL Bologna

The Drug Addiction Service of the AUSL of Bologna is in charge of the prevention, treatment and rehabilitation of substance use disorders.

The **SerT** assures citizens with such problems and their families interventions of prevention, treatment and rehabilitation, guaranteeing integrated medical-pharmacological, welfare, psychological, social and rehabilitative treatments.

The treatment and rehabilitation of **addiction to legal** (alcohol, tobacco,...) and **illegal** (heroin, cocaine,...) **substances** and **compulsive gambling** (considered a real pathology for some years) are ensured by the Pathological addictions service of the UsI Company, which is also a reference point for the treatment and rehabilitation of **gambling addiction**.

The **SerT** carries out medical-pharmacological, psycho-social, individual and group, assistance diagnoses and treatments, with medical staff and psychologists, social workers, educators, nurses. Particular attention is paid to the prevention and treatment of infectious diseases and chronic diseases related to substance abuse, quality of life and social integration of the person with addictions and their families.



The ASPHI Onlus Foundation has been working for 40 years to promote the inclusion of people with disabilities in all life contexts, through the use of digital technologies. Starting precisely from the contexts in which people with disabilities and their needs find themselves, through a targeted research activity on digital technologies, it ensures that the necessary adaptations and changes that affect are carried out through awareness-raising, communication, training and consultancy actions, concretely in the quality of life.

The Foundation's areas of activity are: school, work, frail elders, digital transformation of the third sector, IT accessibility, research, dissemination and social awareness, while the reference community includes people with disabilities, associations, companies, the world of work, institutions research, social and health structures and institutions.

Asphi Foundation was born in Bologna but has offices in Rome and Milan, and participates in the National Observatory on the condition of people with disabilities, of the Presidency of the Council of Ministers, in implementation of the UN convention.

These are the guiding principles of the action of the ASPHI Foundation. **Expertise:** qualified human resources for the planning and control of activities.



UNIMORE
UNIVERSITÀ DEGLI STUDI DI
MODENA E REGGIO EMILIA

The University of Modena (now of Modena and Reggio Emilia), saw its origin in **1175**, starting from a school of legal training focused on Roman law. It is therefore **one of the oldest European universities**, after those of Bologna and Paris.

UNIMORE is organized in the following Departments and Faculties. **Society and Culture:** Communication and Economics, Education and Human Sciences, Law, Linguistic and Cultural Studies. **Health:** Medicine and Surgery, Biomedical Sciences and Neuroscience, Maternal-Child and Adult Medical and Surgical Sciences. **Sciences:** Chemical and Geological Sciences, Physical Sciences, Informatics and Mathematics. **Life:** Life Sciences. **Technologies:** Engineering, Sciences and Engineering Methods.

Occupational Therapy promotes health and well-being through employment (actions we perform in daily activity, both work and leisure) with the aim of making people as autonomous as possible when an illness or other morbid events make this difficult or impossible. Occupational therapists achieve this by working together with other Rehabilitation Professionals, with the use of specific techniques tailored to the patient's needs, with the identification of suitable aids and with the promotion of environmental changes.

The UNIMORE Degree Course in Occupational Therapy is part of the **Faculty of Medicine and Surgery**, and includes different types of teaching activities: classroom, didactic laboratories and internships. The latter are carried out in structures of the National Health Service or affiliated with the supervision and guidance of professional tutors.

The basic disciplines are dealt with, indispensable for understanding the physio-pathological processes that can cause disability and on which the specific occupational therapeutic / preventive intervention focuses; and issues relating to general and occupational rehabilitation methodology, according to the best scientific evidence. Maximum importance is given to cultural, deontological and professional values.

The Occupational Therapist works in the field of prevention, treatment and rehabilitation of subjects suffering from physical and mental illnesses / disorders with temporary or permanent disabilities, using expressive, manual, recreational and daily life activities.

In relation to the diagnosis and the doctor's prescriptions, in a team with other socio-health figures, it carries out a functional and psychological assessment of the subject, identifies the needs of the disabled person and elaborates the definition of the rehabilitation program aimed at recovering autonomy in the living environment daily and in the social fabric. It can also carry out study, research and teaching activities.

The skills acquired allow you to enter directly into the work context, with employment in the public, private or freelance sector. The Degree course in Occupational Therapy allows access without educational debts to the second level Master's Degree in Rehabilitation Sciences of the Health Professions and to the 1st level masters.

Altri Partner

For Armadilla, the relationship with Montecatone Rehabilitation Institute of Imola (BO), Orthopedic Institute Rizzoli (Bologna), INAIL Prosthetic Center of Vigorso di Budrio (BO) is also important, as subjects available for reception for visits and short internships of the managers of the Center. Damascus prosthesis and the Syrian Ministry of Health.

In 2019, the collaboration with “Emergenza Sorrisi” - Doctors for Smiling Children was operationally strengthened in the implementation of humanitarian aid projects in Libya and the study of interventions in various other African countries and the Middle East.

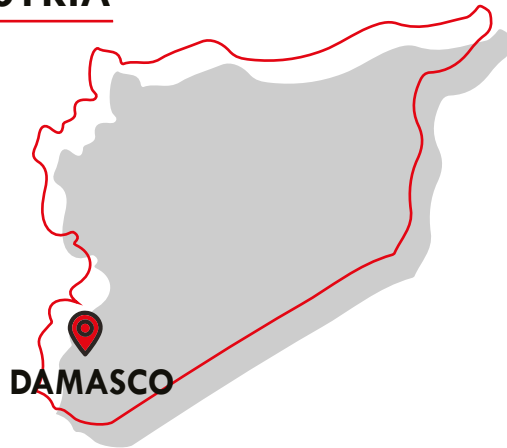
Experience and the history of Armadilla

Cooperation is a miracle, a team strategy that breaks through the wall of the indifferent crowd that excludes those who are weaker. (Pope Francis).

Armadilla is a social cooperative that, since its inception in 1984, has the purpose of carrying out activities of general interest to contribute to the improvement of living conditions, to fight against poverty and social exclusion, while promoting respect for human rights.

Today the priority area of intervention is the Middle East, with a continuous presence in Syria and Lebanon. New initiatives are underway in Libya and Tunisia in partnership with “Emergenza Sorrisi”.

SYRIA



Armadilla works in **Syria** for over 16 years to help promote the improvement of the socio-economic conditions of the population residing in the southern outskirts of Damascus, an area characterized by conditions of poverty and poor access to basic services. Armadilla carries out its action in close collaboration with the local Zahret Al Madaen Association (ZAM), which since 2004 has managed a Development Center that offers assistance and social and health services to the most vulnerable categories of the population, in particular women and children with disabilities.

