



International NGO Safety Organisation (INSO)

# Annual Accounts 2021



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## INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To: members of the Board of Stichting International Ngo Safety Organisation  
in The Hague, the Netherlands.

We have reviewed the accompanying financial statements of Stichting International Ngo Safety Organisation in The Hague, that comprise the balance sheet as at 31 December 2021, the statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### Board's responsibility

The Board is responsible for the preparation and fair presentation of these financial statements in accordance with the Guidelines for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board.

Furthermore the Board is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Accountant's responsibility

Our responsibility is to express a conclusion on the financial statements. We conducted our review in accordance with Dutch law, including the Dutch Standard 2400 'Engagements to Review Financial Statements'. This requires that we comply with ethical requirements and that we plan and perform the review to be able to conclude whether anything has come to our attention that causes us to believe that the financial statements are not prepared in all material respects in accordance with the applicable financial reporting framework.

A review of financial statements in accordance with the Dutch Standard 2400 is a limited assurance engagement. The performed procedures consisted primarily of making inquiries of board and others within the foundation, as appropriate, applying analytical procedures and evaluating the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with the Dutch Standards on Auditing. Accordingly, we do not express an audit opinion.

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Telephone 020 571 23 45

E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
CoC-number 34374865



**Conclusion**

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not give a true and fair view of the financial position of Stichting International Ngo Safety Organisation as at 31 December 2021 and of its result for the year then ended in accordance with the Guidelines for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board.

Amsterdam, 6 July 2022

Dubois & Co. Registeraccountants

ValidSigned door G. Visser RA  
op 06-07-2022

G. Visser RA



# Board report

## Legal and administrative information

<b>Trustees</b>	Mr Nicolas Lee Ms Sonia Di Mezza Ms Foluke Mogaji
<b>Chief Executive</b>	Mr Nicolas Lee
<b>Registered office</b>	Grote Marktstraat 43-C The Hague 2511 BH
<b>Company registration number</b>	73728489
<b>Auditor</b>	Dubois + Co Oranje Nassaulaan 1 Amsterdam 1075 AH
<b>Principal Banker</b>	ING BANK N.V. Amsterdam 1102 BW
<b>Solicitors</b>	Buren Johan de Wittlaan 15 The Hague 2517 RJ
<b>Advisor</b>	Jac's den Boer & Vink bv Provincialeweg 1A Haastrecht 2851 EA

## Board's report

The Board of Stichting International NGO Safety Organisation (hereinafter "INSO") presents their annual report together with the financial statements for the year ended 31 December 2021. The financial statements have been prepared in accordance with the accounting policies of the organisation and in compliance with the articles of incorporation, applicable law, and best practices.

### Structure, governance and management

INSO is a non-profit foundation (*Stichting*) duly registered with the Dutch Chamber of Commerce (KvK) under registration number 73728489 and headquartered in The Hague.

The Board members are the directors of the foundation and are appointed by the unanimous decision of the existing Board members. The articles of incorporation require not fewer than three (3) Board members at all times while there is no maximum specified.

Board members are required to declare and register their (conflicting) interests if any, and to read guidance on the role and responsibility as Board members.

Board members serve for three (3) years terms renewable once for a maximum of six (6) years. Board membership is individual and is not transferable on death or resignation.

The following persons served as Board members during the report period:

<b>Board member</b>	<b>Appointed/Retired</b>
Foluke Mogaji (Mrs)	17/01/2019/ -
Sonia Di Mezza (Mrs)	17/01/2019/ -
Nicolas Lee (Mr)	17/01/2019/ -

The Board meets at least two (2) times per year, which can occur in person or remotely via telephone, conference, or video conference. Members are expected to remain 'hands-on' and responsive to informal day-to-day communications outside of formal schedules.

Each Board member has taken responsibility for monitoring the activity of the charity and attention is paid to maintaining an appropriate mix of skills and experience within the Board.

Decision making within the Board is by majority vote of the eligible members and may be made orally in person or over VOIP or in writing including by email.

Throughout the year, Nicolas Lee who is a Board member, also served as the salaried Executive Director of the organisation, however neither he nor any other members received any remuneration in respect of their duties as Board members other than reimbursement of out-of-pocket travel expenses detailed below.

No Board member had any beneficial interest in any contract with the organisation throughout the year.

## **Key management personnel and executive compensation**

The key management personnel in charge of directing and controlling, running and operating the foundation are the Executive Director and the six departmental Directors of Finance, HR, Operations, Field Programs, Global Programs and Audit.

The remuneration of the Executive Director is set by the Board, and in setting the remuneration, the Executive Director himself is not involved. The remuneration of other key management personnel is established by the Compensation Committee and in accordance with the established HQ compensation policy.

None of the key personnel have any involvement in setting their own remuneration.

## **Objectives and activities**

INSO is an international Non-Governmental Organisation (NGO) dedicated to humanitarian safety.

The objectives, as stated in the articles of incorporation (Art 2.1), are:

- a) the relief and development of people in need anywhere in the world who are the victims of conflict, natural disaster, insecurity or crisis;
- b) the welfare and safety of people involved in the provision of humanitarian and development aid anywhere in the world.

This means it is INSO's mission to help those who help others.

INSO accomplishes this by providing NGOs with a range of free products and services that support their ability to operate and deliver aid safely in high-risk environments.

These include:

- Information and analysis products to support situational awareness, operational planning, and strategic policy.
- Coordination services to improve inter-agency collaboration and response.
- Training and orientation services to build preparedness and resilience.
- Crisis management services to strengthen emergency response.

Our primary activity is to provide these services from offices located alongside NGOs in high-risk countries. We also provide more strategic analysis and data services to the policy level from our headquarters in The Hague.

# Strategic report

## Introduction from Executive Director

Despite the ongoing challenges of the pandemic, INSO continued to deliver vital humanitarian and social impact, supporting safe access of aid to people and communities across many of the world's most volatile contexts.

From Kabul to Bamako, from Mogadishu to Kyiv, our staff showed courage and commitment to help those who help others and ensure aid reaches people in need.

Several major crises took place in 2021, including a dramatic change in government in Afghanistan and a volcanic eruption in the Democratic Republic of Congo (DRC). In these cases, and many others, our organisation played a significant role in protecting and maintaining humanitarian operations by providing timely information and advice.

From our headquarters in The Hague, the Netherlands, we have expanded our range of global services, while continuing to provide valuable insights and support to practitioners and policymakers alike.

During the pandemic, much of the world has embraced remote support. INSO, however, has safely prioritised 'presence and proximity', by responding to NGOs' needs across several new countries while expanding our presence in others.

We remained deeply connected to the community we serve. More than 40 new NGOs registered for services over 2021. A large proportion of these new partners are smaller local NGOs who we know most benefit from our services as they often lack internal resources.

We are grateful to maintain the confidence and trust of our donors, reflected in approximately 20% growth of income from 2020 to 2021. We remain committed to earning that confidence and trust each day.

Finally, activity at our new headquarters in The Hague ramped up this year as we worked to improve organisational management and establish a global hub.

As Executive Director, I have always understood that – besides our services to NGOs – one of the most important humanitarian and social impacts we can offer is sustainable and dignified employment in otherwise challenging contexts. At no time is this more important than during a crisis, when needs are high and personal resources are stretched.

I am especially grateful for the incredible bravery of our national staff who provide the enduring backbone of our programmes worldwide.

**Nic Lee**  
**INSO Executive Director**

## 1. Supporting humanitarian action in high-risk contexts



INSO continued to implement projects to improve humanitarian safety in 14 high-risk countries: Afghanistan, Burkina Faso, Cameroon, Central African Republic (CAR), DRC, Iraq, Kenya, Mali, Niger, Nigeria, Somalia, South Sudan, Syria and Ukraine.

The number of INSO partners increased in 2021 to 1,073 individual organisations<sup>1</sup>, and 1,079 staff deployed to the field.

In 2021, our field teams recorded 1,504 incidents concerning NGOs, of which 254 NGO staff were injured and 64 staff were killed. In addition to these, 162 abductions of NGO staff were recorded in 2021.

Whilst the country with the highest number of incidents recorded was in the Democratic Republic of Congo, 243 recorded incidents, Afghanistan accounted for the highest fatality rate, with 27 killed.

Mali saw the highest rate of abductions, with 67 recorded incidents, followed by 31 in Afghanistan and 30 in DRC.

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<sup>1</sup>Current data on INSOs partners base are available on the website [here](#). The base has expanded significantly in the first quarter 2022 due to INSO scale-ups in Cameroon and Ukraine.

INSO teams provided on-one-on support and emergency coordination to several NGOs during the year, including abduction cases in West Africa, violence toward NGO staff in the Middle East and Central Asia, and humanitarian negotiations and coordination of temporary relocations in Central Africa.

