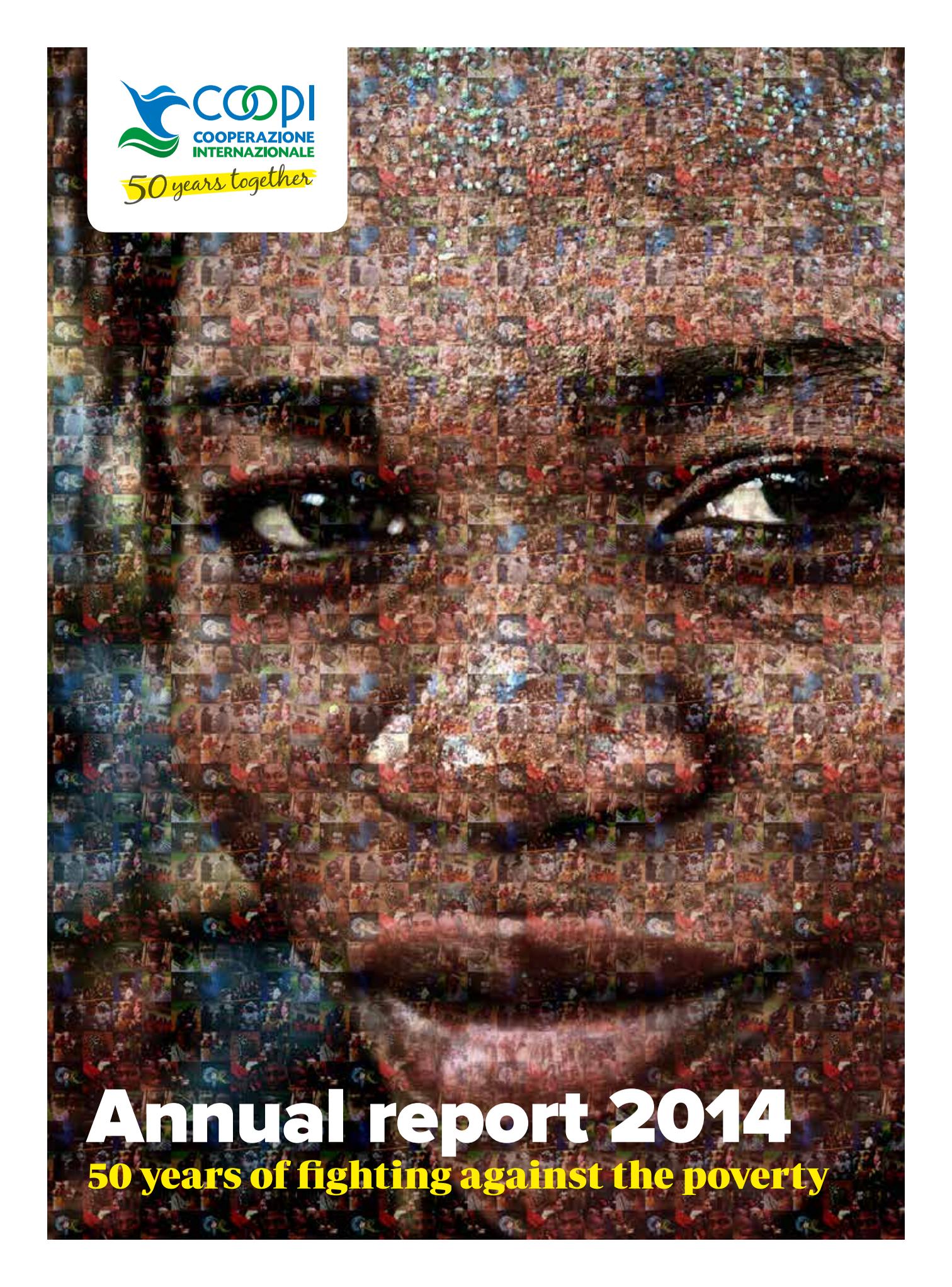




50 years together

A large, detailed mosaic portrait of a woman's face, composed of thousands of small, colorful photographs of people from various backgrounds and cultures. The woman has dark hair and is looking directly at the viewer with a slight smile.

Annual report 2014

50 years of fighting against the poverty

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COOPI is a Participatory Foundation which is officially recognized by the Italian Foreign Affairs Ministry as an NGO (Non-Governmental Organization for cooperation and development) according to the Italian law L. 26.02.1987 n. 49, and is also an "Onlus" (Not for-Profit Organization) according to the Italian law D. Lgs. 4.12.1997 n. 460. Furthermore, it is listed in the registry of legal entities of the Prefecture of Milan.

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COOPI can receive funds for projects, donations from firms and individuals, legacies. Info: coopi@coopi.org

HOW TO DONATE:

- POST OFFICE CURRENT ACCOUNT 990200 COOPI — Cooperazione internazionale — ONG ONLUS
- CURRENT ACCOUNT BANCA POPOLARE ETICA IBAN: IT06R0501801600000000102369 COOPI — Cooperazione internazionale — ONG ONLUS
- CREDIT CARD: online on coopi.org, or calling at +39023085057

Methodological Note

Transparency is one of COOPI's founding values: it characterizes the actions of the organization through the implementation of processes and procedures that both promote and safeguard it, and it shapes the communications between the organization and its stakeholders.

In view of this, COOPI, which has been publishing an Annual Report for 14 years, has decided to publish this year its first report focusing on Social Accountability, thus taking a further step forward in its activities of accounting to its stakeholders. It is no longer just an information-rich documented synthesis of the activities carried out in developing countries over the past year, but a document that also outlines the governance and organizational structure, the strategic lines, the working policies and methodologies, the communications and the activities carried out in Italy.

The 2014 Annual Report includes data and indicators which are considered suitable for describing and evaluating the organization and its activities, taking into consideration the Guidelines for the Drafting of a Social Accountability Report of No Profit Bodies published by "Agenzia per le Onlus" in 2010, and the guidelines of the Global Reporting Initiative, widely shared at an international level.

The editing process of the Annual Report started with a mandate from the Board of Directors to work and create a cross-directional working group comprising all Head offices and coordinated by the Communication and Press Office which shared the general guidelines for document set-up and the drafting process.

After that, the actual editing of the document took place through:

- extrapolation of data from the organization's information systems and, when appropriate, the re-elaboration of it by various relevant offices;
- integration of the available information through carrying out interviews with top management and the managers of the various offices;
- revision of the subject index of the document and drafting of the text;
- approval of the chapters of the document by the various relevant offices, overall revision by the Communications Office and final approval by top management.

For the setting-up of the Annual Report, the management of editing process, the conducting of interviews and the finalisation of the document, COOPI availed itself of the support of an external consultant with recognized professionalism in such matters - Avanzi, Sostenibilità per Azioni.

The Financial Statement, from which the patrimonial and economic-financial data was extracted, was certified by an accredited external auditor (the auditor's report can be found in the final chapter which is dedicated to the resources of the organization and to the synthesis of the statement's data).

Editorial

An Annual Report is not just a list of things achieved and results obtained; its purpose is not just for accounting to the donors for every cent spent. An Annual Report is also a statement of the ideals that an organization commits itself to follow. Having said that, what differentiates COOPI from other organizations of the civil society?

To understand this, we must take a look at the origins of COOPI. First of all, why is the full name of our foundation (COOPI is only an acronym) "Cooperazione Internazionale" (International Cooperation)? In Italy, there are hundreds of associations, big and small, dealing with international cooperation. With what right does COOPI appropriate this "brand"? Presumption? A desire for hegemony?

Nothing of the sort! When our founder, Father Vincenzo Barbieri, coined this term, nobody in Italy was talking about cooperation with developing countries. In terms of relationships with populations who were viewed as "underdeveloped", another concept was common - that of helping and in the Christian context, of evangelising, which also touches on human development and on the promotion of dignified living conditions. At the basis of these interventions, there was always the idea of the "superior white man" who, from the eminence of his scientific achievements, helps out the "poor little black child".

Instead, the young Father Barbieri would learn the importance of the principles of equality and social justice in Lyon in 1960, by coming in contact with the experience of the "Service du laïc missionnaire". COOPI starts its history in that moment.

After 50 years, these principles of equality and social justice still characterize the COOPI Foundation, where everybody is aware of the importance of "doing things together", without the sense of superiority or the pretence of being bringers of "superior values". Nowadays, everybody is talking about "partnership", an English term which perhaps Barbieri didn't even know, but which he always practised and got himself involved in. This concept itself has also changed a lot. If, for Barbieri, it meant above all giving to

the beneficiaries the educational and developmental tools for them to overcome their underdevelopment, nowadays it mainly means "democratic ownership", that is, the right of the beneficiaries to "take into their own hands" the development politics that affect them, and to take decisions on choices on a plane of absolute parity with the partner from the developed country. Apart from the historical evolution of the concept, the idea of "working together", trying to find efficient and shared solutions, has never left COOPI.

Closely related to this new concept of partnership is the way in which COOPI operates: when working with a community, we try to collaborate with them for a long time and we differentiate our approach according to the change in needs and the different emergencies that may arise. In this way, we can boast of a continuous presence, of 20, 30, or even 40 years in some cases, such as in the Central African Republic, Somalia, the Eastern part of the Democratic Republic of the Congo and in many countries in Latin America.

In a 1964 letter to volunteers, Father Barbieri wrote "You must listen, understand, dialogue and decide everything together with the people with whom you find yourself collaborating". This will to listen and understand has never ceased.

Claudio Ceravolo

President



Letter from the Director

2014 has been an important year for COOPI, a year of reflection and revitalization.

We have completed a journey which began in 2013 and which resulted in the definition of the 2015-2020 COOPI strategy, which we now present with this Annual Report. That journey was rich in content and actively involved all of the offices at the headquarters and many of our contacts for COOPI activities in various countries. This was an important result in many aspects: firstly, and most obviously, the drawing up of a map which will guide our work over the next few years, and secondly, the engagement of all COOPI collaborators in a reflection on the different scenarios of the development of international cooperation, on the identity of COOPI and on the role which it can and wants to play in this sector over the next few years.

In the field, we have continued to consolidate our activities abroad, both in geographical terms and in terms of experience in various sectors. We have strengthened our presence in some of the most difficult areas on the planet, areas experiencing profound crises and great emergencies, such as Sahel, Nigeria, Sierra Leone - devastated by Ebola, the Central African Republic and Somalia. We have continued and strengthened the work enhancing our "know how" in areas such as disaster risk reduction, food security and protection, through the definition of policies and guidelines which aim to further strengthen our effectiveness in the field, and the strengthening of an international network of experts in various fields who support us in better setting-up our activities.

In 2014, the process of the decentralization of operational activities towards the countries of intervention, and the re-positioning of the offices in HQ as functionaries of planning, coordination and monitoring began to take shape in a more significant fashion. This new equilibrium between the centre and the periphery is bringing the local offices towards having a progressively greater managerial and operational autonomy, which is necessary, for those who are in the field, in order to be closer to the local situation, more incisive in their decisions, and quicker in their actions. Part

of this process is the forthcoming opening of the first decentralized country coordination offices, whilst at a central level, the research and innovation and the design and auditing activities are assuming a key role.

Within this framework, the importance of transparency continues to grow in importance. For a long time, this has seen us engaged in delivering to our stakeholders, in Italy and abroad, a picture of our situation which is clear and adheres to the facts. This year, we have taken a further step forward by approving the development of a structured and specific information and communication activity, directed at our donors in the various developing countries, and also by the publication of our first Annual Report.