Through the implementation of projects co-financed by the European Union, the Italian Ministry of Foreign Affairs and International Cooperation, various United Nations agencies, the Waldensian Church and private foundations, Armadilla has favored the strengthening of the intervention capacities of the local partner, making the ZAM Center an important territorial reference in the field of physical and cognitive rehabilitation of children with disabilities, and in the field of both professional training for women, aimed at promoting income support activities, and psychosocial interventions aimed at increasing emotional well-being of women.

The ten-year collaboration with the Prosthetics and Rehabilitation Center of the Ibn Al-Nafis hospital in Damascus, the only specialized public and civil health service that deals with disabilities and related rehabilitation programs, is also strategic. Several international donors and many Italian partnerships have contributed to this Public Health Center.

In 2018 Armadilla promoted an agreement between the Universities of Modena and Reggio Emilia (UNIMORE) and that of Latakia on the subject of Occupational Therapy.

LEBANON

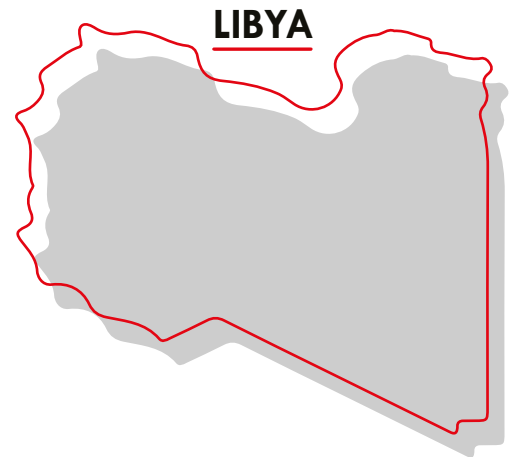


Armadilla works in **Lebanon** since 2011. It has carried out several projects with the partner Makhzoumi Foundation, including the program in support of Syrian refugees and to improve the services of the host communities and the program (strategic for Lebanon's priorities) on promoting a culture of sustainability among young people, their families and the entire community, aimed at fostering greater civic commitment and responsibility in protecting the environment, in creating equitable social relationships, in building a more sustainable future.

After a long period of feasibility study, in 2018 Armadilla began an important collaboration with various public and private entities in the Emilia-Romagna area: "Ausl di Bologna", the Open Group social cooperative of Bologna, Asphi Foundation, Reggio Children (Reggio Emilia) .

Thus begins the first and important phase of the project in the Municipality of Nabatieh, supported by UNDP, the United Nations Development Program. The focus is on the Social Mediation Center (SMC) opened in 2018. A pilot experience was developed to define an integrated drug addiction program that includes prevention, treatment and harm reduction. Among the priority actions, the launch of a specific path aimed at managing the phenomenon of consumption and addiction to legal and illegal substances.

Armadilla was invited by the Emergenza Sorrisi Association to participate in its own humanitarian emergency program in **Libya** for the recognized experience in emergency work, built in over 30 years. Activities in support of refugees in Libya are currently coordinated through AICS MAECI funding. For the first time in the history of Armadilla, work begins in Libya without a strategic evaluation, but in the interest of the Arab-Mediterranean side of Africa and thanks to the experience gained in the Middle East.



TUNISIA



In the same period and thanks also to the logistics of the operational headquarters opened in Tunis in **TUNISIA** to support work in Libya, Armadilla organized an important feasibility study to verify the possibility of starting a collaboration on the issue of disability. Two important local NGOs, UTAIM - Union Tunisienne pour l'Aide des personnes Insuffisantes Mentales and AGIM - Association Générale des Insuffisants Moteurs, have shown real interest in a future collaboration with Armadilla, recognizing and approving its territorial cooperation approach. With these collaborations we intend to guarantee what is wished for by the United Nations Convention on the Rights of Persons with Disabilities (CDPD - ONU, 2006) which brought about a revolution in the consideration of disability, proposing to re-read the condition of these people within the framework of respect for rights. human and not as mere charitable assistance.

ITALY



The story of **Armadilla**

ARMADILLA was founded with the initial name of Asal (Latin American Studies Association). Armadilla begins to develop editorial products, educational development education units for schools, the Armadilla agenda and the Gall-Peters World Map.

1994

The first cooperation project kicks off, the reception center for immigrants and asylum seekers "Armadillo", created in collaboration with the municipality of Rome and managed until 2018, to support the integration of minors and their families in the social reality -Italian cultural.

2006 - 2010

In collaboration with the IME Foundation (Mediterranean Institute of Hematology), an organ of the Italian Government and the Lazio Region, and AIL (Italian Association for Leukemia), entities active in the field of treatment, research and training on haematological diseases, Armadilla managed the “Arime” project with the aim of contributing to eradicating two very common blood diseases in the Mediterranean area: thalassemia and leukemia. In a reception center located in Montecompatri (RM), families of patients from countries on the south-eastern shore of the Mediterranean were hosted to be operated on in Roman hospitals. Armadilla managed the reception and logistics by promoting intercultural dialogue and solidarity with various Roman entities.

2012 – 2014



Two three-year projects funded by the European Union were carried out, which had as their objective the political and institutional promotion of municipalities, cultural associations and local border communities between the two countries. At the heart of the intervention is the goal of promoting the cultural values of indigenous and Afro-descendant populations, as a tool for economic, social and human development.

The "European Citizens working for the global development agenda" project, funded by the European Commission, carried out between 2009 and 2011, is part of a broader program that the European Commission is promoting with the aim of informing and involving European citizens on Sustainable Development Goals and the international cooperation activities that the European Community carries out in the poorest places on the planet.

Armadilla, in partnership with various international entities from Bulgaria, Belgium, Romania, India, Syria, Lebanon, Mozambique, has contributed to raising awareness on issues of the UN's Sustainable Development Goals. Eight documentaries have been made, in collaboration with RAI, which present, through the description of significant experiences, the eight development objectives of the Millennium Declaration. In addition, three manuals have been published to promote information and training on the issues of social inclusion, sustainable human development and education for global citizenship.

The "Rome Maputo Round Trip" project promoted a series of awareness-raising initiatives in Italy for the recognition of children's rights in the world and was aimed at the creation of structures in Africa, and in particular in Mozambique, to promote the affirmation of the right to health, family and education for minors.

Among the various activities carried out, the "Me, We" initiative which led to the construction of four wells on the outskirts of Maputo; the campaign "I go to the Lyceum and go to primary school" launched among Roman schools to support the construction of a primary school in the semi-rural district of Guava; the restructuring and support of the activities of the "1° de Maio" children's center.

In 2005 the path saw the addition of commitment and active and constant participation in the program of various entities in the Roman territory in collaboration with the Municipality of Rome and the civil society of the capital.