To measure our impact, INSO conducts annual satisfaction surveys. The 2021 satisfaction survey affirmed the relevance and usefulness of INSO services, with a 95.8% satisfaction rate across all our field programs.

From the many achievements across 2021, five stand out:

1. **Programme continuity in crisis situations:** INSO teams in **Afghanistan, Mali and Burkina Faso** successfully navigated periods of political instability. colleagues in Afghanistan remained in place operational<sup>2</sup> supporting NGOs to adapt to the change of government in Kabul. In Mali and Burkina Faso, our teams continued to deliver INSO services without interruption during periods of intense unrest related to military coups which – particularly in Mali – triggered profound changes in the context. In eastern **DRC** INSO supported the community during the volcano\_in Goma. We also learnt precious internal lessons which we will apply when responding to disasters in future. in Goma. We also learnt precious internal lessons which we will apply when responding to disasters in future.
2. **New projects and expanding presence:** In **Cameroon**, INSO established a new operation in the so-called ‘anglophone crisis area’ (North-West and South-West regions), in addition to our existing coverage of the Far North region. The Cameroon project also transitioned to a stand-alone country office model. The **South Sudan** team also expanded its presence from Juba alone to country-wide coverage with six field offices. In **Niger**, our team opened a new field site in Tahoua and connected with neighbouring INSO platforms in Burkina Faso, Cameroon, Mali and Nigeria for regional analytical services in Central Sahel<sup>3</sup> and the Lake Chad Basin.
3. Our **training** service has expanded significantly across through global initiatives. A total of 436 training sessions were delivered to 4,606 participants in 2021, a 125% increase from 2020.<sup>4</sup> Four new permanent training departments were established in Burkina Faso, DRC, Somalia and Syria. INSO training packages in Mali<sup>5</sup> and Burkina Faso have been significantly expanded, with the addition of comprehensive training courses HEIST (Hostile Environment Individual Safety



*Training in Central African Republic (CAR)*

<sup>2</sup> <https://ngosafety.org/latest/committed-to-afghanistan/>

<sup>3</sup> <https://ngosafety.org/latest/challenges-sahel/>

<sup>4</sup> Please note that this figure does not represent unique number of program participants, as NGO staff may opt for participating in more than one training.

<sup>5</sup> <https://ngosafety.org/training-mali/>

Training) and HEFAT (Hostile Environment First Aid Training). The participation of female trainees has increased significantly compared to 2020, as has the number of female trainers on INSO teams.

4. In early 2021, **the Conflict and Humanitarian Data Centre (CHDC)**, INSO's data project, was introduced for implementation to all field platforms. At the time of writing the first phase of launch to partners is under way.
5. **New scoping missions and donor engagement:** INSO continued its scoping missions and donor engagement in Ethiopia, Haiti, Lebanon, Libya and Mozambique following the reception of invitation letters. Of these initiatives, **Mozambique** received a funding contribution from the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) to initiate operations in 2022. The establishment of services in **Haiti** and **Lebanon** awaits expected confirmation of funding from donors. We anticipate the opening of INSO services in the third quarter of 2022. In the last quarter of 2021, INSO also received invitation letters from NGOs in Sudan and Chad. In response, we will conduct scoping missions in these two countries during the course of 2022.

## 2. Supporting humanitarian strategy & policy

INSO aims to complement its field support for humanitarian action in high-risk contexts by influencing global humanitarian strategy and policy.

Following the [IHL Call for Action](#)<sup>6</sup> by France and Germany in July 2019, a [European Union \(EU\)-led Discussion Series](#)<sup>7</sup> was convened on 'Ensuring the protection, safety and security of humanitarian workers and medical personnel in armed conflicts. This series, which took place between March and June 2021, reinforced the need for systematically integrated incident data and analysis to guide coordination and decision-making on a global level.

INSO's Analysis & Research Team (ART), which was formally established in The Hague in February 2021, continues to proactively respond to this identified gap by building a connection between INSO's field operations and global humanitarian strategy.

This team has unique access to CHDC, as well as INSO colleagues across 14 countries and more than 1,000 NGO partners. This access allows ART to offer a range of free products and services to NGOs that contribute to further improving humanitarian safety and access.

Throughout 2021, these products and services included:

Offering **immediate access to incident data and narratives**. This information is independently collected and collated across INSO's platforms through our World Alert – a daily digest of threat alerts distributed to the headquarters of our global partners. We also manage the Key Data Dashboard, a sequence of interactive charts hosted on our website, <http://www.NGOsafety.org>, that display aggregated NGO incident volumes and trends.

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<sup>6</sup> <https://onu-rome.delegfrance.org/Strengthening-respect-for-international-humanitarian-law-427>

<sup>7</sup> [https://www.eeas.europa.eu/delegations/un-new-york/discussion-series-ensuring-protection-safety-and-security-humanitarian\\_en](https://www.eeas.europa.eu/delegations/un-new-york/discussion-series-ensuring-protection-safety-and-security-humanitarian_en)

Providing **scheduled analysis on conflict and NGO incident trends** through a monthly *NGO Incidents Overview*. This overview details the causes and effects of NGO incidents. We also produce a quarterly *Safety and Access Review*, which examines the relationship between conflict dynamics and humanitarian activities, and periodic *Global Webinars* during which Country Directors provide their field-level insights to global decision-makers.

Issuing **thematic analysis on recurring challenges to humanitarian responses**. Harnessing our comprehensive incident data and field perspectives, these analyses offer practical and policy solutions and include reports such as *The Impact of Elections on NGO Safety and Access (2017-2021)* as well as *Seasonal Impacts on NGO Safety and Access (2016-2020)*.

Supporting the **inclusion of INSO partners to develop and improve the quality of ART products** through regular sessions of the *International Advisory Board (IAB)*. The IAB is a consultative forum comprised of ten senior representatives of INSO partners that ensure the relevance, reach and impact of ART products in instructing organisational strategies and policies.

Influencing the **agenda and outcomes of global fora seeking to address the protection of humanitarian and health workers**. We were particularly focused on the *European Humanitarian Forum* which took place in March 2022, actively participating in the *EU-led Discussion Series* throughout 2021 and providing [related recommendations](#)<sup>8</sup>, but also INSO's ongoing engagement with the *Saving Lives Together* initiative.

Responding to **requests from global research initiatives investigating Attacks on Healthcare**. We extracted and categorised relevant information from CHDC to form the basis of the *Researching the Impact of Attacks on Healthcare (RIAH)* project, led by the University of Manchester, as well as the Safeguarding Health in Conflict Coalition (SHCC) project's Annual Report 2021.

Moving forward, ART intends to **enhance the significance of its role in supporting humanitarian strategy and policy**, especially with the launch of CHDC. In addition to consolidating the initial progress achieved during its first year, ART also plans to expand its activities to include an Annual NGO Incidents Report, independent field-driven research and request-based services for partners. ART also intends to strengthen its direct engagement and coordination with global initiatives on humanitarian safety and access.

### 3. Growing our global membership

INSO remains the largest NGO safety body globally, with 1,093 unique<sup>9</sup> partners registered, up from 1,053 in 2020.

Figures reported by NGOs suggest they collectively employ more than **272,000 individual aid workers**, who are the direct recipients of INSO services.

Approximately 90% of partners are NGOs. The remaining 10% include United Nations (UN) agencies, Red Cross entities including the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC) and National Societies, and humanitarian donor representatives including ECHO and the Swiss Development Cooperation (SDC).

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<sup>8</sup> <https://ngosafety.org/latest/discussion-series-statement/>

<sup>9</sup> An NGO is only counted once in this figure, regardless how many countries they are registered in.

INSO's partners work across the spectrum of relief to development and across all clusters of response including health, education, livelihoods, nutrition, food security, WASH, shelter, and protection.

While there is no authoritative count of how many NGOs exist globally, INSO believes it supports more than 90% of the main operational NGOs in all the contexts we operate in.

Importantly, INSO remains **the only support available to local NGOs**. Close to 40% of our partners fall into this category.

#### 4. Developing INSO as an organisation

As a service to the humanitarian community, it is important that INSO remains professionally managed and retains a robust organisational core. This has been a key focus of our efforts this year.

2021 saw several important and significant developments in that area, including:

- The gradual reopening of our new headquarters in The Hague and the arrival of most personnel from lockdowns in various locations. As at March 2021, more than 70% of headquarter-based staff have relocated.
- Organisational development. We updated our organisational chart to restructure around seven core functional departments (see Organisational Structuring below). This cleared the way for a wave of new recruitments to further strengthen our governance and risk management obligations.
- In addition to ongoing support for INSO projects at the country level, 2021 saw three of six core donors renew their commitments to organisational level support. One new donor (SDC) joined our funding consortium, and two more extended their existing support. This reflects a high level of ongoing support for INSO and, crucially, fosters a robust core funding consortium. We will seek to expand on this group in 2022, within the framework of recommendations arising from the UN Discussion Series.
- The development and activation of a new 'Start Up' fund, aimed at supporting rapid deployment to new countries at the request of NGOs. The fund, which is drawn from INSO financial reserves, was already applied across several contexts in 2021.