Furthermore, we have carried out various actions which, after a particularly difficult 2013, have allowed us to start toward a renewed sustainability. This is thanks to the efforts of everyone, from the Institutional and individual donors, extremely precious allies in the pursuit of our mission, to the members who have engaged with our cause with conviction, to all of the staff and many other collaborators who day after day contribute to make COOPI the organization that it is.

Ennio Miccoli

Director



Who is COOPI?

COOPI - Cooperazione Internazionale is an Italian Non-governmental Organization for Cooperation and Development, founded by Father Vincenzo Barbieri in 1965.

Over the last 50 years COOPI has aimed at breaking the cycle of poverty and supporting population affected by wars, socio-economic crisis or disasters in order to encourage resilience and sustainable development by making use of both the professionalism of local and international operators and partnerships with public, private and civil society bodies.

COOPI is currently involved in 24 countries in Africa, Middle East, Latin America and Caribbean with 150 humanitarian projects that reach nearly 2 million and 400 thousand people.

Since 2006, it has been engaged in child sponsorship programs in 8 countries, ensuring the provision of food, education, health and protection to 2,700 children. It distinguishes itself at the international level for eradicating maternal-infant malnutrition, acting upon food security, protecting war victims, promoting the rights of indigenous populations, carrying out projects that introduce renewable energy in difficult contexts, and also by its operations in the field of disaster risk reduction.

In every intervention, full consideration is given to the safeguarding and promotion of human rights (inalienable prerogatives of human beings which basically found a society upon the principles of equality, solidarity and repudiation of war), to the safeguarding of civil, political, social, economic and cultural rights, and to third generation rights (the rights to self-determination, peace and development, and the safeguarding of the environment).

In order to confirm its values and principles, in 2012 the NGO adopted its own Code of Ethics and Conduct which makes reference to the values expressed in the Charter of Values and to the principles proclaimed in some inter-

national conventions, such as the Universal Declaration of Human Rights, the Convention on the Rights of the Child, and the Convention for the Elimination of Discrimination Against Women.

COOPI employs 125 expatriates and 3,800 local operators. In Italy it employs 50 employees, 15 co-workers and 653 volunteers.

Known as the “Action NGO”, from 1965 to today COOPI – Cooperazione Internazionale has helped 100 million people through 1,600 projects in 63 countries, employing 4,500 expatriate operators and 55,000 local operators.



Ph. by Il Maestro e Margherita- Malawi

Identity and values

COOPI has 50 years of history, during which the organization has grown constantly and has organized itself to face the challenges of an international cooperation sector which is in continuous evolution. These transformations have not however dented its identity or its founding values which are shared by the people who are a part of it and who collaborate with it, values which have also been stated in the organization's Code of Ethics (the first version of which was approved in 2012).

VISION

COOPI aims at a world without poverty, where the ideals of equality and justice, sustainable development and social cohesion can be achieved thanks to joint work and cooperation among all people.

MISSION

COOPI wants to contribute, through the commitment, motivation, determination and professionalism of its people, to poverty reduction and to the development of the communities it cooperates with around the world, by intervening in emergency, rehabilitation and development contexts to achieve a better balance between North and South of the world, between developed and developing areas.

VALUES

- SOLIDARITY
- TRANSPARENCY
- NEUTRALITY
- PARTICIPATION
- SUSTAINABILITY OF INTERVENTIONS
- RESPONSIBILITY
- TRANSFER OF KNOWLEDGE
- INNOVATION
- RESPECT FOR DIVERSITY AND FIGHT AGAINST DISCRIMINATION
- ENHANCEMENT OF HUMAN RESOURCES

COOPI's Code of Ethics is available in its entirety online at www.coopi.org

COOPI's figures	2014	2013	2012
No. countries	24	23	24
No. international projects	150	160	176
No. beneficiaries	2,370,457	2,582,208	3,659,235
No. child sponsorship programs	27	28	29
No. child sponsorship beneficiaries	2,669	2,709	2,692
No. international operators	125	110	121
No. local operators	3,800	3,800	4,500
No. staff in Italy	65	64	79
No. volunteers in Italy	635	400	350
No. Italian local offices and local groups	11	11	11

COOPI and the Italian international cooperation

The history of COOPI and of Italian international cooperation developed in parallel. At the beginning of the 60s, the young Jesuit Vincenzo Barbieri was sent by his superiors to study at the Faculty of Theology in Lyon with a view to a future posting in Chad as a missionary. In France, he encountered a cultural environment that was much more lively and open than the one which existed in provincial Italy in the years preceding Vatican Council II, and he came into contact with international laic movements which had been engaged in voluntary work in developing countries for many years. In 1962, Barbieri for-



1965

ITALY

Cooperazione Internazionale was established. Father Barbieri trained and sent laics abroad for missions which lasted at least 2 years.



1966

ITALY

The organization contributed to the drawing up of the Pedini Law which instituted the Community Service in the developing countries.



1976

MALTA

The first project funded by the Italian government was set-up. The use of public funds transformed the association from a voluntary to a professional one.



1980

SOMALIA

The Ogaden crisis in Somalia pushed the organization to set-up their first humanitarian aid project.



2002

DEM. REP. OF CONGO

The "community therapeutic cure" was experimented to save children from malnutrition. This emergency approach would later be adopted as governmental protocol.



2004

ECUADOR

In Ecuador, COOPI launched the first "Disaster Risk Reduction" project, which in a brief period of time, became one of its most innovative forms of intervention.



2005

ITALY

COOPI and Father Barbieri received a special mention in the Peace Prize of the Lombardy Region and the Certificate of Civic Merit of the Municipality of Milan.



2007

BOLIVIA

The organization inaugurated the inter-cultural approach that would be adopted by the State in order to promote indigenous health and justice.

sook his own missionary departure, and returned to Milan with the intention of training volunteers to depart for developing countries. It was him who introduced the term “international cooperation” to identify the laic component of the work in the missions, which can be independent from the religious one. From here began a journey spanning fifty years during which COOPI and Italian international cooperation, with all its multiple voices, grew and were both transformed themselves.



1993

ITALY

COOPI was one of the first European NGOs to sign a deal of partnership with the European Commission’s Department of Humanitarian Aid.



1994

RWANDA

In Congo, COOPI prepared itself to receive the population fleeing genocide and 15 thousand children separated from their parents during the exodus.



1999

SIERRA LEONE

For the first time, at the end of the civil war, assistance was offered to ex-child soldiers in terms of demobilization, recovery and social reintegration.



1999

FORMER-JUGOSLAVIA

COOPI participated in the “Missione Arcobaleno” to address the crisis in Kosovo.



2010

CENTRAL AFRICAN REP.

COOPI contributed to the process of ratifying the ILO 169 convention on the rights of indigenous populations.



2011

MALAWI

To reduce the risk of disaster, the country was mapped using mobile and satellite technology while actively involving the local communities.



2014

ETHIOPIA

The government awarded the NGO’s access to renewable energies project for the extremely high benefits it provided to the community.



2015

COOPI celebrates 50 years and publishes its first report focused on Social Accountability

An organization that operates in networks

It is in the nature of NGOs like COOPI to operate in networks - collaborating, supporting and obtaining support from a plurality of subjects belonging to situations which are often great distances apart: geographically, culturally, and economically.

This characteristic makes COOPI evermore of an enabler or a facilitator that:

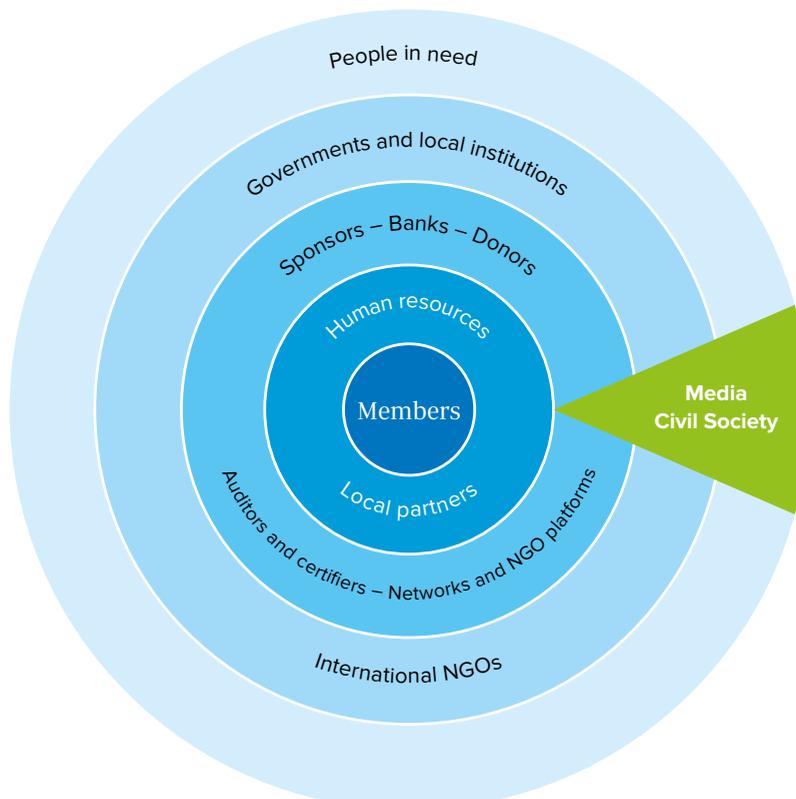
- fosters the meeting of social needs and useful resources thanks to an in-depth knowledge of the contexts in which it operates and the good reputation it has gained during many years of work in the field;
- promotes the local economy and the empowerment of the populations in developing countries thanks to its capacity to inspire the best energies of the communities in which it operates through open participatory processes motivated by the principles of democracy, equality and support for those who are most vulnerable;
- enhances the impact of field interventions, thanks to its capacity to improve and coordinate collaborations

with local partners, other NGOs and both local and international institutions;

- feeds a virtuous circle of trust with donors and sponsors, adopting procedures which are transparent and which are inspired by best management practices for a correct and efficient use of the funds made available;
- also promotes cultural change in developed countries with a constant program of testimonials, organization and participation in initiatives on this theme, communication through the media, and training in schools as well as in many other places.

On the “map” which follows, an attempt has been made to highlight the principal stakeholders within the organization in order to give an idea, also visual, of the great breadth of collaboration and interaction which characterizes COOPI’s daily activities. This has been done with full awareness that no representation can fully show the richness of relationships both within the organization, and between it and its external stakeholders.

STAKEHOLDER MAP



DONORS

Donors are a key type of stakeholder, with whom the organization communicates in a continuous and transparent way, with an eye on a constructive exchange and continuous improvement in the interventions in the field. The

main donors to whom the organization owes a profound gratitude are listed in the paragraph "COOPI's resources" (page 38).

COOPI considers networking fundamental in providing an answer to humanitarian crises and in guaranteeing the building of pathways to sustainable development.

Throughout the years, the organization has consolidated relationships with international and local partners in order to:

- improve the ability of advocacy in terms of the needs detected on the ground in collaboration with local players (government bodies and organizations within civil society), international organizations, universities and research centres, as well as with existing networks;
- guarantee the creation of integrated and quality interventions through a combination of COOPI's expertise with other areas of knowledge, be they scientific, technical or local;
- promote the exchange of experience, scientific research and both thematic and sectorial capitalization;
- ensure both effectiveness and impact in the actions undertaken.