A project, carried out in Sibacusse, in the province of Maputo, in collaboration with Roma Multiservizi Spa, led to the construction of a school structure consisting of three classrooms, an administrative block, four latrines, the fence of the area and the well of the water with a hand pump. Armadilla collaborated with UNDP, the United Nations Development Program, in the ART GOLD Mozambique project to identify the projects to be proposed to international cooperation entities and organized the international presentation event which took place in Rome at the headquarters of the FAO in February 2008.

In July 2004, he helped found, together with the Peter Pan Association, a shelter, "The Second Star", in Rome, for children with cancer patients being treated at the Policlinico Umberto I and their families.

Projects and activities of 2019

If you plan for a year, sow wheat. If yours projects extend to ten years, plant a tree. Self they span a hundred years, educate the people.

(Kuang-Tsen)

SYRIA

The country's context: one more year of conflicts

Armadilla, whose work since 2006 has been made possible thanks to the funds of multiple donors, began working in the country focusing on local development processes and promoting the strengthening of social, health and educational services for the most vulnerable groups of the population. These interventions, initially, aimed in particular at promoting the socio-economic empowerment of women and the social inclusion of minors with cognitive and physical disabilities.

The beginning of the conflict in 2011, its gradual escalation of violence, has tragically brought with it an enormous degradation of the territory: destruction of infrastructure, disappearance of individual and family incomes, zeroing of social services for minors, vulnerable people and groups, elderly, single women. The constant flow of internal migrants, in the constant search for security, has deconstructed the cultural and social environment of the country, fragmenting a highly inclusive society and causing anguish and pain to every family.

In the immediate future, the impact of war on people's lives has led and still carries clear consequences, especially in the satisfaction of basic needs: malnutrition, disease, deprivation of dignity.

In the medium and long term the situation seems even more tragically compromised.

- **A lost generation.** The impossibility for many to study means that young women and men do not have prospects to develop their life potential, both professionally and personally. Without education, there is no hope of access to a fair job.
- **Sexual exploitation** The need to meet essential needs forces women, girls and boys to adopt desperate survival mechanisms. Among these - particularly odious - the sexual exploitation of women, girls and boys, forced into a state of lasting psychological suffering and exposed to the high risk of being marginalized due to cultural and religious reasons.

- **Marginality.** The impossibility of playing an active role in society, especially for adult men, leads to a very strong sense of individual frustration resulting in badly repressed aggression, which constantly risks exploding, both within the family walls and in society.
- **Abandonment.** The reconstruction of structures and mechanisms to be placed at the service of the most vulnerable still appears very far away. People with disabilities, the elderly, minors and single women suffer and will suffer not only the lack of essential services, but above all a strong sense of abandonment by society, with physical and psychological consequences that are difficult to compensate.

Our strategy

From the beginning of the conflict, Armadilla immediately expanded its activities in the country, strongly reconvertng its intervention to meet the humanitarian needs that were growing day by day.

From 2012 to 2015 our organization, in accordance with the needs of the beneficiaries and the standards of humanitarian aid, carried out projects of pure emergency, supporting the life of the most vulnerable families through the distribution of basic necessities: from food kits to hygienic kits, up to the supports for winter.

By consolidating what has been done in our long history in this country, Armadilla has slowly begun to combine emergency activities with initiatives aimed at strengthening civil society, increasing essential services, promoting an inclusive mentality open to dialogue and exchange with the best part of Italian society.

To resume a path started many years ago, Armadilla has identified three main strategic lines, developing its operational plan:

- **emergency activity** (humanitarian aid), aimed at satisfying the immediate needs of the population; from the distribution of essential goods, to the provision of short and medium-term socio-health interventions.
- activities that stimulate and strengthen the **capacity of resilience** of the population and civil society, through continued support to associations and centers that offer the population socio-health and educational services.
- **development** activities, that strengthen the network of local actors (associations, specialist services, local institutions) in creating effective policies and actions for the development of the entire Syrian society and territory.

Our partners

Working with partners is essential to achieve the intended results. All of Armadilla's action takes place alongside associations and services not only capable of developing and implementing ambitious programs, but above all of entities that share our vision and our hopes. Local Associations and Institutions, Italian Cooperatives and Associations, Universities, specialist services; with them, Armadilla not only carries out activities, but develops every moment of the action in a shared and critical form: conception, implementation, verification, evaluation. These are all shared moments that have brought and will bring lasting and strong benefits.

Sono partner del nostro programma Paese:

- The local associations **Zahret Al Madan (ZAM)** and Aamal, specialized in work on minors with disabilities, the promotion of the role of women, the protection of women and children.



- The **Prosthetics and Rehabilitation Center of the Ibn Al-Nafis hospital in Damascus**, the only specialized public and civil health service that deals with disabilities and related rehabilitation programs.
- The **Open Group Cooperative**, a fundamental partner for the creation of training for social and health workers, for strengthening the role of associations in the area, for the conception and development of psychosocial support actions for the well-being of women and minors.

OPEN GROUP

- **ASPHI Foundation**, specialized in the creation and development of innovative technologies for particularly vulnerable people such as people with disabilities and the elderly. The Foundation's operators work closely with Armadilla by carrying out training cycles on innovative technologies and are partners in the implementation of courses at the Manara University of Latakia for women and minors.

Fondazione
ASPHI
Onlus



- The Faculty of Occupational Therapy of the University of Modena and Reggio Emilia (UNIMORE), which with Armadilla and Aamal supported the creation of the first Occupational Therapy course in Syria. UNIMORE professors co-coordinate the course at the Manara University of Latakia and carry out teaching, distance tutoring and exams for students, women and minors.



UNIMORE
UNIVERSITÀ DEGLI STUDI DI
MODENA E REGGIO EMILIA

- The Annulliamo la Distance association (AnLaDi), which in collaboration with Armadilla carries out distance training courses for social workers and families for the assistance of minors with disabilities.



**ANNULLIAMO
LA DISTANZA**

- The non-profit Emergenza Sorrisi, Armadilla's partner in the evaluation of new interventions in the health field, to be carried out locally and remotely (training for doctors and health personnel).

 **Emergenza
Sorrisi**
Doctors for Smiling Children

Armadilla also carries out its program in line with the humanitarian intervention policies in the country, thanks to the partnership relationship with the Ministries of Social Affairs and Health, as well as an active member of the clusters coordinated by the United Nations, Health and Protection agencies, GBV and Child Protection.