INSO enters into 2022 with a coherent organisational structure in place. We are well positioned and prepared to take on future challenges.

### Organisational Structure and Staffing

The relocation of INSO staff to The Hague, the Netherlands, was delayed by the pandemic. During the latter half of the year, as restrictions on travel eased, our headquarters started to approach its expected staffing levels. We expect to reach the full complement of headquarters staff by 2022.

Looking further afield, expansion into a number of new countries of operation was initiated and planned in 2021, with deployments of staff and scoping missions due to take place in 2022.

INSO country offices are registered as legal entities in their country of operation, with the parent entity being Stitching INGO Safety Organisation in The Hague. At the close of 2021, INSO had 14

country offices and a headquarters in The Hague. INSO currently comprises around 1,200<sup>10</sup> staff globally.

The organisation of our headquarters is structured across seven functional departments, as follows:

Program departments:

- Field Programs – manages all overseas programs
- Analysis & Research – manages global services and engagement
- Technology and Innovation – manages user-facing technological applications

Support departments:

- Finance – manages all accounting and financial management
- Human Resources (HR) – manages recruitment and personnel
- Operations – manages security, logistics and IT
- Internal Audit – manages internal and external audit load

At the project level, each country office is led by a Country Director supported by a Deputy Director (for programs), a Finance Manager, an Operations Manager and several other personnel who deliver services or support operations.

Approximately 90% of INSO personnel are nationals of the country they work in.

## **Our Ethical Framework**

INSO has a robust and comprehensive suite of policies in place that provide a strong and consistent ethical framework to all INSO staff globally. In addition to a Code of Conduct, which every staff member is required to comply with and respect, we have key Legal Ethical and Behavioural Standards (LEBS) policies which comprise:

- Employer Duty of Care
- Non-Harassment and Bullying
- Safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA)
- Diversity and Equality
- Drugs and Alcohol-free Workplace
- No Weapons Policy
- Conflict of Interests
- Confidentiality
- Prevention of Bribery, Facilitation Payment, Fraud and Corruption
- Whistleblowing

There is a mandatory reporting requirement in place for all staff, should they become aware or suspect that any of these policies have been breached. All policies are reviewed periodically, and several have been updated in the current reporting period.

Our LEBS also apply to our suppliers and there is a requirement that they sign a compliance copy as part of agreements.

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<sup>10</sup> Translates to 1 136,15 FTE

There is a dedicated email address in place for confidential reporting of concerns. A 'Protect Team' of Directors and a non-executive Board Member handle reports and conduct direct investigations.

As an international NGO, we are also accountable to our donors. We report on breaches of policies, especially financial requirements and those relating to safeguarding, PSEA, bullying and harassment.

Regular internal and external audits are conducted, which include an assessment of compliance against these standards.

## Risk Management

The Board has assessed the major risks to which the organisation is exposed, particularly those related to specific activities in high-risk countries. These have been documented, along with the relevant mitigation measures, in the organisational risk register. This is periodically reviewed by the Board and senior management personnel. The Board believes that by regularly reviewing risk and maintaining effective risk management measures, the risk faced by INSO can be significantly reduced.

In terms of implementation and monitoring, individual departments, as well as country missions, have and continue to implement identified risk mitigations measures. All departments also monitoring and reporting on these measures.

An additional layer exists through centralized controls, namely Internal Audit and the Security Management System Review. This built-in feedback loop enables the organization to be risk-aware, adaptive and resilient to both internal and external dynamics.

Measures and steps taken to mitigate against the highest risks identified by the Board are presented in this section:

- The risk of death or injury, including mental and emotional harm, to employees based in high-risk locations.
- Damage to operations and reputation through inability to recruit and deploy sufficiently qualified staff.
- Breach of compliance, financial and reputational damage through inadequate internal controls, fraud, and corruption.
- Reputational, operational, funding and compliance damage resulting from unethical behaviour, breaches of the Code of Conduct and safeguarding policies.

Given its mission and field operations, the **risk of death or injury, including mental and emotional harm, to employees based in high-risk locations** is the greatest consideration for INSO. The key mitigation measure against this risk for 2021, as in previous years, was the maintenance of comprehensive and up to date *Country Security Management Plans (CSMP)*, including *Security Risk Assessments (SRA)* specific to each Operational Area (OA), supervised by the Country Directors and supported by the Global Safety and Risk Manager. We also maintain a systematic, centralized analysis process of internal security incidents to ensure proactive organizational learning and foster continual improvement. This was further strengthened in 2021, and facilitated and strengthened by IT capacity.

Regarding **COVID-19**, INSO continuously assessed the impact of the pandemic on staff wellbeing and operational delivery. We adjusted the dedicated, organization-wide *COVID-19 Global Policy*, while also ensuring respect for national measures locally.

**Damage to operations and reputation through the inability to recruit and deploy sufficiently qualified staff** has also been identified as a moderate-to-high risk for INSO. Concrete steps for mitigating this risk were implemented in 2021, namely strengthening the HR department and specifically the recruitment function, setting an *HR strategy* – inclusive of objectives to address candidate attraction, recruitment, and employee retention – and beginning its implementation. Additionally, the HR department conducted a benchmarking exercise in 2021 which will continue into 2022. This exercise provided data to inform INSO’s salary scales and competitiveness in market we recruit in, and our ability to retain staff. Implementation of the latter is ongoing, while a review of terms and conditions of national and international staff will also be concluded in 2022.

Robust controls against **breach of compliance, financial and reputational damage through inadequate internal controls, fraud, and corruption** exist. INSOs Internal Audit regularly and independently audits country and field offices and reports their findings to the Board. In view of the growing number of INSO missions, the Internal Audit department was recently expanded.

Finally, mitigating against **reputational, operational, funding and compliance damage resulting from unethical behaviour, breaches of the code of conduct and safeguarding policies**, in 2021 INSO’s *Legal and Ethical Behaviour Standards* (LEBS) were reviewed. As a result, the safeguarding and *Protection from Sexual Exploitation Abuse* (PSEA) policy was strengthened, along with the *Non-Harassment and Bullying policy* and the *Diversity and Equality policy*.

Given INSO’s continued organizational expansion, risk management measures will continue to be reviewed and adjusted during 2022. The continuation of this work reflects INSO’s growth, and ensures that resulting qualitative changes are captured and mitigated in a timely manner throughout the organisation’s project management cycle and across departmental functions.

In 2022, in connection with the war in Ukraine and in the absence of third party insurers, INSO has decided to increase its reserves to continue to provide insurance that can mitigate some of the **risk of death or injury, including mental and emotional harm to employees**.

## Investment policy

As at the end of 2021, INSO has no active investments.

## Funding outlook and risks

Our fundraising strategy continues to focus exclusively on awards from institutional donors and we do not seek to secure donations from the general public.

The funding outlook from donors is assessed as **good**. Already in January 2022 at least 66% of the funding requirement for the whole year has been confirmed.

Having completed the transfer of our ECHO FPA in 2020, this year we passed our first ECHO Partner Assessment with no major findings. This means INSO remains eligible for EU and European Commission funding.

The contribution of USAID's Bureau for Humanitarian Assistance to INSO’s total income continues to grow, especially across West Africa region and in 2022 will likely surpass the contribution currently received from EC.

We remain eligible and positively engaged with all other donors, including our core donor group comprising the foreign ministries of Canada, Germany, Luxembourg, the Netherlands, Norway, Switzerland and the United Kingdom.

Support to projects continues to operate on a country-to-country and year-to-year basis, although we have seen some trend of donors offering multi-country and multi-year awards to reduce the overall contract management burden. We have responded positively to these where offered.

At the global level, multi-year core funding remains in place from the core donors' group with a high level of coordination and engagement.

The primary risk to funding would be a change in the perceived value of INSO services leading to a reduction. Due to the current high level of satisfaction (>90%) and ongoing severity of needs, we consider this **unlikely**.

## Reserves policy

Reserves are an important part of careful financial management as they build the organisation's resilience to both known and unexpected shortfalls of funds. Setting the reserves level too low can signal financial instability or create concern that the trustees are not responsibly planning for unforeseen expenses. Setting the reserves level too high ties up funds that could be used to advance the charity's objectives. The level of reserves is based on specifically identifiable needs relevant to the charity. In light of the developments during this financial year, the trustees have examined the need for reserves and determined that the level of reserves should be increased to €2,900,000 for the coming fiscal year to allow the organisation to cover:

- temporary shortfalls in income resulting from donor pre-financing restrictions,
- disallowable or ineligible cost including loss on foreign exchange,
- winding up costs, and amounts reserved for ongoing legal procedures,
- organizational changes, expansions and performances costs, and
- costs of self-insurance if third-party insurance for expatriate staff not available.