COOPI belongs to various Italian and international networks, within which it actively collaborates.

What follows is a list of some of the most significant ones.

PARTNERSHIPS WITH UNIVERSITIES AND RESEARCH CENTRES

Name of network	Relationship	Activity	Web
Cooperation & Development Network	Member	Network of postgraduate training programs in Cooperation and Development including Master's degrees in Pavia, Cartagena de Indias, Bethlehem, Kathmandu and Nairobi.	www-3.unipv.it/cdn
CREDE - Centre de Recherche Epidemiologie et Desaster	Framework agreement	Promoting research, training and technical competence related to humanitarian emergencies, mainly focusing on public health and epidemics.	cred.be
IRD - Institut de Recherche pour le Développement	Framework agreement	French research body studying the relationship between man and environment.	ird.fr
University of Milan	Framework agreement	Framework agreement with the Interdepartmental Centre for Study and Research about Women and Gender Differences Department of Economics, Management and Quantitative Methods.	gender.unimi.it

ORGANIZATIONS WHICH COOPI IS A MEMBER OF

Name of partner	Relationship	Activity	Web
AGIRE	Member	Italian Agency for Emergency Response (10 members).	agire.it
CoLOMBA Cooperazione Lombardia	Member	Association of Lombardy NGOs (100 associates).	onglombardia.org
Comitato Italiano per la Sovranità Alimentare	Member	Network of NGOs, associations, trade unions and movements.	cisaonline.org
CONCORD Italia	Member	The European NGO Confederation for Relief and Development.	concorditalia.org
Forum SAD	Member	Permanent Forum for child sponsorship projects.	forumsad.it
GCAP	Member	Italian Coalition Against Poverty, gathering together more than 70 organizations, associations, trade unions and movements.	gcap.it
Link 2007*	Member	Network of the 9 most important Italian NGOs.	link2007.org
Osservatorio Italiano sull'Azione Globale contro l'AIDS	Member	Network of 14 Italian and international NGOs active in the fight against AIDS.	osservatorioaids.it
Piattaforma ONG Italiane in Medio Oriente e Mediterraneo	Member	Platform of 36 NGOs and associations operating in the Mediterranean and Middle Eastern areas.	
Mosaico	Member	Association for the management of the Community Service (150 associates).	mosaico.org
SISCOS	Member	Association providing insurance services for international cooperation.	siscos.org
Comitato editoriale VITA	Member	Italian magazine dedicated to the non-profit world (54 members)	vita.it

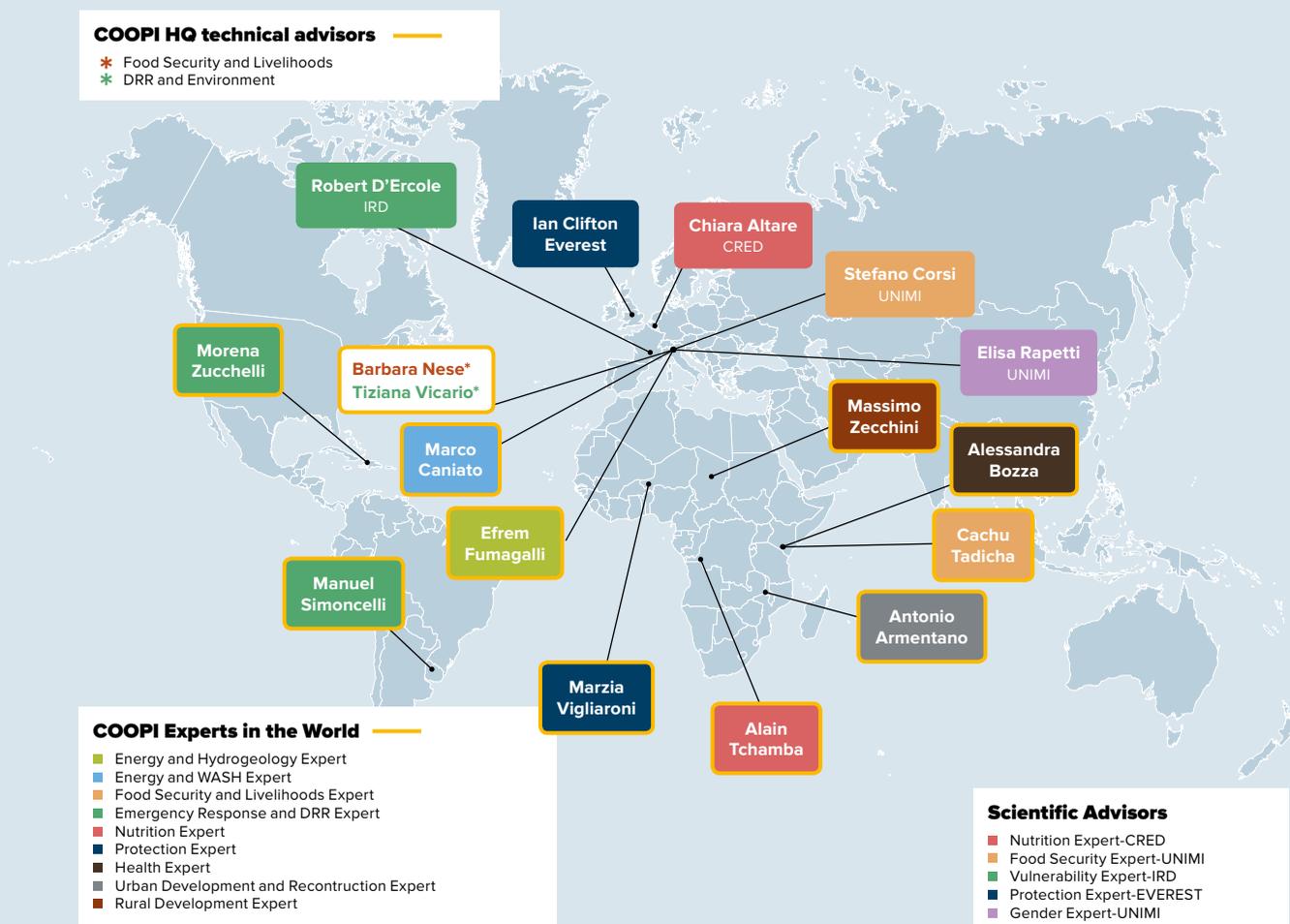
*Through Link2007, COOPI adheres to Permanent Forum of the Third Sector and participates in the campaign "Do Not Speculate on Hunger".

INTERNATIONAL INVOLVEMENT

Name of partner	Relationship	Activity	Web
DPI (Department of Public Information) United Nations	Member	Over 1,300 NGOs are associated with the UN DPI.	outreach.un.org
Ecosoc	Consultative Status	Social and Economic Council of the United Nations.	un.org
Global Food Security Cluster	Supporter	A cluster promoted by FAO and WFP to coordinate the humanitarian response to food security.	foodsecuritycluster.net
United Nations Global Compact	Supporter	The United Nations' Global Compact is the world's biggest strategic corporate citizenship initiatives.	unglobalcompact.org

The experts

COOPI furthermore takes advantage of the contribution of an international network of experts to its actions in the various fields in which it is active:



Continuity in innovation

The world of international cooperation is in rapid evolution. One of the most significant developments concerns the role of local NGOs and cooperation between developing countries. Today, local organizations have a high level of professionalism and, in many cases, the donors and the aid workers who work on the projects come from developing countries themselves. This is an important development which originates from many years of effort made by many sides to promote development and empowerment in such countries. It also represents a decisive challenge to the world of international cooperation and a stimulus to evolve one's own model of intervention.

COOPI, one of the NGOs which most pays attention to understand the changes in its own sector, wants to respond rapidly to these challenges. Fundamental to this is the evolution of governance and organizational models in order to enhance their own individual field missions and those of their partners and donors.

These reasons, together with the internal growth and

maturation of the organization, have brought about a profound transformation over time, in particular over the last decade: COOPI has changed its legal status, its statute and its organizational structure. These are all immediately visible signs of an important process of cultural transformation which is resulting in the "Action NGO" assuming a role which is little by little becoming more focused on the activities of directing, coordinating and monitoring while rendering the operational component secondary, both in the developing world and in its own headquarters. This has been a gradual process but it has resulted in a profound transformation which has at the same time seen a growth of the managerial autonomy of both local offices and the operators who are active in the countries where COOPI works, and who can act more efficiently and have a more direct dialogue with the local stakeholders.

It is in the light of these considerations that the information reported in the following paragraphs should be read, as should the changes described in the governance and organization, the role of the various offices and the development of selection activities, training and enhancement of human resources.



Ph. by Alessandro Gandolfi/Parallelozero - Sierra Leone

Governance

From the perspective of governance evolution, 2010 marked a fundamental stage for COOPI: from an Association, it transformed itself into a Participation Foundation, a choice that shows the level of maturity reached, confers greater stability to the organization, strengthening its reliability to the sponsors, and allowing greater participation by the stakeholders in the decision processes and field activities.

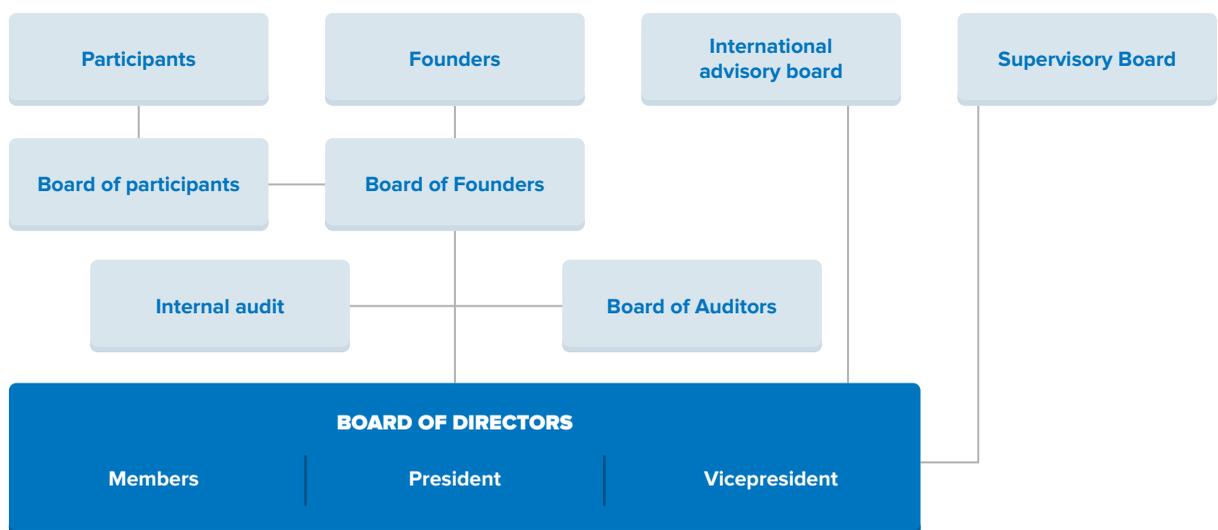
This social form, which allows also not-for-profit bodies to join the organization, addresses various needs which are now priorities:

- to group together operations with coherent missions but which operate in different contexts, both from a social and legislative focus;
- to keep the functions of directing, fundraising, management control and legal representation centralized;
- to guarantee to public and private donors a continuity in the aims of the organization and in the allocation of funds, a pressing need which was not possible to do as an Association;
- to identify a restricted number of members responsible for the mandate of the Foundation (Founding Members), and at the same time, to allow for the expansion of the social base (through the role of the Participating Members).