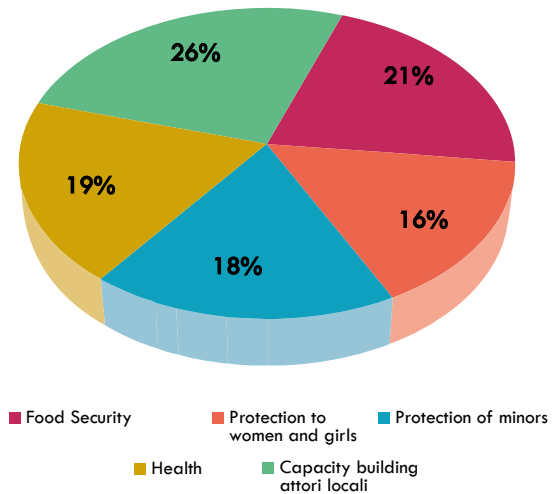
Our activities

Distribution of food rations, strengthening of protection paths for women, assistance to minors with disabilities, support to local associations through the training of social and health workers and medical equipment. This is the essence of our initiative during the year 2019 in Syria.

Despite a marked reduction in funds, due to a strong global downsizing of financial resources destined for the Syria emergency, Armadilla managed in the past year to keep intact the balance that characterizes its strategy in the country, laying the foundations for a further commitment stronger in the country in the year to come.

The program was complemented by remote training initiatives carried out by Italian partners, Open Group and Anladi, to which Armadilla cooperated by taking care of the logistics on site and monitoring on a local basis the progress of activities and moments of reflection with the beneficiaries of the projects.

Our action: theme by theme and beneficiary by beneficiary



- 3,874 people, including 2,557 minors, reached by food assistance.
- More than 1,700 minors with disabilities involved in cognitive and physical rehabilitation courses.
- More than 400 women from various communities made aware of the issues of gender violence, maternal and child health, women's rights.
- 132 women included in professional training and / or literacy courses for adults.
- 217 between women and girls who received psychological assistance.

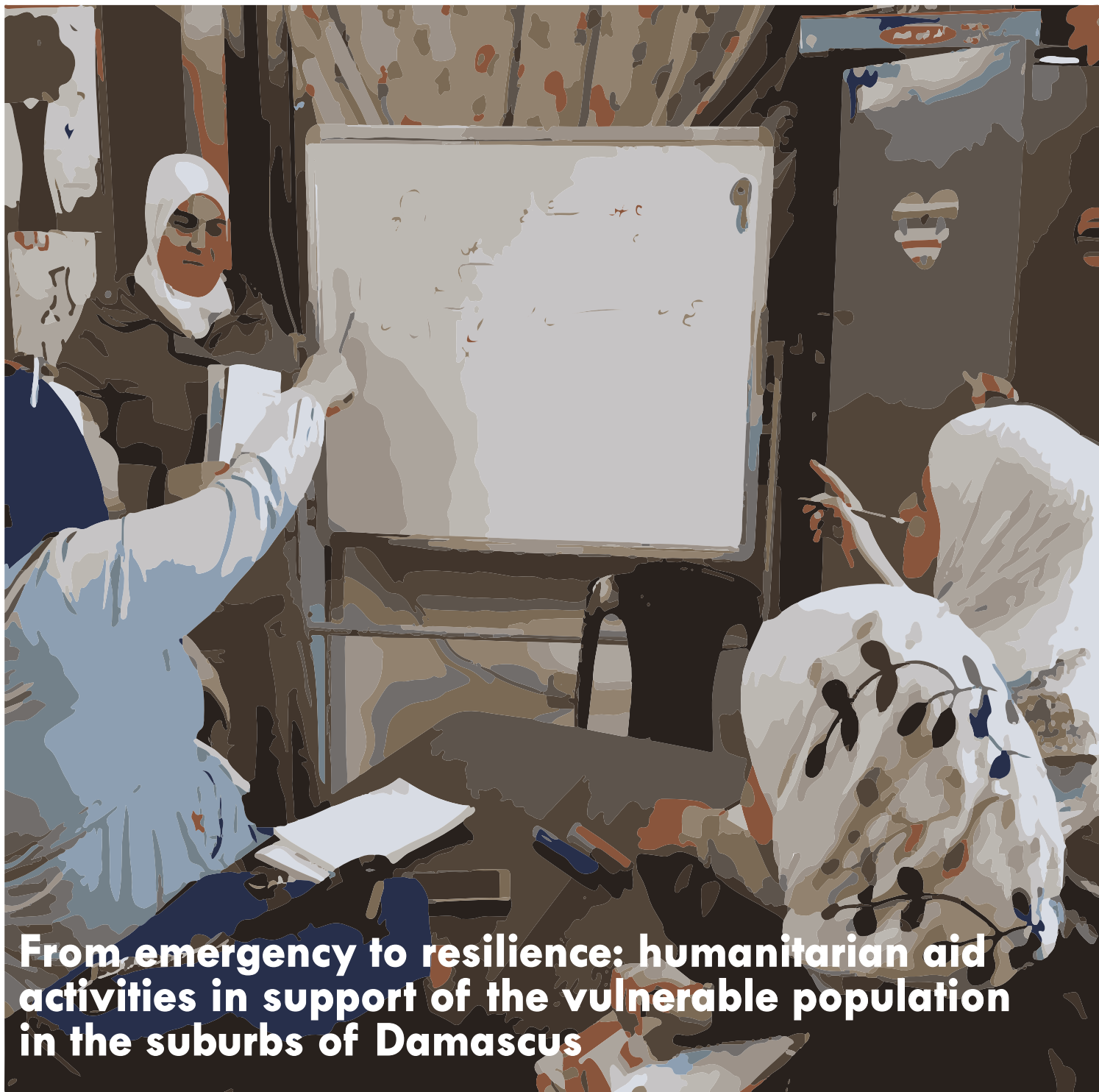
- 44 socio-health workers trained on issues related to disability, cognitive and physical and prosthesis manufacturing.

- 360 people assisted with prosthetic operations
25 students of the first year of Occupational Therapy at the Al Manara University of Latakia received the first specific courses of their studies.

- 4 communities of Damascus and Rural Damascus involved in the activities, as partners and / or beneficiaries.

- 1 Specialized center for rehabilitation and prosthetics supported with equipment and training.

2019 Projects



From emergency to resilience: humanitarian aid activities in support of the vulnerable population in the suburbs of Damascus

Sectors of intervention: Protection of women and girls/
Child Protection / Health

Beneficiaries: Women alone or with families particularly
vulnerable; minors with disabilities

Construction period: January-December 2019

Intervention area: Damascus suburbs

Main donor: Funds 8 for a thousand churches
Italian Waldensian

Description of activity: the project is the continuation of the intervention funded by the Italian Waldensian Church since 2014, which allowed the birth, existence and growth of the social center for assistance to women and minors with disabilities managed by Armadilla in Midan, a suburb of Damascus. Inside the ZAM Center, a safe place for beneficiaries, professional training activities for women, literacy courses for adults, rehabilitation services for minors with disabilities and psychosocial activities for women and girls are held.