At year-end, the reserves were in total €2,598,012. The target for 2021 was set at € 2,500,000 and thus it was exceeded by € 98,012, though only by € 31,295 after unrealised exchange gains (€ 66,717) are disregarded. Nevertheless, the level of the reserves is not sufficient to cover the identified need of self-insurance. Therefore, INSO will target at identifying new potential sources of unrestricted funds in 2022.

## Financial review

The net result for 2021 shows a slightly positive balance of € 35,814. However, this includes the balance of foreign exchange gains and losses (€ 65,371), mostly constituting of unrealised gains on the revaluation of monetary balances held in foreign currencies.

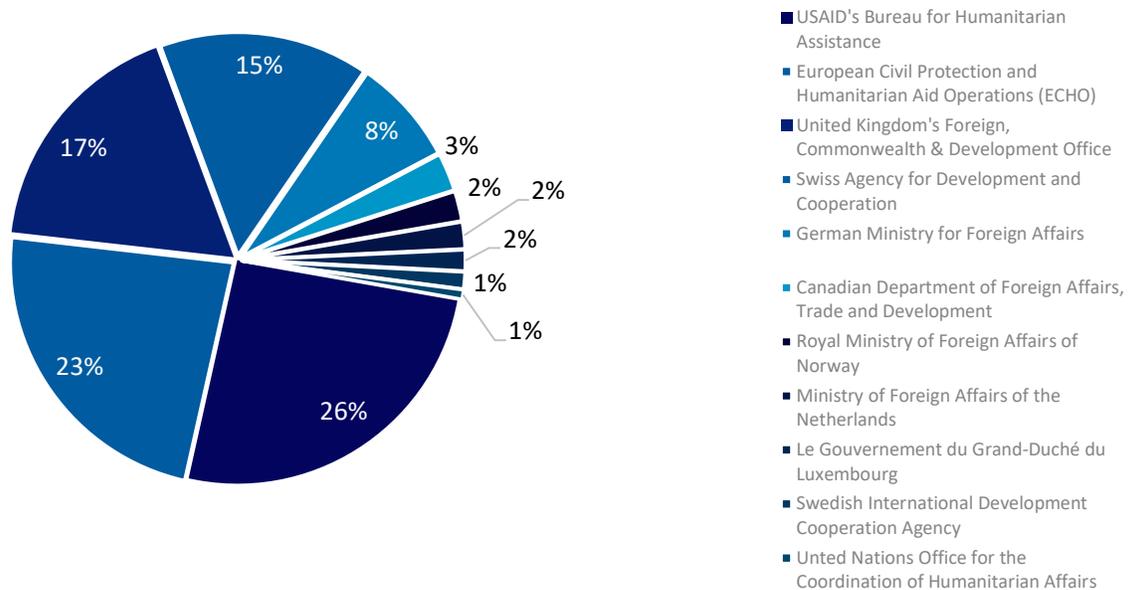
The excess of reserves from the last year was in fact used in 2021 in core activities, as well as designated to developments in new countries.

Compared to prior period adjusted to 12 months, income and expenditure grew by 20% and 23% respectively as INSO global activity continued to grow. Direct comparison between the

current and previous fiscal years is not reliable. The previous period ran for 23.5 months compared to regular 12 months in 2021.

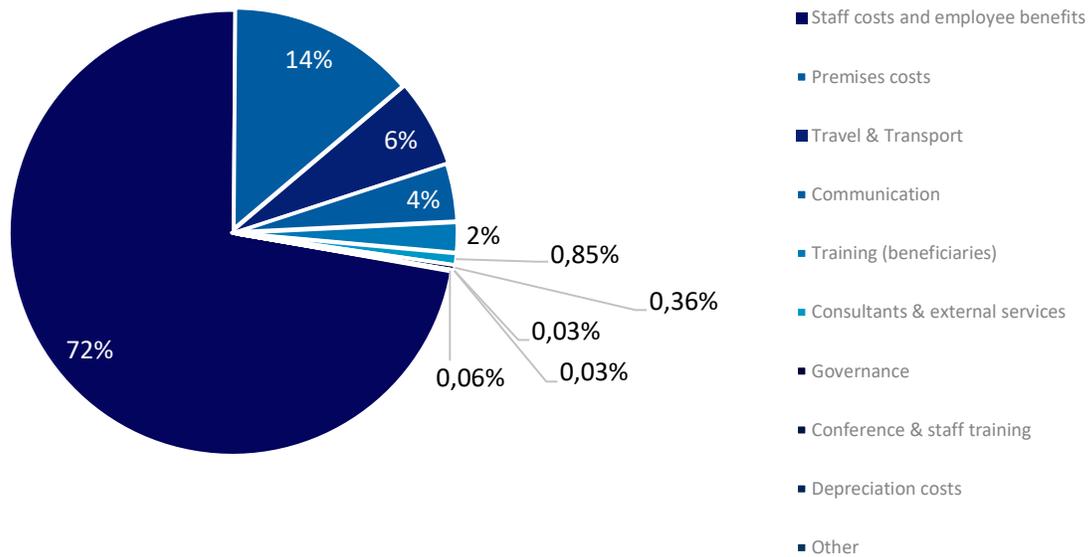
USAID's Bureau for Humanitarian Assistance and DG Echo remain the main contributors towards INSO's activities, together providing 49% of the grant income of the organisation. That is in line with the previous period, however, the BHA share has risen at the expense of ECHO, which was previously the largest donor. Additionally, INSO income became more diversified: the two largest Donors constituted in total 61% of INSO grant revenue in the previous period and were followed by the next two accounting for only 24%. These proportions changed in 2021 and now INSO is less dependent on any single large Donor.

INSO grant income 2021 split per donor



The principal cost item is personnel-related, accounting to 72 % of the total expenditure.

## INSO Expenditure on charitable activities - split by category, 2021



As a result of a satisfactory level of reserves and grants' disbursements negotiated on 'cash advance' basis, the liquidity ratio is 1,23 in 2021 (1,38 in 2020).

## Research and development activity

INSO conducts research into selected thematic topics for the purpose of producing analysis reports for the NGO community.

We will also continue to improve and develop the technical applications we provide to partners such as CHDC and the Partners Portal. However, both are built on technology platforms already developed by third parties, such as Microsoft.

We do not otherwise conduct what traditionally constitutes 'R&D' activities for instance in relation to developing new technologies or products.

## Plan for future periods

After several years of background work, we expect 2022 to be a standout year in which we make some notable advances.

First, we will continue to prioritise the safety and welfare of our incredible staff with a new psychosocial support service to help combat the stresses of working in high-risk environments.

Second, with global travel restrictions slowly lifting, we will be renewing efforts to expand field programming into new countries. This will be facilitated by the allocation of reserves to a wider range of project development activities. These planned expansions will significantly improve our responsiveness to NGO outreach and allow us to pursue several start-ups at once, and to ensure our services reach NGOs in previously inaccessible contexts.

Third, amid growing calls for centralised data on attacks against aid workers, we will be opening CHDC to partners. We are confident it will become a valuable global resource.

Fourth, we will continue to expand the range of our global analysis and research products, with the aim of adding tangible value to global discourse on issues of humanitarian safety.

Fifth, we will continue to build on the quality of all field programming, particularly in the integration of CHDC to help develop our own services and in the expansion of training services both at the field and headquarter levels.

Sixth and finally, we will continue the development of The Hague headquarters by strengthening personnel and organisational structures across a range of functions including compliance, risk management, duty of care, psychosocial support and safeguarding. We will increasingly focus on leading discussions on self-identified themes, and more actively participate in external conferences and events.

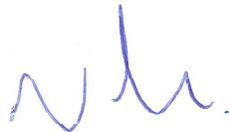
Internal management and communications systems will be reviewed to take account for the new size and scope of the organisation and with the aim of maintaining efficiency and impact.

New positions in monitoring and evaluation and grants management will strengthen our ability to capture and communicate impact. These positions will also allow INSO to improve our accountability towards the people we serve and donors. A new website launch in early 2022 will provide an important contribution to this effort.

We know these efforts will help to strengthen the value of the services we provide and ultimately do more to help those who help others.