Today, COOPI is a Participation Foundation which counts 70 Founder Members and 17 Participating Members.

“Its role is to contribute to an harmonious and integrated development of the communities with which it cooperates, aware that through meeting and cooperation between peoples it is possible to achieve the ideals of equality and justice for a better global balance”.

(Statute, art. 2.01)



FUNCTIONS OF THE FOUNDATION'S MAIN BODIES

- Board of Founders** This is the highest decision-making body in the Foundation. Amongst its prerogatives, there are the definition of the general direction of Foundation activities, the evaluation of the results achieved, the approval of the budget and balance statement, the approval of statutory modifications and the nomination and revocation of various other Foundation bodies. The Board of Founders met twice during 2014.
- Board of Directors** The Board administers the Foundation and has wide ranging powers of both ordinary and extraordinary administration. In particular:
- it presents and explains proposals for the budget and balance statement to the Board of Founders;
 - it decides upon the acceptance of inheritances, requests and donations, as well as on the purchase and sale of property;
 - it proposes any possible statutory modifications to the Board of Founders;
 - it approves any internal regulations and checks on their application;
 - it nominates, if necessary, a treasurer, determining his or her duties;
 - it nominates, if necessary and at the request of the Board of Founders, a Director, determining his or her duties and salary.
- It can delegate its own powers of ordinary administration to the President and/or to one or more of the Board Members or to the Director if one has been nominated. The Board of Directors met twelve times during 2014.
- President and Vice President** The President is the legal representative of the Foundation. He or she convenes the Board of Founders, the Board of Members and the Board of Directors, is responsible for executing the acts deliberated upon by the Boards, and is also responsible for relationships with institutions, companies, and both private and public bodies, with the aim of establishing collaborative relationships and supporting initiatives.
- Board of Auditors** The Board of Auditors monitors the financial and accounting activities of the Foundation. They met twice during 2014.

No member of the organization's governing bodies receives any compensation for the position they hold or for the activities they carry out in relation to their position.

The financial statement (see page 36) is certified by an audit company and is published every year on the organization's website, where it is freely downloadable. Furthermore, a synthesis of the statement is printed yearly in a national newspaper.

The organization has approved a Code of Ethics which defines its vision, mission and values, and covers the international principles and protocols which the organization uses as a reference. It expresses the organization's general and operational principles, the principles that regulate relationships with third parties (for example donors, partners, suppliers and the press) and those principles which should be referred to in the case of any conflict of interest arising. The Code of Ethics is one of the tools thorough which COOPI demonstrates its accountability towards stakeholders on subjects such as their mission and values, the effectiveness of the activities undertaken, the efficiency of their own organizational structure, the

legitimacy of their NGO status and the mechanisms in place for preventing crimes (anti-corruption).

An Operating Model has been defined and adopted with the aim of managing the organization effectively. It adheres to the specifications laid down by the Italian law D. Lgs. 231. Amongst other things, the following are included in this model: the organizational chart, the functional organization and the roles in the operational structure; the processes and activities; and eighteen different internal procedures. Furthermore, the organization now benefits from an independent Supervisory Body which met five times during 2014 and which has the role of checking the adequacy of the organizational procedures. To find out more about COOPI's Governance, you can consult the Foundation Statute and the Code of Ethics which are available at

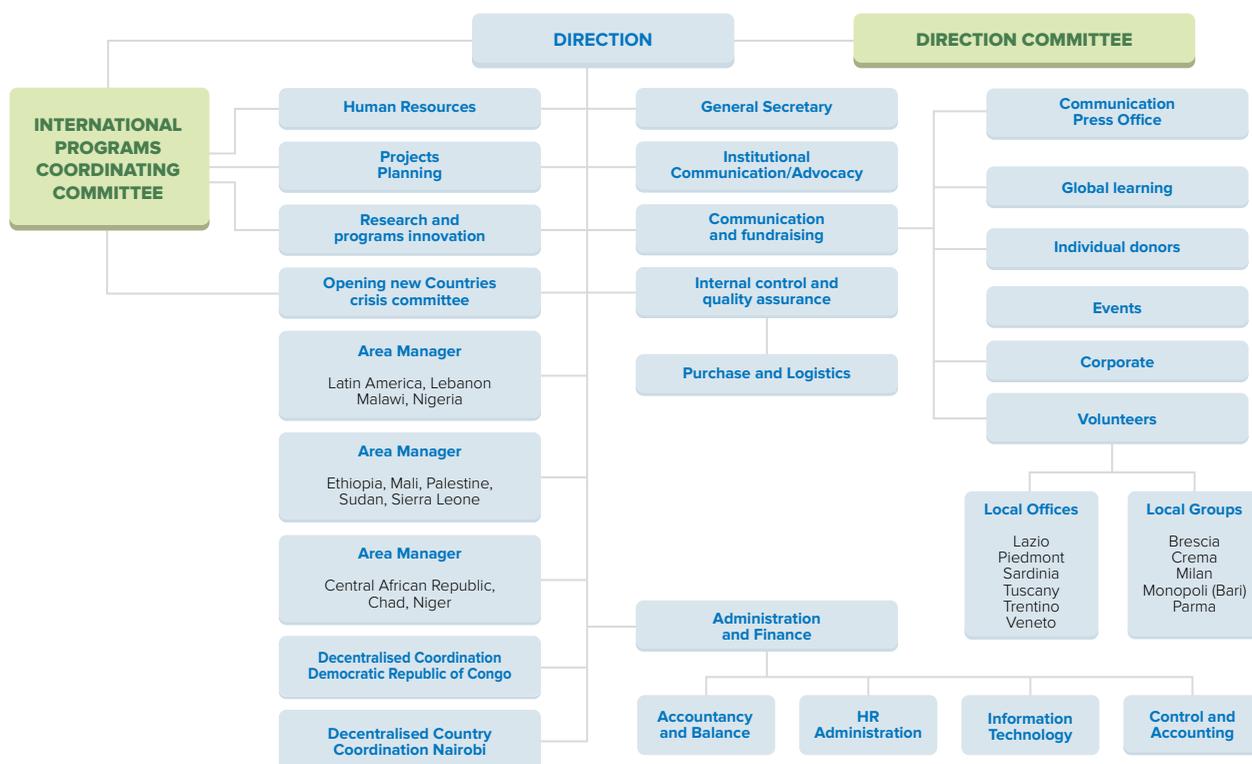


Organization

As already mentioned, COOPI has made an important push towards change at an organizational level over the last ten years: it has approved a Code of Ethics, adopted an operating model inspired by the specifications of the Italian law D. Lgs 231/2001 and it has reviewed its own organizational chart, creating new offices and reviewing the attributes and working methods of existing ones in order to effectively and gradually decentralize managerial and operational activities, and on the other hand, to effectively guarantee the role of direction, support and monitoring of the overall operation by the headquarters.

The process of gradual decentralization of activities has brought about the creation of a Decentralised Country Coordination in Nairobi, a Decentralised Coordination in the Democratic Republic of Congo and the nomination of three Area Managers for Western Africa, Eastern Africa and for Central Africa and Latin America.

At the same time the headquarters in Milan has been increasingly taking on a directing, fundraising, supporting and monitoring role – a path which is also achieved through the periodic revision of the roles and jurisdictions of the HQ offices (of which, the following is a schematic representation of the principal duties which have been reviewed over the last few years).



THE HEADQUARTERS' OFFICES

Research and Programs Innovation

The main task of this office is to promote the evolution of COOPI within the overall context of international cooperation. In order to best carry out its activities, this office therefore:

- thoroughly investigates the main innovations in the world of cooperation, and the intervention approaches that demonstrate themselves to be the most effective and shared. The Office does this through participating in the main international networks in the sector, collaborating with universities, research centres and experts in various fields;
- promotes the adoption by COOPI of the most interesting innovations for the organization's activity, collaborating in each instance with the relevant offices, both at Headquarters and in the countries in which COOPI operates;
- supports the organization in the continuous betterment of the contents of its programs through capitalizing on and spreading internal know-how, and through providing technical support during policy definition, sector strategies and program implementation.

In order to facilitate the process of integrating innovations into the organization's operations, some sector Focal Points have been instituted which are coordinated by the Research and Innovation Office.

Projects Planning

This office coordinates a key process for the organization: the development of a project from an initial idea to the submission of funding requests to the donors. In a second phase, it plays an important role in the activity of accounting to the donors.

The role of this office has changed significantly during the last few years, from an office in which the bulk of the activities were carried out, to an office offering technical support for the execution of the activities decentralized to the countries in which COOPI operates.



**Internal Control and
Quality Assurance**

The role of this office is to guarantee transparency and quality in the work of the organization at all levels, especially in the field. This office, which had already been in existence for a few years, has seen its role growing at an equal pace with decentralization - which confers fundamental importance to central monitoring activities, and with the growth of the organization which has led to a greater need for the institutionalization of decisions and processes.

Furthermore, a greater level of formalization in the organization's operations is increasingly being asked by the big donors, particularly the institutional ones, which have set-up some complex systems of accounting and are steadily strengthening their own auditing of organizations to which they donate funds.

This office therefore has the task of checking compliance with both the contractual rules imposed by various donors and with the Foundation's own procedures, supporting the needs of the managers in the homogeneous and correct interpretation of the regulations, their subsequent application, and in other relevant formal aspects including the drafting of specific procedures. It acts as an internal auditor for foreign projects and an internal contact for external auditors, and maintains close contact with donors in the case of problems arising relating to existing contracts.

Human Resources

The Human Resources Office guarantees the availability of people who are competent, motivated and loyal, and coherent with the values and culture of COOPI. It coordinates with Countries Coordinator, Area Managers and COOPI support units by developing and implementing recruitment plans and personnel rotation, defining and implementing organic training initiatives, supporting professional development and carrying out work evaluations, outlining coherent payment and contractual systems, and by ensuring that the principles of equality and transparency in people management are observed. The office organizes training and development programs for COOPI workers in order to create people who are skilled within their sector. It defines guidelines and policies for auditing, as well as policies and practices for people management in the various regions, and also supports management in the handling of COOPI's organizational development. This office is not only the "manager" of the relationships between all of the people who work for the organization at various levels and in various functions, but it is also an enabler and facilitator of a concrete translation of the desired changes. It does this through the accurate selection of personnel for the various different tasks, through the proper transmission of expertise, and through its capacity to evaluate the work of collaborators - both from the point of view of efficacy and also from the point of view of consistency with the organization's values.

**Institutional
Communication and
Advocacy**

This office supports the President and the Director in the analysis and management of COOPI's institutional image. It is responsible for both communications directed at institutional contacts and for advocacy activities. Among the more recent key activities, the development of a communication and accounting system should be mentioned. This system was developed to specifically address international contacts and is relevant to the activities carried out in the individual countries (eg. country specific activity reports, country newsletter, etc.) and to the communication and dialogue activities carried out in favour of and together with the institutions, in both Italy and abroad.

Communication and Fundraising

This office deals with increasing the presence of the organization in Italy through the creation and keeping of stable liaisons with local bodies, volunteers, donors, foundations, companies, media and third sector associations. According to the Director, it defines the strategies and intervention plans for promoting activities of sensitization, global learning and fund raising to be used for the international projects. It is responsible for activities related to communication through the media, it promotes fundraising activities through both businesses and individuals, and it collaborates with local groups.