Capacity Building in Occupational Therapy





Intervention sectors: Capacity Building Local Actors

Beneficiaries: Technicians in the disability sector;
students university students

Implementation period: October 2018 -
March 2019

Area of intervention: Latakia

Main Lender: UNDP

Description of activity: the project is the initial phase of the program to create the introduction of Occupational Therapy in Syria. It is articulated through two main drivers: the creation of the Degree Course in Occupational Therapy at the Manara University of Latakia, in collaboration with UNIMORE and the creation of specific moments (workshops, meetings, experiential exchanges) aimed at promoting innovative social policies in favor of people with disabilities.



**Training Cycle
On Physical
Rehabilitation Topics**

Intervention sectors: Capacity Building Actors
Local / Health

Beneficiaries: Technicians in the disability sector;
University students

Implementation period: October 2019 -
June 2020

Intervention area: Damascus and Latakia
Main Lender: UNDP

Description of activity: The project continues the university training intervention in the field of Occupational Therapy at the Manara University of Latakia, in collaboration with UNIMORE. After the initial phase, in which, among other activities, preliminary meetings with potential students of the course were held and the basis for the recognition of the three-year study plan by the Syrian Ministry of Higher Education, in October 2019 the course in TO has started. The project integrates this intervention with support for the Prosthetics and Rehabilitation Center of the Ibn Al Nafis Hospital in Damascus, Armadilla's historical partner, through training activities for health personnel (doctors, therapists and prosthetic technicians).



**Integrated intervention for the strengthening
of resilience of the vulnerable
population of Damascus**





Sectors of intervention: Capacity Building Local Actors / Health / Food Safety / Women's Protection and girls

Beneficiaries: Minors with disabilities; women victims of violence; people with disabilities; families in food insecurity

Implementation period: January 2019 - May 2020

Intervention area: Damascus and Rural Damascus

Main Funder: AICS - Cooperation Italian

Description of activity: The project carries out training activities for social and health workers, assistance for minors with disabilities, protection courses for women victims of violence and distribution of food for particularly vulnerable families. The activities are aimed at the population of the suburbs of Damascus and rural Damascus, and also aim to strengthen the network of local actors operating in the field of personal services, with a specific focus on people with disabilities and women victims of violence and sexual violence.

Our challenges: between present and future

It has not been an easy year in Syria, as it has been for nine years now.

The greatest concern for the actors of the international community involved in humanitarian aid in Syria is that, in the face of an armed conflict now limited to specific areas of the country, the real war has just begun. Because of the still open conflict, of course, but above all of the consequences of the international sanctions to which the country is subject. These are sanctions that exacerbate the daily life of the population, who are denied basic human rights and hope for the future. Difficulty in accessing essential services, such as health, education, social services, the almost impossibility of finding a job, risks for the person due to an increasingly degraded environment, isolation from the rest of the world: these are the criticalities of the Syrian people.

Within this framework, Armadilla and its partners take up present and future challenges. The activities already approved and in progress, which continue the work with associations and entities in the area, will be integrated with new proposals and ideas, seeking to expand our range of action and the impact that our work can offer to population hit by so many dramas.

The protection of minors and women will still be our key factor for change, enriching the offer of community services thanks to the network of associations and services that we are helping to build with our partners.

The emergency linked to the COVID-19 epidemic already pushes us to seek innovative solutions to continue offering services. Solutions that, thanks to the passion and expertise of our Italian and local partners, will allow us, together, to continue fighting this battle as well.

LEBANON

The country context: Lebanon without peace

Despite the profound impact of the Syrian crisis on Lebanon, which has grafted on historical, cultural and social criticalities, the country's ability to maintain stability and peaceful relations within communities is commendable. This stability is also to be found in the work carried out by the international community (donors, agencies, international NGOs) which, since 2012, has supported the Lebanese authorities and intensified its efforts to prevent old and new conflicts from emerging with disastrous consequences for the country and the entire Region.

However, the peaceful coexistence of Lebanese communities remains fragile, especially in light of the enormous financial and economic crisis that is affecting the country.

Already in 2017, the "Lebanon Crisis Response Plan [LRCP] 2017-2020" underlined how the conflict in Syria has "heavily affected Lebanese economic and social growth, causing an aggravation of poverty and exacerbating the pre-existing development constraints in the country. The World Bank estimates that Lebanon has seen a loss of 13.1 billion dollars from 2012 to 2015, of which only 5.6 in 2015".

In 2018, as many Lebanese in situations of extreme vulnerability were added to the 1.5 million Syrian refugees and to these were added more than 290,000 Palestinian refugees (Lebanese or Syrian), bringing an impressive total of 3.3 million people in need of assistance on a total population in Lebanon of an estimated 5.9 million. This means that 56% of the people on Lebanese territory are considered extremely vulnerable.

In this already dramatic situation, a very serious financial crisis has taken place since autumn 2019, which has overwhelmed, and continues to overwhelm, the entire Lebanese population and the entire economic system of the country. The total lack of liquidity of commercial banks and the central bank erased savings and investment opportunities in the country, causing the total impoverishment of the Lebanese company until the declaration of default, which arrived in March 2020. This economic crisis, since March 2020 add up the consequences of the measures issued by the Lebanese Ministry of Health to prevent or contain outbreaks of the COVID-19 pandemic, which - although necessary for public health reasons - have caused a further collapse of the individual and family economic system of the population.

At the micro-economic level, for example, it is estimated that 80% of workers employed in public and private transport have been out of work since March 2020, as well as practically all employees in the previously profitable sector of catering have been without work. income due to the closure of many businesses.

In this scenario, it is also necessary to underline the impact of the international sanctions wanted by the United States and member states of the European Union. Designed to target the Shiite Hezbollah movement, the sanctions end up damaging the entire civilian population, as happens in neighboring Syria. The primary effect of the sanctions, in fact, is the increase in prices on the market of essential goods, increasingly impoverishing Lebanese families.

Lebanon is today on the brink of disaster, not only because of the incredible lowering of the socio-economic level of the population, but above all because this widespread poverty is the vehicle of exacerbation of old and never forgotten conflicts that will lead, if no action is taken. on a structural and overall level, to extreme conflicts between the various sectarian groups which, in fact, are the only "institution" in which the Albanians recognize themselves due to the almost total absence of the state.

Our strategy

Armadilla, whose work since 2012 has been made possible thanks to the funds of multiple donors, has started operating in the country focusing on local development processes and promoting the strengthening of social, health and educational services, with particular and transversal attention to issues of the environment and sustainable development.