This report is approved by the Board of INSO and signed on their behalf by:

Trustee Nicolas Lee



Approved by the trustees on 29th June 2022



*Meeting with community members in Somalia.*

# Financial report

## A. Balance Sheet

<u>Ref.</u>	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
ASSETS		
	Fixed assets	
1.	- Tangible fixed assets	<u>29,597</u> <u>29,548</u>
	Total fixed assets	<u>29,597</u> <u>29,548</u>
	Current assets	
2.	- Receivables	2,713,233      1,925,629
3.	- Cash and cash equivalents	<u>8,395,846</u> <u>6,016,501</u>
	Total current assets	<u>11,109,079</u> <u>7,942,129</u>
	<b>Total assets</b>	<b><u>11,138,676</u></b> <b><u>7,971,678</u></b>
LIABILITIES		
	Reserves and funds	
4.	- Continuity reserve	<u>2,598,012</u> <u>2,562,198</u>
	Total reserves and funds	<u>2,598,012</u> <u>2,562,198</u>
5.	Short-term liabilities	<u>8,540,664</u> <u>5,409,480</u>
	<b>Total liabilities</b>	<b><u>11,138,676</u></b> <b><u>7,971,678</u></b>

## B. Statement of income and expenditure

Ref.	€	€		
	2021	17-01-2019 - 31-12-2020	increase/ decrease (+/-) Adjusted % change	
	Total	Total		
	<u>Income</u>			
6.	Grant income	<b>25,819,718</b>	<b>37,120,895</b>	20%
	Income from sale of donated assets	<b>6,301</b>	<b>1,323</b>	722%
	Other income	<b>0</b>	<b>37,767</b>	-100%
	Total income	<b>25,826,019</b>	<b>37,159,985</b>	<b>20%</b>
7. & 8.	<u>Expenditure</u>			
	Expenditure on charitable activities	<b>25,645,403</b>	<b>36,053,319</b>	<b>23%</b>
	Balance of income and expenditure before financial income and expenditure	<b>180,616</b>	<b>1,106,666</b>	<b>-72%</b>
9.	Financial income and expenditure	-144,802	-415,583	-40%
	<b>Balance from income and expenditure</b>	<b>35,814</b>	<b>691,083</b>	<b>-91%</b>
	Allocation of balance from income and expenditure - Continuity reserve	-35,814	-691,083	-91%
	Balance from income and expenditure (- surplus/ + deficit)	<b>-35,814</b>	<b>-691,083</b>	<b>-91%</b>

## C. Cash flow statement

	01-12-2021 up to 31-12-2021		17-01-2019 up to <u>31-12-2020</u>	
	2021		2020	
	€	€	€	€
<u>Cash flow from operating activities</u>				
Result		35,814		691,083
Depreciations		<u>6,651</u>		<u>501</u>
			42,465	691,584
Mutations in work capital:				
- Receivables		-787,604		-1,925,629
- Funds received from INSO UK		0		1,871,115
- Short-term liabilities		<u>3,131,184</u>		<u>5,409,480</u>
Total mutations in work capital		<u>2,343,581</u>		<u>5,354,966</u>
Total cash flow from operating activities		2,386,046		6,046,550
<u>Cash flows used in investing activities</u>				
Purchases		-6,700		-30,049
Desinvestments		<u>0</u>		<u>0</u>
Total cash flows used in investing activities		-6,700		
<u>Cash flows used in financing activities</u>				
Decrease in debt		0		0
Other long term liabilities		<u>0</u>		<u>0</u>
Total cash flows used in financing activities		-		<u>0</u>
Net increase in cash and cash equivalents		<u>2,379,346</u>		<u>6,016,501</u>
Cash and cash equivalents at year end		8,395,846		6,016,501
Cash and cash equivalents at beginning of period		<u>6,016,501</u>		<u>0</u>
Changes in cash and cash equivalents		<u>2,379,346</u>		<u>6,016,501</u>

## D. Accounting principles

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

### General information

The reporting entity, Stichting International NGO Safety Organisation (INSO), was founded on 18 January 2019. It has its registered office in The Hague and is registered at the Dutch chamber of commerce under registration number 73728489.

The objectives of the foundation are: *"the relief and development of people in need anywhere in the world who are victims of conflict, natura/ disaster, insecurity or crisis and the welfare"* and *"safety of people involved in the provision of humanitarian and development aid anywhere in the world."*

### Going concern

The accounting policies within the financial statements are based on the assumption that INSO will be able to continue as a going concern.

### Basis of preparation

The accounts have been prepared under the historical costs convention with items recognised at costs or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

This presentation of the financial statements is in accordance with Dutch Accounting Standard Board's Guideline for Annual Reporting RJ640 for not-for-profit organisations.

### Currency

The accounts are presented in Euro. Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Any resulting exchange differences are recognised through income and expenditure.

Monetary assets and liabilities in foreign currencies are translated into Euro at the balance sheet date exchange rates. In that, grants receivables are considered a monetary item since the amounts are expected in cash in the future periods. However, grants received in advance, a component of short-term liabilities are not expected to be paid back in cash and are therefore not revalued at the balance sheet date exchange rate.

### Comparative figures

The comparative figures are referring to the first reporting period ranging from 17th January 2019 until 31 December 2020. To illustrate actual change between the results of the current and previous period, the % change presented at each line of the Statement of Income and Expenditure has been adjusted at a ratio discounting the previous period into a 12-months one.

### Fixed assets

These are shown at historical cost. Assets purchased from unrestricted funding costing more than € 500 and with an expected useful life exceeding one year are capitalised. If assets are purchased from restricted funding, then the costs are fully presented as restricted expenditure and directly charged to the donor.

Depreciation and amortisation are calculated based upon the disclosed assets according to the straight-line method on the expected useful economic life of the class of asset concerned. For vehicles, the economic life is set at 5 years, resulting in a 20% depreciation rate. If a permanent diminution in the value of an asset is expected, the appropriate value adjustment is made. For office equipment, the depreciation rate depends on the type: all IT equipment are depreciated over a useful life of 3 years, whereas all other items are subject to 20% depreciation rate.

#### Receivables

Receivables are stated at face value with a net of provisions for doubtful debts where necessary.

#### Cash at bank and in hand

Cash at bank and at hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as fixed asset investment.

#### Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

#### Income recognition

Income is recognised in the period in which the charity is entitled to its receipt, its amount can be measured, and the income is probable.

Grant income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in the future accounting period. Where funding is provided to deliver INSO programme for a time period that continues beyond the year end, this amounts to a condition before becoming entitled to the funds and unspent funds are deferred into the following financial period.

#### Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure includes any attributable VAT which cannot be recovered.

All expenditure is accounted for on an accrual basis.

#### • **Other information**

#### Allocation of results

Restricted funds comprise monies raised for, or their use restricted to a specific purpose, or contributions subject to donor-imposed conditions.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable projects.

The result has been allocated to the reserves in advance of discussion of the meeting of the Supervisory Board.

#### Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight-line basis over the lease term.

#### Taxation

The International NGO Safety Organisation is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

The charity is unable to reclaim any VAT suffered on expenditure incurred

## E. Notes to the Balance Sheet

### • Assets

#### 1. Tangible fixed assets

	<u>Office equipment</u>	<u>Vehicles</u>	<u>Total</u>
	€	€	€
Opening balance	0	29,548	29,548
Investments	6,700	0	6,700
Minus: depreciation	-642	-6,010	-6,651
Minus: deinvestments	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>
Net book value per 31 December 2021	<u>6,059</u>	<u>23,538</u>	<u>29,597</u>
Accumulated investments	6,700	30,049	36,749
Minus: accumulated depreciations per 31 December 2021	-642	-6,511	-7,152
	<u>-642</u>	<u>-6,511</u>	<u>-7,152</u>
Net book value per 31 December 2021	<u>6,059</u>	<u>23,538</u>	<u>29,597</u>

#### 2. Receivables

Grants	1,942,590	1,202,250
Prepayments & stocks	585,099	478,385
Supplier Advances	49,422	109,972
Deposits	112,097	102,452
Employee advances	17,562	11,686
Other receivables	6,462	20,883
	<u>6,462</u>	<u>20,883</u>
Total receivables	<u>2,713,233</u>	<u>1,925,629</u>
- Grants		
Swiss Agency for Development and Cooperation	516,234	75,942
European Community Humanitarian Aid office	900,472	941,210
USAID's Bureau for Humanitarian Assistance	436,100	64,174
Foreign, Commonwealth & Development Office	89,783	120,924
	<u>89,783</u>	<u>120,924</u>
Total grants & restricted funds	<u>1,942,590</u>	<u>1,202,250</u>

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
3. <u>Cash and cash equivalents</u>		
Bank accounts of head office	7,973,186	5,520,109
Bank accounts in foreign countries	358,383	431,756
Petty cash	59,873	58,860
Credit card	<u>4,405</u>	<u>5,776</u>
Total cash and cash equivalents	<u>8,395,846</u>	<u>6,016,501</u>

Cash and cash equivalents can be withdrawn upon demand and are deposited in 5 accounts in the Headquarter in the Netherlands and 54 current accounts abroad in various currencies.