Administration and Finance

It deals with the financial, administrative and general accounting procedures as well as the staff administration, including the tasks concerning the compliance with the tax and social security regulation and the obligations related. It ensures the budget management and the preparation of balance sheet as well as the audit activities. During the audit activities, it manages the liaisons with the financing bodies, tax management and administrative consultants as well as the relations with the balance sheet certifying company.

Decentralized Offices and Area Managers

The Area Managers/Decentralized Offices are responsible for the activities of the organization in the competence countries. They cooperate to the establishment of the project activities with the respective donors, ensuring the application and control of the general organization procedures and respecting the donors' procedures. The Foreign Offices support countries in agreement with local coordinators in drafting the rules and regulations of the foreign branches, and collaborate in drafting the country strategies and intervention priorities.

Staff

COOPI is a Non-Governmental organization composed of 65 collaborators in Milan, 125 expatriate operators¹ and 3,800 local operators. In addition, there are 168 people who have occasionally collaborated in specific fundraising campaigns.

The sharing of the mission and values of the organization, and the motivation and competences of the people, are at the centre of all of the selection, training, management and human resource evaluation activities.

OUR TEAM BY NUMBERS

50 employees (40 women and 10 men), 9 part-time

15 collaborators (9 women and 6 men) with project-based contracts

125 expatriate operators

3,800 local operators

“And thus I began with the first volunteers: we had a strong sense of belonging, united by a profound spirit of sharing everything, which we made explicit by living together, eating together, working together, and presenting ourselves together to the outside world. Then COOPI grew, and we had to structure ourselves juridically but, if this spirit were to disappear, we would be in trouble. We would become similar to an enterprise that operates abroad, using funds received from various bodies, which manages expatriates and local personnel.”

From Father Vincenzo Barbieri's letter of the 8th March 2007.

¹ The number of expatriate operators is an estimate taken from the overall situation on 31.12.2014, and approximately 30 consultants and other collaborators who worked with COOPI during 2014 but who had finished their collaboration before 31.12.2014.

Steps of the selection process

In 2014 COOPI received 17,406 curriculum vitae and it selected 150 new members of the staff as expatriate operators and technical advisers, plus 4 new collaborators in Milan.

The selection process is composed of four phases, from the publication of the vacancy to the contractual agreement. The infographic below explains this process.

SELECTION STEPS



The training

The organization provides an in-house training program for expatriate operators (both new ones and those who have previously collaborated with the organization) focused on orientating them in their role, their likely assignment responsibilities, the organization's procedures, the tools being used and the relationships with support offices. It also provides practical exercises through case work to train them in the use of the tools. The training modules take place once a month and are coordinated by the Training Office. They are run by all the head offices.

This training program started in 2014 and will be progressively extended to expatriates.

For personnel in HQ, every new employee can attend specific training and support sessions to help facilitate their introduction to their role and to the organizational context. For personnel already in place and for whom a change of role and responsibility is envisaged, training meetings will be organized with the central offices or at the coordinating centre in order to help them acquire new skills, support

IN 2014 COOPI TRAINED

75 expatriates operators

5 people who changed role and tasks or new employees

For totally **175 days of courses**

them and monitor their work in the initial phase.

Some organizational changes, such as the internal re-organization of an office, have benefited from training support - the agreed planning of a path to accompany a change to the internal work process.

Furthermore, they offer face-to-face training sessions with an appropriate person whenever our principal institutional donors update their guidelines – for example, updates concerning the state of projects or guidelines to be followed in the missions (international activities meetings). Language courses have been prepared to respond to the needs of some resources.

Finally, all HQ collaborators are provided with documentation on safety and with training on the Italian law D. Lgs. 81/08. Furthermore, medical visits are carried out for all HQ personnel, whilst departing personnel are asked to follow the instructions included in the "Health Guide" (as well as those provided in the "Guide to Expatriation") drawn up by Claudio Ceravolo, COOPI's President, which has been adopted by Link 2007 and which refers to SISCOS (assistance services agency).

Numerous training initiatives are also organized to promote awareness of the different occupations available in international cooperation. In 2014, the "Introduction to International Cooperation: models, techniques, experiences and partnerships" training course was run in Milan and Padua, while, tied to the world of images, the "Photojournalism and NGOs" course was run in Brescia, Padua,

Cagliari, Rome and Trento in collaboration with an important Italian photojournalistic agency.

Finally, in terms of advanced education, COOPI participates in the Cooperation & Development Network which includes Masters in Pavia, Cartagena de Indias, Bethlehem, Kathmandu and Nairobi.

The COOPI Meeting

The COOPI Meeting takes place every year and it is, a sharing opportunity to which everyone involved in local offices coordination and in some technical consultancy is invited. Every meeting is characterized by a theme of central importance, that is the thread of the three days. It contributes to strengthen the sense of belonging and identity within an organization which is spread between many different and distant countries, and with people working remotely from each other, in very different contexts. The COOPI Meeting is an opportunity for comparison, for getting oneself up-to-date and for enrichment sharing between "colleagues" who, for long periods of time, work without being in the same place and without seeing each other directly. There were 60 participants at the 2014 Meeting, including expatriate personnel (28 participants) as well as HQ people.



COOPI's mark

In 2014, COOPI was present in 24 countries worldwide, in Africa, Middle East, South America and the Caribbean. In 22 of these countries, it carries out 177 projects, mainly related to relief and development. It is present in 2 more countries (Kenya and Colombia) without any humanitarian activities, maintaining active relationships with stakeholders at various levels. In total, nearly 2,400,000 beneficiaries are reached by COOPI's work.



Results according to sectors

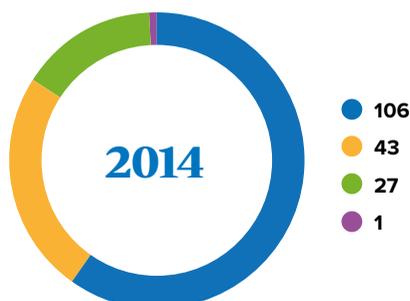
N. of projects	2014	2013	2012
Humanitarian aid	47	39	38
Health	31	33	38
Water and sanitation	18	16	21
Food security	16	27	41
Socio-economic services	13	16	24
Governance and human rights	11	13	10
Education	6	7	5
Energy	4	3	2
Migration	3	5	3
Education to development	1	1	1

N. of beneficiaries	2014	2013	2012
Health	1,086,576	1,132,135	1,554,800
Humanitarian aid	696,380	494,095	725,400
Water and sanitation	272,779	538,510	324,500
Food security	173,486	328,960	821,700
Socio-economic services	48,199	16,025	170,100
Governance and human rights	36,002	20,610	22,200
Energy	30,124	27,220	27,200
Migration	16,840	17,840	800
Education	10,041	6,780	12,500
Education to development	30	33	35

N. of Countries	2014	2013	2012
Humanitarian aid	15	15	14
Health	7	8	7
Water and sanitation	7	7	8
Governance and human rights	6	7	7
Food security	5	10	12
Socio-economic services	5	7	10
Education	4	4	3
Energy	3	2	2
Migration	2	3	3
Education to development	1	1	1

Type of intervention

N. of projects of ● Emergency ● Development ● Child sponsorship program ● Education to development



Strategic Lines 2015-2020

COOPI mainly operates in contexts characterized by extreme poverty and high fragility due to either environmental or socio-political factors.

This is the case of areas such as the Horn of Africa or Sub-Saharan Africa, particularly in Somalia, Ethiopia, Chad and the Democratic Republic of Congo. The organization has been active for many years in these countries and has developed a deep knowledge of the local context, acquiring the capacity to effectively involve the communities and developing a high level of credibility with institutions and donors. Thanks to this, COOPI is today able to effectively face crises, to build innovative pathways of development, and to create strong partnerships, operating in contexts of both development and relief. Development projects tend to build the basis for the sustainable and durable growth of a particular area, whilst interventions in emergency contexts are put into operation in order to face natural calamities or humanitarian crises which are attributable to man.

In COOPI's approach, there isn't a clear division between emergency and development: in all cases where a division does exist, the organization promotes a gradual transition from a phase of response to the emergency to one of promoting local, dignified and sustainable development.

COOPI intervenes in contexts of poverty and vulnerability where the development process is taking a long time to consolidate and favours a sustainable and planned response in an emergency context in order to mitigate the rise of new vulnerabilities when setting-up processes for development. The priority areas for COOPI's intervention are the Sahel, Central Africa, Horn of Africa, Middle East and Latin America.

Over the years, the organization has taken advantage of its great experience and has created a strong capacity for planning which has led it to develop great expertise in certain sectors, to recognize and understand the operating contexts in-depth and to define some general guidelines for its action.

However, in 2014 COOPI decided to make a qualitative leap in the strategic assessment of the organization's development by starting to define its 2015-2020 strategy. Starting from a careful analysis of the context and policy objectives defined during the previous years, COOPI started a broad process of internal participation which, by the beginning of 2015, had resulted in defining the program lines for the development of the organization over the next five years. The whole Strategic Document can be downloaded on coopi.org. What follows next is a synthesis of these guidelines.

In the countries in which it operates, COOPI will continue to bring forward its interventions by adopting an integrated approach that foresees the inclusion of more than one sector and supplies a more structured response not only to immediate needs, but also to those in the medium and long-term.

The actions of the organization will in fact promote the strengthening of resilience, that is the strengthening of the abilities of the community to face a shock and to improve their capacity to adapt to future crises.

The central sectors in which the organization's interventions are focused on are Food Security, Nutrition, Protection, Water and Hygiene, Environment and Disaster Risk Reduction, for each of which strategic objectives have been defined:

Food Security	Ensuring food security and reducing the vulnerability of populations to the crisis
Nutrition	Ensuring nutritional security and fighting infant malnutrition
Protection	Guaranteeing human rights in conditions of equality, security and dignity
Water and Hygiene	Promoting access to and a more conscious awareness and safe use of water and environmental resources
Disaster Risk Reduction and Environment	Reducing the risk of disasters by favouring an integrated management of risk and crisis

A central axis of the work of the Organization will consist in improving the response to humanitarian crisis, being them temporary or protracted. COOPI will continue providing a response by promoting interventions that address in an ever more efficient manner to the immediate and strategic needs of the populations.

In accordance with humanitarian principles, COOPI will continue intervening, paying special attention to the most vulnerable populations, committing itself to the maximum in offering secure, specific and adequate assistance in the areas of health, nutrition, food security, water, hygiene and protection. COOPI will furthermore continue promoting programs of disaster risk reduction, committing itself to the strengthening of the capability of the most vulnerable communities and local authorities, through the implementation of structural activities and the protection of the means of subsistence. For COOPI reducing the vulnerability of the populations hit by crises represents one of the most effective and sustainable means for promoting and increasing the capacity of individuals and social groups to face shock and for promoting sustainable development.

Another key element of the new strategy concerns the centrality of innovation in promoting the evolution of COOPI in the overall context of international cooperation: continuous innovation in the technologies and products used in the field and also above all in the approaches, methods and processes adopted in order for COOPI to be able to always best play its role in a sector of continuous evolution.

Other key points of the strategy include:

- process of decentralization;
- strengthening of the capacity to operate in partnership with other bodies to offer even more integrated and inclusive answers;
- enhancement and capitalization of past experience so that it is maintained as a heritage for collaborators of today and tomorrow;
- further development of fundraising activities and communication both in Italy and abroad;
- development of a more articulated activity in Italy;
- strengthening of the accountability processes, both towards the populations with which COOPI operates and towards the other internal and external stakeholders of the organization.