Armadilla's strategy remains the one that has always been developed, and in which a program is considered necessary that intervenes in the co-construction of development processes with decentralized territorial actors and using initiatives in the socio-health and environmental fields as concrete actions. However, the current Lebanese context requires thinking about the aggregation of pure emergency actions with broader and long-term development processes already carried out by our association in similar contexts.

From this strategic vision, Armadilla has developed, constantly updating it due to the volatility of the context, an operational plan that is articulated through:

- emergency activities (or humanitarian aid), aimed at meeting the immediate needs of the population; this area concerns every initiative that contains actions such as the distribution of essential goods, so-called Cash for Work activities, up to the support to associations or local authorities in providing extremely urgent socio-health services.
- activities that stimulate and strengthen the resilience capacities of the population and civil society, through training support to associations and local authorities that offer the population socio-health and educational services.
- development activities, which strengthen the network of local actors (associations, specialist services, local institutions) in creating effective policies and actions for the development of the entire Lebanese society and territory, with a specific focus on supporting local institutions, through continuous exchange of experience and professionalism with Italian counterparts (hospitals, universities, social enterprises, civic networks).

Our partners

In Lebanon, as in any other context, working with one's partners is essential. All our action takes place alongside associations and services not only able to develop and implement ambitious programs, but above all of entities that share our vision and our hopes.

Local Associations and Institutions, Italian Cooperatives and Associations, Universities, specialist services; with them Armadilla not only carries out initiatives, but develops every moment of the action in a shared and critical form: conception, implementation, verification, evaluation. These are all shared moments that have brought and will bring lasting and strong benefits.

They are currently partners of our country program:

- The municipality of Nabatieh, which also represents the territorial vehicle for clusters of small municipalities in the Governorate.
- The local Palestinian association Najdeh, which works in all nine camps for Palestinian refugees in Lebanon.
- The Makhzoumi Foundation, a local NGO that deals with activities in the health field, environmental education and sustainable development throughout the Lebanese territory.
- The Open Group Cooperative, a fundamental partner for the creation of training for social and health workers and for the conception and development of support actions for local entities that provide social support services to the vulnerable population.
- The Addiction Service of the ASL of Bologna, whose doctors specializing in therapeutic pathways for people with addictions, work in the training of local operators and in the definition of intervention guidelines.

- The non-profit Emergenza Sorrisi, Armadilla's partner in the evaluation of new interventions in the health field, to be carried out on site and remotely (training for doctors and health personnel and technical support missions).

Our activities in 2019

Due to a marked reduction in funds, due to a strong global downsizing of financial resources destined for emergencies related to the Syrian crisis and the particular Lebanese context, Armadilla saw a contraction in 2019 in the activities that characterize its strategy in Lebanon, placing in any case, the basis for a relaunch of the initiatives in 2020.

During the year 2019, the "Strengthening Operation and technical capacities of staff to provide conflict mediation services (including management of drug abuse) at the Social Mediation Center (SMC) in the Municipality of Nabatieh" project, funded thanks to UNDP, concluded. The project is part of the interventions of protection, community health and strengthening of local institutions through partnerships with the Italian territories developed by Armadilla in Lebanon.

The project, mainly carried out in the Governorate of South Lebanon, was born following a long study on the problem of drug addiction in the country, has implemented an ambitious program, which is expected to be expanded starting in 2020,

that would allow Lebanese social and health workers and officials of the Municipality of Nabatieh to acquire innovative skills in rehabilitation programs for people with substance addictions. Italian experts in the sector took turns in providing training to Lebanese technical staff, starting from the theory of drug addiction, up to the creation of simulations of interventions on patients. The intervention was supplemented by the definition and implementation of social policies to cope with the use of substances, borrowed from the rules and good practices in use in the Emilia-Romagna Region.



The Emilia-Romagna region was the scene of the last act of the path, where for a week 20 Lebanese operators and officials were hosted who were able to enjoy the guided tour of experiences developed in the area regarding the fight against the use of substances: from street units to recovery communities, from services offered by public health to community experiences developed in the area. The conference, held in Bologna at the end of the week of experiential exchange, saw the participation of Italian territorial and national authorities and sealed, with this presence, the strengthening of the path undertaken together with the territories of Lebanon.

The project developed by Armadilla was supplemented by numerous feasibility studies aimed at expanding the program on the territory, which were used for the presentation of proposals to various donors, with the hope that they could become concrete actions in the year 2020. Specifically, have been elaborated:

- A proposal that continues and expands the capacity building action of local authorities in the territories of southern Lebanon on combating addiction and social services for the most vulnerable (assistance to the elderly, basic services, pre-school education).

- A proposal for intervention in the field of human rights, to be carried out in Lebanese prisons with the contribution of Italian and European partners (such as No Peace Without Justice and the Guarantor of Rights of Parma).
- Within the framework of the ENI (European Neighborhood Instrument) 2019 call, a proposal in partnership with Italian and French bodies and associations to support Lebanese health services, with a specific focus on paths for people with disabilities and the training of Lebanese doctors and health professionals of the ophthalmic sector.

Our challenges: between present and future

A The situation in Lebanon and the Lebanese is objectively disastrous. The concomitance of events ranging from the persistence of the consequences of the Syrian conflict to the financial crisis, up to the COVID-19 pandemic has been, bitterly, defined as "the perfect storm".

The greatest concern and reason for discouragement for all the actors of the international community is the awareness that the objective needs of the population are not followed by a timely program that can, on the one hand, buffer the current situation and, on the other, plan a relaunch of the economy based on fairer parameters and which take into account human and social rights. In the face of the very serious institutional crisis that is gripping the country, the sanctions of foreign states that actually hinder the operation of NGOs and United Nations agencies are a further boulder on the road to humanitarian aid and socio-economic reconstruction of Lebanon.

This is certainly not the place to discuss the philosophy that led the US and the EU to enact sanctions that affect a large part of Lebanese society, but there is no doubt that these sanctions affect mainly, if not solely, the most vulnerable layer of the civilian population forced to dealing with the disappearance, on the one hand, of its ability to generate income and, on the other, with the surge in prices of essential goods on the market; from food, to medical care, from home to transport.

In this context, Armadilla and its partners will tenaciously continue the path outlined. Starting from the long experience accumulated over the years, the objectives relating to strengthening the intervention capacities of the local socio-health systems will be pursued, in order to promote the well-being of the population and, above all, avoid the isolation of the Lebanese territorial realities always left more sun from the inaction of the central government structure.

Our key factor for change, therefore, will remain the instrument of territorial cooperation, increasing the number of Italian partners able to make their contribution to the Lebanese social fabric. The protection of the most vulnerable, people with disabilities, refugees, minors, the elderly will still be our main target audience, enriching the offer of psychosocial services also in light of the emotional and psychological fragility of the Lebanese population in this very difficult historical moment.