• **Liabilities**

4. <u>Continuity reserve</u>		
Balance 1 January	2,562,198	0
Balance received from INSO UK	0	1,871,115
Allocation net income and expenditure	35,814	691,083
Net mutation	<u>35,814</u>	<u>691,083</u>
Balance 31 December	<u>2,598,012</u>	<u>2,562,198</u>

The unrestricted reserves are at free disposal to the Board of Trustees. The reserve was € 2,598,012 at year end. The reserve policy is reviewed and updated annually: while the 2021 reserve policy has assumed the € 2,500,000 level as appropriate, the Board has decided to increase the level to € 2,900,000 in 2022.

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
5. <u>Short-term liabilities</u>		
Grants (received in advance)	6,692,557	3,887,018
Taxes & social contributions	606,446	551,904
Holiday provisions and other statutory Employee obligations	906,675	742,780
Suppliers	179,186	151,225
Employee net salaries	106,341	61,777
Other short-term liabilities	49,459	14,777
Total short-term liabilities	<u>8,540,664</u>	<u>5,409,479</u>
- Grants (received in advance)		
Swiss Agency for Development and Cooperation	1,273,373	1,374,149
European Community Humanitarian Aid office	3,469,906	694,593
Swedish International Development Cooperation Agency	518,245	576,835
Royal Ministry of Foreign Affairs the Netherlands	0	305,844
Canadian Department of Foreign Affairs, Trade and Development	727,147	300,314
United Nations Offices for the Coordination of Humanitarian Affairs	66,596	0
Royal Ministry of Foreign Affairs of Norway	294,843	282,478
USAID's Bureau for Humanitarian Assistance	165,884	232,057
Foreign, Commonwealth & Development Office	176,563	120,749
Total grants (received in advance)	<u>6,692,557</u>	<u>3,887,018</u>

- **Rights and obligations not included in the Balance Sheet**

Contingent liabilities

INSO has multiple annual lease commitments on land and buildings, as well as vehicles (HQ and local offices). The total commitments are € 824,898 expiring within one year and € 371,772 expiring within two and five years. An overview of the lease contracts per region is indicated in appendix "4. Overview of lease commitments". All lease contracts are operational lease contracts with a termination notice period between 1 to 12 months.

INSO has also a court case liability, which is described below in "Post balance sheet events".

Post balance sheet events

During 2021 INSO was in a legal proceeding that could potentially result in a liability. A ruling to the disadvantage of INSO has been obtained from the court of the first instance on the 7<sup>th</sup> March 2022. According to the ruling, INSO should pay an equivalent of € 78,685.

However, the sentence of the court presents a considerably higher amount than the maximum indemnification prescribed by the local law in question, therefore INSO has filed an appeal.

INSO has assessed and posted € 29,144, an equivalent of an amount that can be reasonably expected according to the law. This amount is a part of unrestricted personnel expenditure and personnel-related liabilities. The difference between the maximum ruling and the expected amount, € 49,541, is considered a contingent liability.

## F. Notes to the statement of income and expenditure

### • Income

	€	€	
	2021	17-01-2019 - 31-12-2020	increase/ decrease (+/-)
6. <u>Grant income</u>	<u>Total</u>	<u>Total</u>	<u>Adjusted % change</u>
European Community Humanitarian Aid office	6,017,239	12,418,049	-16%
Swiss Agency for Development and Cooperation	3,928,393	5,185,524	31%
Royal Ministry of Foreign Affairs of Norway	568,822	590,586	66%
Foreign, Commonwealth & Development Office	4,527,085	3,547,190	120%
USAID's Bureau for Humanitarian Assistance	6,643,450	10,043,863	14%
Ministry of Foreign Affairs of Netherlands	510,844	971,383	-9%
German Ministry of Foreign Affairs	1,990,000	2,660,767	29%
Swedish International Development Cooperation Agency	325,691	7,941	6982%
Canadian Department of Foreign Affairs, Trade and Developr	723,204	885,895	41%
Le Gouvernement du Grand-Duché du Luxembourg	400,000	400,000	73%
United Nations Offices for the Coordination of Humanitarian	184,991	409,697	-22%
Total grant income *	<b>25,819,718 **</b>	<b>37,120,895</b>	<b>20%</b>
Restricted	24,026,608	34,649,145	<b>20%</b>
Unrestricted	1,793,110	2,471,750	<b>25%</b>

\* All grant income is from structural funding contracts with a contract term of 1 to 3 years.

\*\* Grant settlement with the funder is done after the grant contract has ended through final reporting. The presented grant income has therefore only been partially accepted by the donor as a proportion of the grant income will be submitted for approval to the donor after the reporting period.

### • Expenditure

All support costs relate to the sole charitable activity, developing, operating and managing safety platforms, and are allocated against it.

7. <u>Restricted expenditure on charitable activities</u>			
Staff costs and employee benefits	17,092,667	25,145,725	17%
Conference & staff training	6,781	66,459	-82%
Premises costs	3,370,594	4,832,178	20%
Travel & Transport	1,554,941	2,241,312	20%
Communication	1,024,279	1,399,482	26%
Governance	80,933	85,585	63%
Training (beneficiaries)	564,352	286,073	241%
Consultants & external services	145,261	275,169	-9%
Other	0	13	-100%
Total restricted expenditure on charitable activities	<b>23,839,809</b>	<b>34,331,996</b>	<b>20%</b>

	€	€	increase/ decrease (+/-)
8. <u>Unrestricted expenditure on charitable activities</u>			
	2021	17-01-2019 - 31-12-2020	Adjusted % change
Staff costs and employee benefits	1,458,372	1,275,607	97%
Conference & staff training	1,561	16,249	-83%
Premises costs	145,040	132,716	89%
Travel & Transport	26,806	56,294	-18%
Communication	64,457	61,299	82%
Governance	11,724	34,104	-41%
Depreciation costs	6,651	501	2193%
Training (beneficiaries)	1,522	1,872	40%
Consultants & external services	73,852	111,902	14%
Other	15,608	30,779	-12%
<b>Total unrestricted expenditure on charitable activities</b>	<b>1,805,594</b>	<b>1,721,323</b>	<b>81%</b>

- Staff costs and employee benefits

Wages and salaries	15,969,376	22,817,168	21%
Taxation and social security	1,112,806	1,386,597	39%
Other staff related costs	1,468,857	2,217,567	14%
<b>Subtotal personnel costs</b>	<b>18,551,039</b>	<b>26,421,332</b>	<b>21%</b>

<i>Average number of employees during the year:</i>	2021	2020
<i>Headquarters (NL)</i>	29.00	15.98
<i>International staff (abroad)</i>	106.59	71.30
<i>Local staff (abroad)</i>	1,000.56 **	721.34
<b>Total number of employees</b>	<b>1,136.15</b>	<b>808.62 *</b>

\* Pro-rated for the transfer period

\*\* In that 414,94 refer to Field Monitors

	€	€	increase/ decrease (+/-)
- Depreciation costs			
	2021	17-01-2019 - 31-12-2020	Adjusted % change
Office Equipment depreciation	642	0	100%
Vehicle depreciation	6,010	501	1971%
Total depreciation costs	<b>6,651</b>	<b>501</b>	<b>2193%</b>
9. <u>Financial income and expenditure (+ gain/-loss)</u>			
Interest and bank fees	-210,173	-335,142	-8%
Currency exchange rate differences	65,371	-80,441	-240%
Total financial income and expenditure	<b>-144,802</b>	<b>-415,583</b>	<b>-40%</b>
- Split into realised and unrealised exchange rate differences			
	2021		
Realised currency exchange rate differences	-1,346		
Unrealised currency exchange rate differences	66,717		
	<b>65,371</b>		

The currency exchange rate differences in 2021 in majority consists of net unrealised gains resulting from extensive devaluation of fragile currencies of the markets on which INSO operates. These changes may result in actual gain in the future but will not be treated as freely available reserves as at 31 December 2021.

INSO has disclosed interest and bank fees as part of financial income and expenditure in 2021 and reclassified the item in the comparative period. Interest and bank fees were disclosed as a part of expenditure on charitable activities in the Annual Accounts 2020.