For more information on the 2015-2020 Strategy,

www.cooopi.org

¹ By "resilience" it is meant the capability of a system, community or society potentially exposed to hazards to adapt by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity of learning from past disasters for better future protection and to improve risk reduction measures (UN/ISDR 2004).

The policies

COOPI draws up policies on key themes for its work - themes which are based on the consolidated experience of fifty years work in specific fields. The policy documents highlight the positioning of the organization on a particular theme, starting from the definition of the international theoretical framework of reference within which the work approach is developed and upon which it is founded.

The policies have a double objective:

- they help the organization to examine central themes of its own programs, and to reflect upon the work approach;
- they make known and explain the institutional position on the topics under consideration.

The policies therefore complete the values described both in the vision and in the mission, and they explain in a more in-depth manner the working methods and the strategy used by the programs defined by the organization.

Today, COOPI has formulated policies in the following sectors: Food Security, Environment and Disaster Risk Reduction, Children and Gender. During 2015, Nutrition and Protection Policy are planned, which will complete the framework of the main areas of the organization's intervention.

Furthermore, along with each policy document, a guidelines document has been drawn up in order to translate the theory into the practice of program management, and helps the operators to actualize what has been expressed and to make the interventions sustainable, effective and efficient. What follows is a synthesis of the main features of one of the organization's key policies, the one on Environment and Disaster Risk Reduction.

ENVIRONMENT AND DRR (DISASTER RISK REDUCTION)

Since the end of the millennium, nearly one million people have been victims of disasters arising from natural phenomena, and 2.3 billion worldwide have been directly affected. This increase is mainly due to the impact of climate change which cause the exacerbation of climatic meteorological and hydrological events. The situation is also aggravated by the phenomenon of unplanned urbanization.

The impact of these phenomena is tightly interlinked to the vulnerability of the affected communities, whose ability to react is a key factor in the application of a sustainable development model. In COOPI's vision, disasters must be interpreted not only in terms of loss of life and resources, but also as structural elements being part of the development patterns. Disasters are the result of unsolved development issues. In this sense, COOPI has been engaged for years in specific actions tied to the environment and disaster risk reduction, and through its policy it proposes its own theoretic-methodological approach, which has been applied to reduce the vulnerability of communities.

Generally, by Disaster Risk Reduction (DRR) it's meant the set of activities that permits adequate preparedness, prevention and mitigation of risks related to naturally originated phenomena (earthquakes, floods, landslides, hurricanes, etc.). The appropriate interaction between man and the environment is crucial in limiting the effects of environmental degradation and the resulting consequences.

COOPI regards environmental issues and DRR as essential elements in its action, promoting the proper management of environmental resources and the introduction of DRR action in all of the countries where it works.

Download COOPI policies from the organization website WWW.COOPI.ORG 

The combination of these two issues is thus cross-cutting to all of the interventions implemented, be they related to emergency, rehabilitation or development.

COOPI's action for disaster risk reduction is based on three key concepts:

- environmental sustainability, that is, the conservation and optimization of natural and environmental resources;
- participation by communities and institutions in designing and implementing interventions;
- integration of the principles of prevention, mitigation and preparedness into actions in response to disasters resulting from natural phenomena in emergency, rehabilitation and development interventions.

Operationally, COOPI conducts the following activities:

- land analysis and information systems in order to research the vulnerability of the resources necessary to land functioning and management;
- natural resources conservation and DRR oriented land management, upon which the production systems depend to ensure access and availability of essential resources and their sustainability over time;
- capacity building in terms of disaster risk reduction, acting on three levels (community, institutions and coordination) to achieve a transfer of know-how and create the correct structures as a response to emergencies;
- education, communication and information activities to spread a culture of risk management and environmental respect;
- risk mitigation and support infrastructure building achieved through the construction/rehabilitation of evacuation routes, the removal of architectural barriers, the construction of shelter centres and the management of emergencies;
- scientific research and know-how transfer to improve the sharing and spreading of scientific knowledge.



Ph. by Alessandro Gandolfi - Etiopia

Project Cycle Management in COOPI's approach

The strategic planning, design, implementation and evaluation of COOPI's projects are the result of an organic and synergistic approach used between both the Headquarters and the countries of intervention, and between COOPI and the local communities. The whole process is inspired by the organization's values. For this reason, they have decided to illustrate the Project Cycle Management by highlighting how each of the principles established by COOPI's Charter of Values is applied in practice.

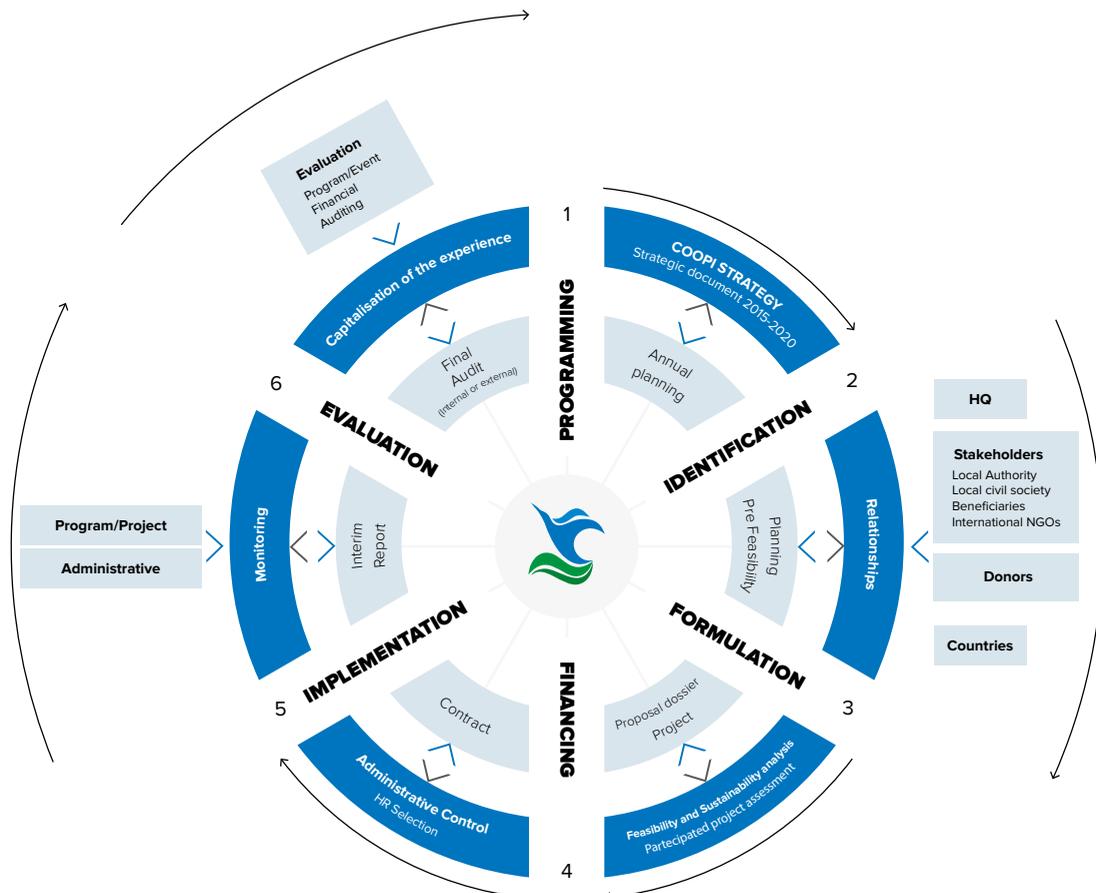
Solidarity and transparency are at the basis of the decision-making process, which starts from the drawing up of COOPI's strategy document and concludes with the yearly planning for the countries where it operates. The projects arise with the conviction that nothing must be "top down", but widely defined thanks to total neutral participation by all people involved in the process. This identification will guarantee sustainable design, respond to the real priori-

ties, respect diversity and contrast against any form of discrimination.

The enhancement of human resources is at the centre of the organization's work, from the Headquarters to the local staff in order to improve the quality of interventions with the full assumption of responsibility at every phase and level of the entire process.

COOPI's activities are always carried out with the involvement of both the population and local authorities to whom COOPI wishes to transfer knowledge and innovative tools, to improve the living conditions.

What follows is a diagram which illustrates the entire cycle of project management, differentiating the activities carried out in the field in countries in which projects are run (in the centre in light blue) from those activities carried out at the headquarters (on the outside in blue).



4 emblematic projects

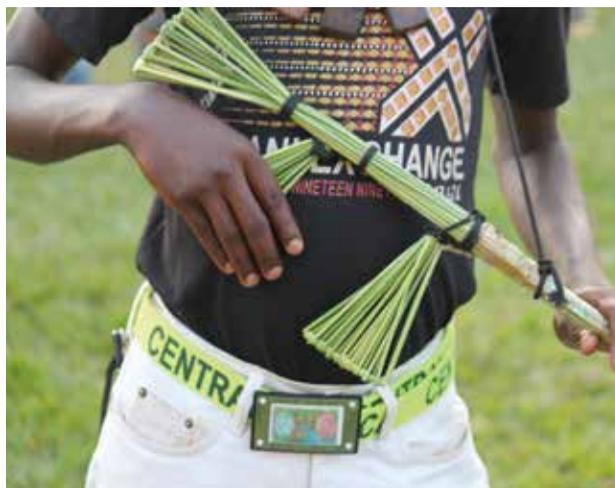
Strengthening innovative mechanisms of disaster risk reduction in the Rimac district, Lima (PERU)

Synthetic description	<p>Rimac is an urban district in the heart of Lima's metropolitan area which is exposed to the risks of earthquakes, fires and landslides. Its vulnerability is due to disorderly urban growth and to the poor risk management capacities of the local authorities.</p> <p>Our project, drawn up with IRD (Institut de Recherche pour le Développement) foresees the creation of a geographic information system (GIS) concerning the essential resources and vulnerability of Rimac. Analysis of the vulnerability component will be combined with a strengthening of disaster preparedness and risk mitigation. The project supports the involvement of the most vulnerable groups, local authorities, civil society and private sector.</p> <p>The following are planned, in collaboration with local authorities: organization of events and workshops for the dissemination of the results; research on existing practices relating to disaster prevention and preparedness (with particular attention to the vulnerability of women, disabled people, children and the elderly); publication of a methodological guide on disaster risk reduction</p>
Objectives	<ul style="list-style-type: none"> • Strengthening the DRR oriented land management by improving knowledge about its vulnerability and favouring the identification of priority actions for the risk mitigation; • improving the dialogue on disaster risk reduction between local bodies and civil society organizations.
Direct Beneficiaries	4,500 inhabitants in the most vulnerable areas
Donor	US AID
Partnerships	<p>IRD - Institut de Recherche pour le Développement CARE Rimac District Universidad Pontificia la Católica de Perú</p>
Duration	36 months (9/15/2014 - 9/14/2017)
Resources used	€ 1,057,165
Principal results of the project (as of March 2015)	<ul style="list-style-type: none"> • Mapping studies of the area; • Organization of an informative campaign on the project and creation of information material for the population.