The emergency linked to the frightening COVID-19 epidemic is already pushing us to seek innovative solutions to continue offering services. Solutions that, thanks to the passion and expertise of our Italian and local partners, will allow us, together, to continue fighting this battle as well.

Thanks to the partnership with the **ASPFI Foundation**, a distance learning platform is being created in Syria that can be used by all Armadilla partners. The platform will allow all players to upload multimedia content and have a permanent space for discussion, training and proposition, in order to enhance the enormous experiential baggage accumulated over the years.

Open Group and the SerT of Bologna are at the forefront for the definition of paths and activities that have as their primary objective the strengthening of the capacity to intervene and to create effective and efficient social services. From the challenge of combating the use and abuse of psychotropic substances, to psychological support for Lebanese social and health workers, up to the definition of guidelines adapted to the reference context.

New partners and professionals representing important professional realities of Emilia-Romagna are already working with the aim of being able to place their experience at the service of the social growth of the country, through an intense training program for local operators, exchange of experiences and support to local municipalities for the qualitative increase of social and health services.

Finally, Armadilla is elaborating with its local partners proposals and initiatives aimed at carrying out emergency activities, which will integrate the country program in order to support the most vulnerable in every area of the country.

LIBYA

Armadilla, partner of Emergenza Sorrisi Doctors for Smiling Children, is carrying out the Welcome and Smiles project in Libya in the country. The project aims to create a specialized health care service for migrants in order to improve their sanitary and nutritional conditions in the migrant center of El Nasser and for the host Libyan population.

The intervention is based on the provision of the health service and the distribution of medicines to deal with the ongoing health emergency in the migrant centers. Given the precarious conditions of people in migrant centers, this action aims to intervene to support the medical service aimed in particular at women and the most vulnerable groups.

The activities are mainly carried out in the Al Nasser migrant center and its host community, and concern:

- Purchase and administration of medicines, nutritional kits and medical health aids for the Mobile Medical Center.

- The medical health service guaranteed by the Mobile Medical Center is carrying out medical check-ups and any administration of medicines; provides for the administration of nutritional kits to pregnant women, new mothers and infants to ensure correct anthropometric growth measures. In the cases of malnutrition identified, nutritional kits were distributed and administered directly. The nutritional kits are composed of vitamins A, B, C, D, multivitamins and folic acid, used in other emergency and malnutrition contexts.





Production and Set-up of a Mobile Medical Center

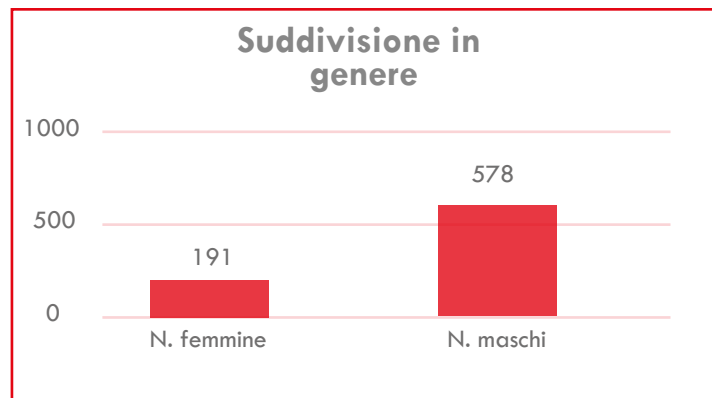
The Mobile Medical Center is composed of a mobile structure on wheels, which allows it to be easily placed inside the migrant center without carrying out installation work on the ground and in order to be moved in case of need or safety.

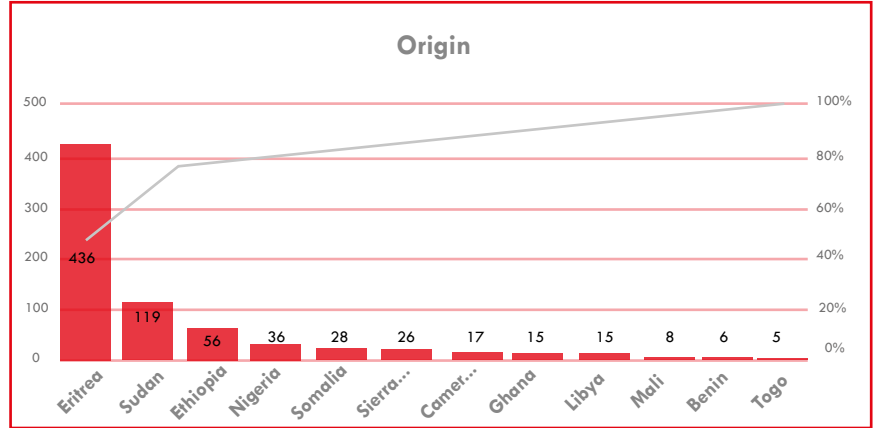
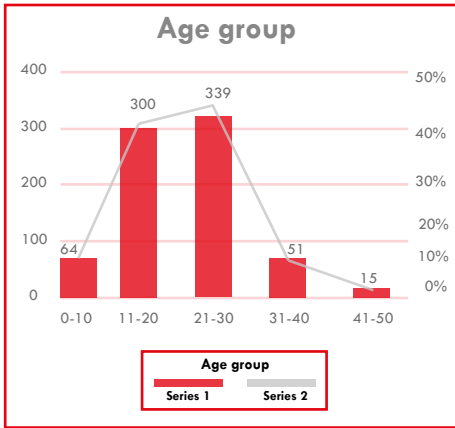
It is equipped with examination space, basic medical equipment, consumables and medicines.

Provision of medical health service

The medical health service is provided through the Libyan medical staff made up of 5 doctors and two nurses for 5 days a week.

The following situation emerges from the analysis of the data relating to the visits carried out in the first 5 months of the project at the detention cent.





Training of medical and paramedical staff through on-the-job surgical missions

During the first surgical mission, on-the-job training was carried out for Libyan doctors. The medical mission was carried out by the Scientific Director of the project, Dr. Fabio Massimo Abenavoli, accompanied by 7 volunteer doctors and nurses.

During the mission, doctors and nurses treated 27 Libyan children with facial deformities.

**Social Base
and corporate
trim**

Date of constitution

18/12/1984

Deed of incorporation of a cooperative company arl Rep. N ° 6999, Rec. N ° 2436, registered in Rome on December 28, 1984 at N ° 54328 / 1B

Statutory Bodies

Assembly composed of 9 members

Board of Directors

President:
Paola D'Angelo

Vice president:
Vincenzo Pira

Advisor:
Giorgio Squadrani

Director:
Marco Pasquini

Members

Total number of members: 11, of which 1 founding member, 10 ordinary members. Number of shareholders holding corporate offices: 3 - Annual participation fee: € 52.00, established by the Board of Directors.