# Appendices

## 1. Summary of funding contracts

### 1. Summary of funding contracts

Project	Contract ref.	Balance 01-01-2021		Funds received & returned and transfers		Restricted		Un-restricted		Total funds utilised		Realised gain/loss on forex		Unrealised gain/loss on forex		Balance 31-12-2021
		€	€	€	€	€	€	€	€	€	€	€	€	€	€	€
INSO Syria	MOU (People in Need)	450	0	0	0	0	0	0	0	0	0	0	0	0	0	450
INSO Syria	MOU (People in Need)	743	0	0	0	0	0	0	0	0	0	0	0	0	0	743
INSO Nigeria	300432-108	0	-36	-35	0	-35	0	0	0	-35	0	0	0	0	0	-1
INSO Somalia	205128-1 06	0	288,686	262,448	26,245	262,448	26,245	0	0	288,693	-6	0	0	0	0	0
INSO Core	205255-103	-108,030	489,469	397,107	0	397,107	0	0	0	397,107	6,305	-237	-22,211	0	0	-22,211
INSO Nigeria	300431-108 PO : 40118081	119,556	422,208	336,971	33,699	336,971	33,699	0	0	370,669	-43	0	0	0	0	171,137
INSO Syria	204516	-12,895	1,168,792	1,038,988	112,676	1,038,988	112,676	0	0	1,151,664	0	0	0	0	0	4,233
INSO Mali - Burkina - Niger	40125882	0	2,079,875	1,869,749	210,160	1,869,749	210,160	0	0	2,079,909	-34	0	0	0	0	0
INSO Afghanistan	301019-107	0	174,393	217,343	21,734	217,343	21,734	0	0	239,078	0	-2,887	-67,572	0	0	-67,572
<b>Total Foreign, Commonwealth &amp; Development Office</b>		<b>-176</b>	<b>4,623,386</b>	<b>4,122,571</b>	<b>404,514</b>	<b>4,122,571</b>	<b>404,514</b>	<b>0</b>	<b>6,222</b>	<b>4,527,085</b>	<b>6,222</b>	<b>-3,124</b>	<b>86,779</b>	<b>-3,124</b>	<b>86,779</b>	

Project	Contract ref.	Balance 01-01-2021		Funds received & returned and transfers		Restricted		Un-restricted		Total funds utilised		Realised gain/loss on forex	Unrealised gain/loss on forex	Balance 31-12-2021
		€	€	€	€	€	€	€	€	€	€	€	€	€
INSO Syria	ECHO/SYR/BUD/2015/91065		281	0	0	0	0	0	0	0	0	0	0	281
INSO Syria	ECHO/SYR/BUD/2017/91014		568	0	0	0	0	0	0	0	0	0	0	568
INSO CAR	ECHO/-AF/BUD/2019/92022		2	-2	0	0	0	0	0	0	0	0	0	0
INSO HOA	ECHO/-HF/BUD/2019/91002		-247,587	367,638	112,197	7,854	7,854	120,051	0	0	0	0	0	0
INSO South Sudan	ECHO/-AD/BUD/2019/91001		-375,000	375,000	0	0	0	0	0	0	0	0	0	0
INSO Afghanistan	ECHO/-AS/BUD/2019/91012		-7,734	960,000	1,125,564	78,789	78,789	1,204,354	0	0	0	0	0	-252,088
INSO Syria	ECHO/SYR/BUD/2019/91007		-110,489	0	295,698	20,699	20,699	316,397	0	0	0	0	0	-426,886
INSO Burkina	ECHO/-WF/BUD/2019/31052		67,463	150,000	203,236	14,227	14,227	217,463	0	0	0	0	0	0
INSO Mali	ECHO/-WF/BUD/2019/91053		-200,400	200,219	-169	-12	-12	-181	0	0	0	0	0	0
INSO CAR	ECHO/-AF/BUD/2020/92001		36,925	61,682	92,156	6,451	6,451	98,607	0	0	0	0	0	0
INSO DRC	ECHO/COD/BUD/2020/91002		54,269	99,795	143,986	10,079	10,079	154,065	0	0	0	0	0	0
INSO Nigeria - Cameroon	ECHO/-AF/BUD/2020/92018		197,121	0	389,833	27,288	27,288	417,121	0	0	0	0	0	-220,000
INSO Niger	ECHO/-WF/BUD/2020/91022		337,964	154,956	462,074	32,345	32,345	494,419	0	0	0	0	0	-1,499
INSO Mali	ECHO/-AF/BUD/2021/92075		0	400,000	171,602	12,012	12,012	183,614	0	0	0	0	0	216,386
INSO CAR	ECHO/-AF/BUD/2021/92087		0	304,000	245,907	17,214	17,214	263,121	0	0	0	0	0	40,879
INSO DRC	ECHO/COD/BUD/2021/91009		0	1,200,000	518,379	36,287	36,287	554,665	0	0	0	0	0	645,335
INSO HOA	ECHO/-HF/BUD/2021/91023		0	640,000	327,604	22,932	22,932	350,536	0	0	0	0	0	289,464
INSO Burkina	ECHO/-AF/BUD/2021/92096		0	320,000	119,306	8,351	8,351	127,658	0	0	0	0	0	192,342
INSO Nigeria	ECHO/-AF/BUD/2021/92115		0	560,000	313,733	21,961	21,961	335,694	0	0	0	0	0	224,306
INSO Cameroon	ECHO/-AF/BUD/2021/92116		0	560,000	176,439	12,351	12,351	188,790	0	0	0	0	0	371,210
INSO Niger	ECHO/-AF/BUD/2021/92117		0	400,000	214,706	15,029	15,029	229,736	0	0	0	0	0	170,264
INSO Syria	ECHO/SYR/BUD/2021/91029		0	560,000	190,819	13,357	13,357	204,177	0	0	0	0	0	355,823
INSO South Sudan	ECHO/-AF/BUD/2021/91042		0	1,280,000	519,186	36,343	36,343	555,529	0	0	0	0	0	724,471
INSO Mozambique	ECHO/-SF/BUD/2021/91027		0	240,000	1,330	93	93	1,424	0	0	0	0	0	238,576
<b>Total European Community Humanitarian Aid</b>			<b>-246,617</b>	<b>8,833,288</b>	<b>5,623,588</b>	<b>393,651</b>	<b>393,651</b>	<b>6,017,239</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,569,433</b>

Project	Contract ref.	Balance 01-01-2021		Funds received & returned and transfers		Restricted		Un-restricted		Total funds utilised		Realised gain/loss on forex		Unrealised gain/loss on forex		Balance 31-12-2021	
		€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€
INSO Syria - Iraq	7419151	61,755	-8,542 *	49,500	3,713	53,213	0	0	0	0	0	0	0	0	0	0	0
INSO Core	7420052	238,559	0	238,559	0	238,559	0	0	0	0	0	0	0	0	0	0	0
INSO Syria - Iraq	7429906	0	683,552	401,333	30,100	431,433	0	0	0	0	0	0	0	0	0	0	252,120
INSO Core	7429717	0	475,027	0	0	0	0	0	0	0	0	0	0	0	0	0	475,027
<b>Total Canadian Department of Foreign Affairs, Trade and Development</b>		<b>300,314</b>	<b>1,150,037</b>	<b>689,391</b>	<b>33,812</b>	<b>723,204</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>727,147</b>
* Balance transferred to 7429906																	
INSO Core	S09-08-12-321.50	0	140,000	140,000	0	140,000	0	0	0	0	0	0	0	0	0	0	0
INSO Core	S09-42 - 321.50 ALL20/21	0	1,850,000	1,850,000	0	1,850,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total German Ministry of Foreign Affairs</b>		<b>0</b>	<b>1,990,000</b>	<b>1,990,000</b>	<b>0</b>	<b>1,990,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
INSO Niger	F000-9100009197-2021	0	150,000	136,364	13,636	150,000	0	0	0	0	0	0	0	0	0	0	0
INSO Burkina		0	250,000	227,273	22,727	250,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total Le Gouvernement du Grand-Duché du Luxembourg</b>		<b>0</b>	<b>400,000</b>	<b>363,636</b>	<b>36,364</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
INSO Core	4000001650	305,844	205,000	510,844	0	510,844	0	0	0	0	0	0	0	0	0	0	0
<b>Total Ministry of Foreign Affairs of the Netherlands</b>		<b>305,844</b>	<b>205,000</b>	<b>510,844</b>	<b>0</b>	<b>510,844</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
INSO Core	QZA-20/0190	282,478	0	282,478	0	282,478	0	0	0	0	0	0	0	0	0	0	0
INSO Afghanistan	AFG-21/0005	0	286,344	267,611	18,733	286,344	0	0	0	0	0	0	0	0	0	0	0
INSO Core	QZA-21/0231	0	294,843	0	0	0	0	0	0	0	0	0	0	0	0	0	294,843
<b>Total Royal Ministry of Foreign Affairs of Norway</b>		<b>282,478</b>	<b>581,187</b>	<b>550,089</b>	<b>18,733</b>	<b>568,822</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>294,843</b>
INSO Somalia	SOM-21/3485/SA1/EP/INGO/18126	0	251,587	172,888	12,102	184,991	0	0	0	0	0	0	0	0	0	0	66,596
<b>Total United Nations Office for the Cooperation of Humanitarian Affairs</b>		<b>0</b>	<b>251,587</b>	<b>172,888</b>	<b>12,102</b>	<b>184,991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66,596</b>