Social and community reintegration of children associated with armed forces and groups, and psycho-social support for vulnerable children in the communities of Bria and Bangui (CENTRAL AFRICAN REPUBLIC)

Synthetic description	<p>In Central African Republic, the phenomenon of child soldiers has assumed worrying dimensions. The civil authorities which took office in January 2014 cannot manage to control the whole country, and many prefectures are obliged to bow to the orders of military groups. The national economy is weak and guerrilla warfare has forced a large number of people to flee.</p> <p>The project has offered psychological support to ex-child soldiers in transit centres and strengthened the capacity of the local community to welcome them back. Children victims of violence have also received psychological and educative aid. Listening Centres have been constructed in the cities of Bangui (the capital) and Bria.</p>
Objectives	<ul style="list-style-type: none"> • Identification and psychological support for ex-child soldiers and victims of gender-based violence; • assistance provided for child victims of violence in the cities of Bangui and Bria through specialized listening centres.
Direct Beneficiaries	<ul style="list-style-type: none"> • 5,000 children in the four spaces set-up in Bria; • 200 ex-child soldiers; • 150 survivors of gender-based violence; • 10 local organizations with 20 member each
Donor	UNICEF
Partnerships	/
Duration	9 months (3/10/2014 - 12/31/2014)
Resources used	€ 577,898.23
Principal results of the project (as of March 2015)	<ul style="list-style-type: none"> • Creation of 2 childcare centres and two listening centres in Bria and Bangui, and organization of recreational and training activities as well as discussion groups; • Organization of awareness-raising campaigns to fight the phenomenon of child soldiers
Criticalities	Attempts by armed groups to obstruct the work



Rapid Response to the nutritional crisis in the Democratic Republic of Congo

Synthetic description	<p>After the 1994 war, the DRC entered a long phase of political instability which has lasted to the present day. The economy is weak and it has become even more difficult for the population to access food.</p> <p>This project was set-up to support government action in the fight against malnutrition and it's active in areas where over 15% of children suffer from severe malnutrition.</p> <p>The program envisages active participation by the local population and the health authorities. The aim is to ensure the taking care for children under 5 and for malnourished women inside the health centres in the various communities.</p>
Objectives	Reduction of the high morbidity and mortality rate resulting from the severe malnutrition of children under 5
Direct Beneficiaries	11,000 children suffering from severe malnutrition
Donor	UNICEF
Partnerships	BCZ (local NGO), PRONANUT (Governmental program fighting malnutrition)
Duration	12 months (from 01/06/2014 to 08/06/2015)
Resources used	€ 1,510,920.46
Principal results of the project (as of March 2015)	<ul style="list-style-type: none"> • Deployment of rapid response interventions for emergencies; • Evaluation of current nutritional practices to pin point the causes of malnutrition; • Taking responsibility for 11,000 children affected by severe malnutrition for between 6 and 59 months in the health centres; • Training of local communities through the organization of awareness-raising activities on the prevention of malnutrition; • Supply of water purification kits to the health centres
Criticalities	The absence of some communities from the mobilization sessions during the planting period which was addressed through training sessions in schools and churches



Multi-sector emergency preparedness and response action for the people affected by conflict and disaster (SOMALIA)

Synthetic description	<p>Somalia is an Eastern African country tormented by continuous religious tensions, civil war, guerrilla and natural disasters. COOPI has been present in the country since 1992, offering the local population assistance and access to health and educational services.</p> <p>The project aims to guarantee food security and access to drinking water in Central South Somalia. The aim is that of preventing and reducing malnutrition in children and of favouring agricultural and pastoral economic activities in the area</p>
Objectives	<ul style="list-style-type: none"> • Prevention and reduction of malnutrition in children belonging to vulnerable households by the distribution of feed products; • improvement of access to nutritious food and safe water; • distribution of food vouchers; • support for agro-pastoralists and riverine farmers in safeguarding the nutrition of livestock, thus guaranteeing food security
Direct Beneficiaries	36,648 people, in particular babies and children
Donor	ECHO
Partnerships	/
Duration	9 months (01/07/2014 - 31/03/2015)
Resources used	€1,944,704.45
Principal results of the project (as of March 2015)	<ul style="list-style-type: none"> • Distribution of food vouchers for children aged between 6 and 24 months (vouchers distributed once a month for 4 months); • supply of drinking water in areas of dense population and scarce water supply; • restoration of old rural infrastructure (wells, tanks), removal of plants invasive to agriculture and creation of ground erosion management systems to support agro-pastoralists and riverine farmers; • spreading good practice in the treatment of livestock (nutritional techniques and veterinary practices).
Criticalities	Some area are still inaccessible to humanitarian action.



COOPI communicates

Keeping its donors and partners up-to-date on how projects are being conducted, talking to an ever-growing number of people so that they are aware of COOPI's activities and support it are the main objectives of COOPI's communication, both in Italy and worldwide.

In 2014, five journalistic missions were carried out in Chad, Niger, Paraguay, Democratic Republic of Congo and Somalia, to document the results of COOPI's projects funded by the European Union, ECHO and UNICEF. These missions have resulted in the publication of various services including in Repubblica.it, Io Donna, Corriere della Sera, Rai3 and Lastampa.it. Three photographic exhibitions toured in 2014, to visually narrate the conditions of beneficiary populations: "Work for Hope" (Palestine) in Brescia and Padua, "Forgetting Chad" in Crema and Milan, as well as "Feeding Congo" in Trento.

Amongst the events organized in 2014, these were particularly noteworthy:

- **"International Cooperation to come"**, an opportunity for businesses, foundations and universities to debate about the legislative reform of international cooperation (Milan, 14th February, in collaboration with the Municipality of Milan);
- **"Natural resources management"** a conference explaining the results of a project funded by the European Union in Chad regarding the sustainable development of livestock and farming, (Milan, 27th May, in association with the Department of Veterinary Science at the University of Milan and Vets Without Borders);
- **"I have just followed the wind"**, the presentation of a book dedicated to Father Barbieri, COOPI's founder and one of the forefathers of Italian international cooperation (Milan, 9th December).

Furthermore, in 2014, an important new type of international communication activity was launched aimed specifically at the public and stakeholders in the countries in which COOPI operates. The development of Country Reports for the Central African Republic, Somalia and the Democratic Republic of Congo has been started (printed by April 2015), and a monthly newsletter for the Central African Republic has been created. The objective is to gradually widen this form of communication about activities to other countries.

COOPI disseminates its own external communications through various medias. The main one is the website coopi.org, which is updated with news on a fortnightly basis. In 2015, the website will be completely revised to make it even more responsive to the needs of its users. News is also spread through the main social networks, channels which are constantly growing and which are getting more and more important in involving people and increasing COOPI's renown. The COOPI NEWS magazine is sent to 10,000 individual donors in Italy. It is published every six months and has recently had a graphical re-design.

COOPI FOLLOWERS IN 2014:

- TWITTER 4,000 followers
- COOPI NEWS 10,000 donors
- FACEBOOK 13,000 fans
- YOUTUBE 25,600 views
- E-NEWSLETTER 35,000 subscribers
- VOLONTARI.COOP.ORG 37,700 visits
- ADOTTAREADISTANZA.COOP.ORG 123,000 visits
- COOP.ORG 190,000 visits

CAMPAIGNS TO WHICH COOPI ADHERES

Campaigns	COOPI's role	Activities	Web address
ZeroZeroCinque	Promoter	Italian Campaign in Support of a Tax on Financial Transactions	zerozerocinque.it
Stop the Use of Child Soldiers	Supporter	Coalition for the protection of children in armed conflicts	bambinisoldata.it



The component “improved stoves” of the project “Community empowerment for efficient production use and access of renewable and sustainable energy in rural area in Malawi” obtained the certification of carbon credits by The Gold Standard - Premium Quality on carbon credits. The project was funded by European Union and companies.

COOPI's resources

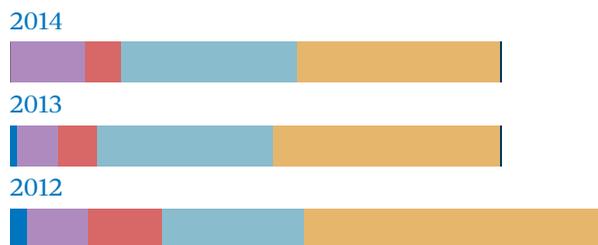
Financial Report

Between 2013 and 2014, a series of initiatives were started to optimize the resources of the Foundation, reducing costs and providing better management of all international program support activities, both in Italy and abroad. Even with the lower budget and also due to the presence of a greater volume of rediscounts for non-concluded projects during the year, the 2014 accounting period had zero net profit with a renewed sustainability.

Balance sheets (in euro)	2014	2013	2012
ASSETS			
Net fixed assets	1,045,431	1,193,191	1,241,501
Loans to donors	3,131,845	3,722,331	3,333,256
Other accounts receivable	1,182,071	1,125,245	823,679
Liquid assets	4,169,853	5,369,150	7,499,046
Accruals and deferrals	-	-	-
Prepaid expenses for ongoing projects	14,942,635	11,254,109	17,082,529
Total assets	24,471,835	22,664,028	29,980,012
LIABILITIES			
Common Fund	70,000	70,000	126,007
Other available funds	665,158	548,860	-
Operating profit	2,191	-358,050	1,783
Total Net Asset	499,299	260,810	127,790
Provisions for liabilities and charges	72,721	72,721	76,341
Severance indemnity	323,079	244,865	149,904
Bank liabilities	1,418,485	2,006,153	1,409,698
Other short term liabilities	3,161,707	3,353,021	3,444,009
Accruals and deferred income	194,495	161,508	69,717
Prepaid expenses for ongoing projects	18,802,049	16,564,950	24,702,552
Total liabilities	24,471,835	22,664,028	29,980,012

Management report (in euro)	2014	2013	2012
INCOMES			
Projects income	29,445,661	39,633,982	46,988,280
Quota shares	7,600	6,786	7,075
Donations	879,655	1,009,107	1,011,369
Refunds and various incomes	59,991	185,321	100,258
Financial incomes	295,027	258,284	525,628
	30,687,935	41,093,480	48,632,610
CHARGE			
Charges paid for projects	27,423,903	37,630,837	44,693,906
Personnel and HQ collaborators	1,445,971	1,945,690	2,040,233
Institutional charges	716,488	713,274	781,348
General charges	751,151	613,837	473,588
Financial charges	348,231	547,891	641,752
	30,685,744	41,451,530	48,630,827
BALANCE OF THE ASSOCIATION	2,191	-358,050	1,783

WHERE THE FUNDS COME FROM

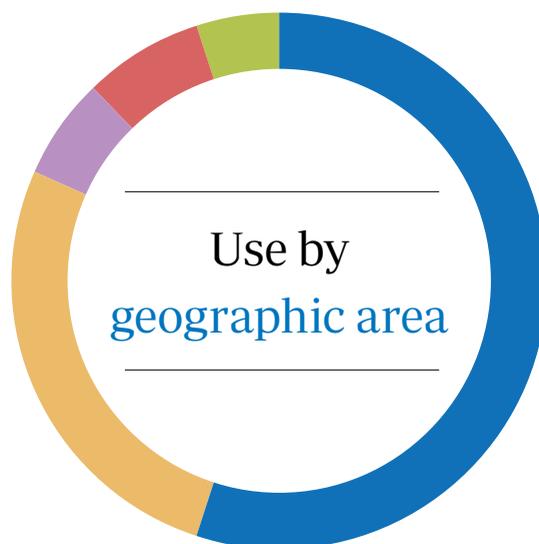


	2014	2013	2012
European Union	41,4%	46,1%	60,1%
International Organizations	35,7%	35,8%	29%
Other Governments	15,1%	8,3%	12,3%
Private Donations	7,4%	7,9%	15,1%
Other sources	0,4%	0,5%	0,2%
Italian Governments and local Authorities	0%	0%	3,4%