Assembly (Article 18 of the Articles of Association)

The Ordinary Assembly deliberates on the following matters:

Approve the annual budget; proceeds with the appointment of corporate officers; approves the regulations provided for in the statute; decides on all other matters pertaining to company management reserved for its competence by the articles of association or submitted for its examination by the Board of Directors. All those who have been registered in the shareholders' register for at least three months can take part in the Shareholders' Meeting with the right to vote ...

Board of Directors (Article 30 of the Articles of Association)

The board of directors is invested with the widest powers for the management of the company and is granted all the powers for the implementation of the corporate purposes except for those which, by law or bylaws, are reserved to the competence of the assembly ...

President (Article 31 of the Statute)

The chairman of the Board of Directors has the legal representation and signature of the company, takes care of the execution of the resolutions of the Board, giving appropriate instructions to the employees, convenes the BoD, sets the agenda, coordinates the work and ensures that adequate information on the items on the

Directors (Article 33 of the Statute)

When deemed appropriate, for the better functioning of the company, the Board of Directors may appoint one or more general managers, determining their duties and remuneration.

Economic - financial profile of the 2019 management

General information on the company

Personal data

Denomination: ARMADILLA S.C.SOCIALE

Head office: VIA GIOVANNI BOTERO,
16 / A ROMA RM

Share capital: 2,860.00

Share capital fully paid: yes

Chamber of Commerce Code: RM

VAT number: 01620701001

Tax number: 06799470585

REA number: 544459

Legal form: COOPERATIVE COMPANY

Business sector prevailing (ATECO): 960909

Company in clearance: no

Company with sole shareholder: no

Company subject to the activities of others of direction and coordination: no

Company name or entity that carries out the activity of direction and coordination:

Membership of a group: no

Company name group leader:

Country of the parent company:

Registration number in the register of cooperatives: A133792

Financial statements 31/12/2019







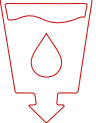
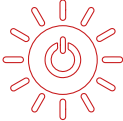

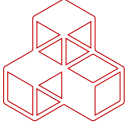




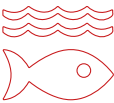

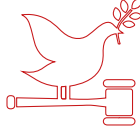
Abbreviated Balance Sheet

	31/12/2019	31/12/2018
Active		
B) Fixed assets		
II - Tangible fixed assets	67.541	68.396
III - Financial fixed assets	1.836	32.258
<i>Total Fixed Assets</i>	<i>69.377</i>	<i>100.654</i>
C) Current assets		
II - Credits	143.589	114.085
due within the next financial year	143.589	114.085
IV - Cash and cash equivalents	22.911	22.411
<i>Total current assets (C)</i>	<i>166.500</i>	<i>136.496</i>
D) Accruals and deferrals	3.380	2.283
<i>Total assets</i>	<i>239.257</i>	<i>239.433</i>
Passive		
A) Net assets		
I - Capital	2.860	2.288
IV - Legal reserve	18.748	18.420
VI - Other reserves	33.591	32.858
IX - Profit (loss) for the year	865	1.093
<i>Total net assets</i>	<i>56.064</i>	<i>54.659</i>
C) Employee severance indemnity	74.867	65.900
D) Debts	104.405	116.162
due within the next financial year	90.255	102.012
due beyond the next financial year	14.150	14.150
E) Accruals and deferrals	3.921	2.712
<i>Total liabilities</i>	<i>239.257</i>	<i>239.433</i>

Conto Economico Abbreviato

	31/12/2019	31/12/2018
A) Production value		
1) Revenues from sales and services	727.643	472.933
5) Other income	-	-
other	61.054	62.860
<i>Total other revenues and income</i>	<i>61.054</i>	<i>62.860</i>
<i>Total production value</i>	<i>788.697</i>	<i>535.793</i>
B) Costs of production		
6) for raw, ancillary, consumable and goods materials	774	2.683
7) for services	497.917	250.943
8) for the use of third party assets	55.209	54.959
9) for the staff	-	-
a) wages and payrolls	137.647	147.157
b) social charges	37.502	39.749
c/d/e) severance indemnity, retirement benefits, other costs of personal	9.978	10.913
c) severance indemnity	9.978	10.913
<i>total cost for staff</i>	<i>185.127</i>	<i>197.819</i>
10) depreciation and write-downs	-	-
a/b/c) depreciation of tangible and intangible fixed assets, other write-downs of fixed assets	855	843
b) depreciation of tangible fixed assets	855	843
<i>Total depreciation and write-downs</i>	<i>855</i>	<i>843</i>
14) various management charges	25.878	4.523
<i>Total production costs</i>	<i>765.760</i>	<i>511.770</i>

Difference between value and cost of production (A-B)	22.937	24.023
C) Financial income and expenses		
16) other financial income	-	-
d) income other than the above	-	-
other	153	158
<i>Total income other than the above</i>	<i>153</i>	<i>158</i>
<i>Total other financial income</i>	<i>153</i>	<i>158</i>
17) interest and other financial charges	-	-
other	1.536	571
<i>Total interest and other financial charges</i>	<i>1.536</i>	<i>571</i>
17-bis) gains and losses on foreign exchange	-	(58)
<i>Total financial income and expenses (15+16-17+15+bis)</i>	<i>(1.383)</i>	<i>(471)</i>
D) Value adjustments of financial assets and liabilities		
19) write-downs	-	-
a) of equity investments	10.000	10.000
<i>Total write-downs</i>	<i>10.000</i>	<i>10.000</i>
<i>Total value adjustments of financial assets and liabilities (18 19) -</i>	<i>(10.000)</i>	<i>(10.000)</i>
Result before the taxes (A-B+-C+-D)	11.554	13.552
20) income taxes for the year, current, deferred and prepaid		
current taxes	10.689	12.459
<i>Total of current, deferred and prepaid income taxes for the year</i>	<i>10.689</i>	<i>12.459</i>
21) Profit (loss) for the year	865	1.093

 <p>THE GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENTS</p>	<p>1 No Poverty</p> 	<p>2 No Hunger</p> 	<p>3 Good Health</p> 	<p>4 Quality Education</p> 	<p>5 Gender Equality</p> 
<p>6 Clean water and Sanitation</p> 	<p>7 Renewable Energy</p> 	<p>8 Good Jobs and Economic Growth</p> 	<p>9 Innovations and Infrastructure</p> 	<p>10 Reduced Inequalities</p> 	<p>11 Sustainable cities and Communities</p> 
<p>12 Responsible Consumption</p> 	<p>13 Climate Action</p> 	<p>14 Life below water</p> 	<p>15 Life on land</p> 	<p>16 Peace and Justice</p> 	<p>17 Partnerships for the goals</p> 