Project	Contract ref.	Balance 01-01-2021		Funds received & returned and transfers		Restricted		Un-restricted		Total funds utilised		Realised gain/loss on forex		Unrealised gain/loss on forex		Balance 31-12-2021	
		€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€
INSO CAR	720FDA19GR00054	105,464	863,152	892,448	72,599	965,047	3,569	0	0	0	0	0	0	0	0	0	0
INSO Sahel	720FDA19GR00065	0	901,881	829,480	72,553	902,032	-151	0	0	0	0	0	0	0	0	0	0
INSO DRC	720FDA19GR00060	0	301,914	278,568	23,462	302,030	-116	0	0	0	0	0	0	0	0	0	0
INSO Ukraine	720FDA20GR00050	5,186	86,299	83,705	7,729	91,435	50	0	0	0	0	0	0	0	0	0	0
INSO Nigeria	720FDA20GR00270	102,563	451,857	509,708	43,501	553,210	1,211	0	0	0	0	0	0	0	0	0	0
INSO Iraq	720FDA20GR00082	18,844	865,067	810,261	74,825	885,086	-1,174	0	0	0	0	0	0	0	0	0	0
INSO HOA	720FDA20GR00275	0	399,500	370,103	31,228	401,331	-1,831	0	0	0	0	0	0	0	0	0	0
INSO South Sudan	720FDA20GR00323	-64,174	415,580	323,155	27,788	350,943	463	0	0	0	0	0	0	0	0	0	0
INSO Ukraine	720BHA21GR00064	0	85,557	60,125	5,649	65,773	0	0	0	0	0	0	0	0	0	0	19,783
INSO DRC	720BHA21GR00084	0	256,592	234,637	20,429	255,066	1,526	0	0	0	0	0	0	0	0	0	0
INSO Iraq	720BHA21GR00328	0	561,124	429,541	38,744	468,285	4,621	0	0	0	0	0	0	0	0	0	88,218
INSO South Sudan	720BHA21GR00242	0	52,434	48,048	4,358	52,406	28	0	0	0	0	0	0	0	0	0	0
INSO Mali	720BHA21GR00186	0	199,423	127,922	11,381	139,302	2,634	0	0	0	0	0	0	0	0	0	57,487
INSO Somalia	720BHA21GR00258	0	238,140	212,824	18,558	231,382	6,758	0	0	0	0	0	0	0	0	0	0
INSO Syria	720BHA21GR00196	0	44,109	39,899	3,813	43,712	0	0	0	0	0	0	0	0	0	0	397
INSO Burkina	720BHA21GR00282	0	173,674	157,341	14,553	171,894	1,780	0	0	0	0	0	0	0	0	0	0
INSO Cameroon	720BHA21GR00240	0	58,360	113,899	10,421	124,320	-12	0	0	0	0	0	0	0	0	0	-66,015
INSO Niger	720BHA22GR00013	0	0	182,089	13,784	195,873	0	0	0	0	0	0	0	0	0	0	-198,671
INSO Nigeria	720FDA20GR00270	0	274,597	253,808	20,894	274,703	-105	0	0	0	0	0	0	0	0	0	0
INSO CAR	720BHA22GR00002	0	0	156,853	12,767	169,620	0	0	0	0	0	0	0	0	0	0	-171,415
<b>Total USAID's Bureau for Humanitarian Assistance</b>		<b>167,883</b>	<b>6,229,260</b>	<b>6,114,412</b>	<b>529,039</b>	<b>6,643,450</b>	<b>19,250</b>	<b>-4,659</b>	<b>19,250</b>	<b>-1,794</b>	<b>-4,659</b>	<b>19,250</b>	<b>-1,794</b>	<b>-4,659</b>	<b>19,250</b>	<b>-1,794</b>	<b>-270,216</b>

Project	Contract ref.	Balance 01-01-2021		Funds received & returned and transfers		Restricted		Un-restricted		Total funds utilised		Realised gain/loss on forex		Unrealised gain/loss on forex		Balance 31-12-2021	
		€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€
INSO Somalia	81051035		-75,942	174,628	89,753		6,283		96,036		2,650		0		0		0
INSO Iraq	81056323		69,844	126,141	115,760		11,576		127,336		4		0		0		68,646
INSO Afghanistan	81057837		642,166	896,000	730,852		73,085		803,938		0		0		0		734,228
INSO Sahel	81058076		197,001	750,000	1,324,547		132,455		1,457,002		-4		0		0		-509,997
INSO Nigeria	81060808		77,124	40,000	106,729		10,396		117,124		0		0		0		0
INSO CAR	81060557		26,534	91,128	104,659		9,693		114,352		0		0		0		3,310
INSO Syria	81064381		361,480	300,000	277,155		27,625		304,780		0		0		0		356,700
INSO DRC	81068061		0	130,000	127,325		8,913		136,238		0		0		0		-6,238
INSO Core	81071490		0	200,000	200,000		0		200,000		0		0		0		0
INSO HOA	81068778		0	283,818	258,017		25,802		283,818		0		0		0		0
INSO South Sudan	81069981		0	107,259	49,040		4,904		53,944		0		0		0		53,315
INSO CAR - Cameroon	81069686		0	291,000	212,568		21,257		233,824		0		0		0		57,176
<b>Total Swiss Agency for Development and Cooperation</b>			<b>1,298,207</b>	<b>3,389,975</b>	<b>3,596,406</b>		<b>331,987</b>		<b>3,928,393</b>		<b>2,650</b>		<b>0</b>		<b>0</b>		<b>757,139</b>
INSO Burkina	14129		381,017	267,101	173,714		19,525		193,239		0		0		0		454,879
INSO DRC	14528		195,818	0	119,069		13,383		132,452		0		0		0		63,366
<b>Total Swedish International Development Cooperation Agency</b>			<b>576,835</b>	<b>267,101</b>	<b>292,782</b>		<b>32,909</b>		<b>325,691</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>518,245</b>
<b>Grand total</b>			<b>2,684,768</b>	<b>27,920,821</b>	<b>24,026,608</b>		<b>1,793,110</b>		<b>25,819,718</b>		<b>28,122</b>		<b>-7,784</b>		<b>0</b>		<b>4,749,966</b>

## 2. Summary of expenditure per region

	Restricted expenditure 2021	Unrestricted expenditure 2021	Total expenditure* 2021
	€	€	€
Afghanistan	2,483,371	-4,675	2,478,696
Burkina Faso	2,050,771	2,079	2,052,850
Central African Republic	1,672,143	-9,920	1,662,223
Cameroon	525,776	4,215	529,992
Democratic Republic of Congo	1,721,963	10,278	1,732,240
Haiti	0	31	31
Iraq	1,640,177	-4,982	1,635,195
Lebanon	0	37,758	37,758
Libya	0	22,039	22,039
Mali	2,445,987	1,099	2,447,087
Mozambique	1,330	15,709	17,039
Niger	1,695,696	26,699	1,722,395
Nigeria	1,971,275	-8,537	1,962,738
South Sudan	1,424,429	-23,148	1,401,281
Syria	2,243,048	52,260	2,295,307
Ukraine	293,830	7,505	301,335
Horn of Africa (Kenya/Somalia)	2,158,834	11,336	2,170,170
Subtotal	22,328,631	139,747	22,468,378
Headquarter	1,697,977	1,689,221	3,387,198
Total	24,026,608	1,828,967	25,855,576

\* Excluding foreign exchange differences

The negative totals in unrestricted expenditure by country refer to reversals of annual leave provisions. The provisions and its reversals are posted to an INSO internal code denoting unrestricted funds; such costs are normally accumulated under the HQ. If holidays are consumed or paid out, in turn, the actual cost are posted to the restricted expenditure (under grants' codes).

### 3. Overview of lease commitments

Lease commitments	2022	2023	2024	2025	2026
- Afghanistan	0	0	0	0	0
- Burkina Faso	39,990	0	0	0	0
- Central African Republic	207,306	3,659	0	0	0
- Cameroon	41,049	0	0	0	0
- Democratic Republic of Congo	59,602	0	0	0	0
- Haiti	11,655	0	0	0	0
- Iraq	54,377	0	0	0	0
- Mali	22,796	0	0	0	0
- Niger	64,619	0	0	0	0
- Nigeria	85,322	0	0	0	0
- South Sudan	50,325	0	0	0	0
- Syria	1,148	0	0	0	0
- Lebanon	19,475	0	0	0	0
- Turkey	4,948	0	0	0	0
- Jordan	9,467	0	0	0	0
- Ukraine	9,300	0	0	0	0
- Kenya	0	0	0	0	0
- Somalia	0	0	0	0	0
- The Netherlands	143,518	113,265	137,081	117,768	0
<b>Total</b>	<b>824,897.78</b>	<b>116,923.82</b>	<b>137,080.51</b>	<b>117,768.04</b>	<b>-</b>