AREAS OF INTERVENTION

Health	30.83%
Humanitarian Assistance	22.87%
Water and sanitation	14.13%
Socio-Economic Services	10.97%
Food security	8.72%
Others	5.48%
Governance/Human rights	5.10%
Education	1.66%
Migration	0.15%
Energy	0.09%

HOW FUNDS ARE USED (2014)



Central, West and Southern Africa	55.12%
East Africa	26.61%
Asia and Middle East	7.24%
Latin America	6.22%
Italy	4.81%

DONATIONS AND CONTRIBUTIONS

2014	30,687,935	2010	35,494,335
2013	41,093,480	2009	38,960,157
2012	48,632,610	2008	34,691,621
2011	43,623,931		

MAIN DONORS

International Institutional Donors: AGETIP CAF, AU-IBAR (African Union Interafrican Bureau for Animal Resources), CHF International, Christian Aid, DFID (Department for International Development), ECHO*, European Union, FAO, French Embassy in Chad, French Embassy in DRC, International Criminal Court, ICRC (International Committee of the Red Cross), IRC (International Rescue Committee), IOM, Norway Embassy, OCHA (Office for the Coordination of Humanitarian Affairs), SIDA (Swedish International Development Cooperation Agency), Swiss Caritas, UNDP, UNFPA, UNHCR, UNICEF, USAID, World Bank, WHO, WFP (World Food Program), World Vision International

National Donors: FIGC (Federazione Italiana Gioco Calcio), Italian Ministry of Foreign Affairs and International Cooper-

ation, Mediafriends, Municipality of Milano, Municipality of Padova, Municipality of San Gimignano,

Companies: Elgon, Fabbrica Energie Rinnovabili Alternativa, GUNA, Nexive, SEA, Terna.

Foundations: Fondazione Cariplo, Fondazione Rita Levi Montalcini

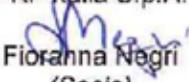
* COOPI is a partner of ECHO since 1993. The 1st of January 2014 COOPI signed the fifth FPA- Framework Partnership

Auditors' Report

To the Board of Directors of Foundation COOPI- Cooperazione Internazionale:

- 1.** We have audited the financial statement of Foundation COOPI - Cooperazione Internazionale, at December 31, 2014. The responsibility for the financial statement being in conformity with the norms that regulate reporting criteria lies with the members of the Board of Directors of COOPI - Cooperazione Internazionale. Our responsibility is to express a professional opinion on the budget based on the financial audit. This report is not issued in conformity with the standing law, owing to the fact that COOPI- Cooperazione Internazionale in its financial statement for the year 2014 ended on 31 December has no legal obligation to undergo scrutiny of accounts as per Art. 2409 bis of the Italian Civil Code.
- 2.** Our examination was performed on the basis of the auditing standards issued by the National Chartered Accountants Committee and the Account Experts and recommended by Consob. In accordance with these standards, the audit was planned and performed in order to obtain all the necessary elements to assess whether there are significant errors in the financial statements and whether the results, on the whole are acceptable. Our audit includes the verification on test basis of all the evidence supporting the amounts and disclosures in the financial statements, of the suitability and correctness of the accounting principles used and of the estimates made by management. We believe that our audit provides a reasonable basis for the expression of an opinion. For the opinion on the prior year financial statements, which figures are presented for comparative purposes in agreement with the law, we refer to our report issued on June 19, 2014.
- 3.** In our opinion, the financial statement of Foundation COOPI - Cooperazione Internazionale at December 31, 2014 has been correctly prepared in accordance with the application laws and shows a true and fair view of the financial situation and of the results of the Foundation.

Milan, 19th June 2015 – PKF Italia S.p.A.

PKF Italia S.p.A.

Fioranna Negri
(Socio)

Fundraising

INSTITUTIONAL DONORS

COOPI's activities have traditionally been overwhelmingly based upon "institutional" funds, that are sourced from public or private bodies whose mission it is to select and sponsor international cooperation projects which are considered worthy. This choice is closely related to the organization's modus operandi and is based mostly on the completion of structured projects, with the objective of encouraging the communities affected by the projects to grow from within, helping them to become autonomous over time. These are projects which, alongside interventions aimed at dealing with specific emergency situations, include the promotion of cultural change and the generation of ethical economies as important elements. Projects of this type require significant investment with visible returns that only in the medium-long term period and which therefore don't sit well with the desire of many people who make donations and want to see the results of their contribution in the short-term. On the other hand, institutional donors, such as for example the European Commission or the UN agencies, have a more "technical" approach to the matter and are more inclined to take into consideration longer completion times. However, this type of body requires that the organizations sponsored by them demonstrate the achieved results and the changes obtained in a very specific manner, therefore COOPI has important accounting activities to do for such donors.

FUNDRAISING IN ITALY

In Italy, where COOPI's headquarters are based, particular attention is dedicated to fundraising and involvement activities which are aimed at individuals and businesses. Key to the relationships with COOPI supporters is the connection which gets built and nurtured based on the values and principles outlined in the Pact with Donors.

PRIVATE DONATIONS

COOPI had 9,152 supporters in 2014. Of these, 2,145 subscribed to Child Sponsorship projects and 1,809 had signed a standing donation. COOPI's database therefore consists of 11,909 active donors (on a biennial basis) and 16,645 donors who need re-soliciting, making a total of 28,554 people. In 2014, COOPI carried out 27 child sponsorship projects helping 2,669 boys and girls in 8 countries (Ethiopia, Haiti, Peru, Central African Republic, Democratic Republic of Congo, Senegal, Sierra Leone and Uganda).

Donors have responded to various appeals: Water Emergency in Ethiopia, Child Soldiers in Central African Republic and Infant Malnutrition in Mali. The campaign "If not him, to whom?" promoted the

"5 for 1,000" (Italian taxpayers can choose the recipient of 0.005% of their taxation) to COOPI. COOPI's team of face-to-face fundraisers are very active and have met thousands of people in public places in order to raise people's awareness and to get them involved through setting-up standing orders. To promote child sponsorship, "Happiness is a Gift" campaign has been launched aimed at highlighting the positivity which solidarity generates in donors.

EVENTS, CAMPAIGNS AND PUBLIC COLLECTION OF FUNDS

From January, 12 to January, 27 the Solidarity SMS was set-up for the "Together for 100,000" campaign, aimed at supporting projects fighting the malnutrition of children under 5. Thanks to the advert promoted by Mediaset, La7 and Sky, the collaboration of the main phone companies, the support of many citizens and the participation of Camila Raznovich as the face of the campaign, we have collected 98,986 Euros. In December, another initiative aimed at raising funds for child malnutrition projects, "Paper, Ribbons and Solidarity" allowed us to wrap-up Christmas presents in 132 sale points of Sephora, Librerie Coop, IBS, La Gardenia, Libraccio, Ubik, Eataly and Tigotà stores. This involved 560 volunteers and 155 coordinators, and collected 247,972 Euros against 111,145 Euros organizational costs. Thanks to 75 volunteers in local offices (Tuscany, Lazio, Trentino, Sardinia, Piedmont and Veneto) and local groups (Brescia, Crema, Milan, Monopoli and Parma) 58 regional events were organized, and one of the most important was the "7milamigliolontano" photographic and narrative journey through the world, organized by COOPI Bescia.

CONTRIBUTIONS FROM COMPANIES

In 2014 partnership with some corporate has been carried on. SEA has widened its collaboration in the project "renewable and sustainable energy in Malawi", with a financing of a study by Milan Polytechnic into the monitoring of the impacts of the project. The same project also saw the arrival on the scene of NEXIVE, which made possible a widening of the production of improved stoves, and the reforestation of large areas. The "Intercultural Pharmacies" project in Paraguay had GUNA's support in 2014. Through this, the Chaco Yamet local association was strengthened, production was improved and marketing started on their products.

ELGON supported the "D as Development" campaign which had the objective of promoting property rights relating to houses and land and the education of women in Sierra Leone.

COOPI in the World

BOLIVIA

Pasaje Jáuregui #2248, Edificio Quipus, Piso 3 - Zone Sopocachi, La Paz, BOLIVIA

CHAD

Rue 20-27 district Sabangali - B.P. 1900 Klemat N'djamena

COUNTRY COORDINATION

NAIROBI (KENYA, SOMALIA, UGANDA)

Peponi Road, House 0039, Westlands - P.O. Box 3857 - 00100 Nairobi

ECUADOR

Calles: Pedro de Alvarado N° 59-29 y Angel Ludeña, departamento N° 402 (Bloque Pastaza) Quito

ETHIOPIA

Bole Kefle Ketama Kebele, n.10 House n.013-P.O. BOX 2204 Addis Abeba

GUATEMALA

28 Calle 11-74 zona 11, Colonia Granal II Ciudad de Guatemala

HAITI

Rue Metellus nro 55 apt 6 - Building Galerie d'Art Expression-Pe-tion Ville Port-au-Prince

LEBANON

Kfaraabida main Street, Sea road - Bakhos Al Feghali Building, 1st floor - Kfaraabida, Batroun, North Lebanon

MALAWI

Area 14 plot 126 - P/Bag 67 Lilongwe

MALI

Badalabougou, Rue 109, Porte 370 Bamako
Dar Salam, Rue 260, Porte 305 Ségou

NIGER

Avenue du Fleuve Niger PL-40 Face Lycée la Fontaine B.P. 11501 Niamey

NIGERIA

Plot 882 Olu Awotesu Street Jabi Abuja

SUDAN

El Hagaz Building n. 266, 5th floor-apartment 501, Garden City-Khartoum

PALESTINE

Mount of Olives, Alsheik Anbar street, Sbeh building , flat n 5 - Jerusalem PO Box 49621

PARAGUAY

Calle Eligio Ayala 920, Asuncion

PERU

Calle Coronel Inclan 877, dpto 601, Miraflores, Lima

CENTRAL AFRICAN REPUBLIC

Sica 1, district Sissongo, BP 1335 Bangui

DEMOCRATIC REPUBLIC OF CONGO

1, Avenue de la Forêt - Joli Parc - Ngaliema Kinshasa

SENEGAL

Avenue Birag Diop (Rue 5 x F - Point E) B.P. 11561 Dakar

SIERRA LEONE

49H Off Spur Road, Freetown

SOMALIA

JigJiga Yar between the Nails Factory and Health Unlimited Office

UGANDA

Jireh Apartment, Bukasa Road, Plot 138/140 (A), P.obox 33058, Kampala

COOPI SUISSE

suisse@coopi.org
Corso Elvezia, 35 - 6900 Lugano

COOPI in Italy

BRESCIA

brescia@coopi.org

LAZIO

lazio@coopi.org

PIEDMONT

piemonte@coopi.org

SARDINIA

sardegna@coopi.org
Via Bolotana 28,
09044 Quartucciu (CA)

TUSCANY

toscana@coopi.org

TRENTINO

0461 231529 - trentino@coopi.org
Via Carlo Esterle 7,
38122 Trento

VENETO

049 657518 - veneto@coopi.org
Via Citolo da Perugia 35,
35137 Padova



COOPI HEADQUARTERS

COOPI - COOPERAZIONE INTERNAZIONALE ONG Onlus

VIA F. DE LEMENE 50 - 20151 MILAN - ITALY
TEL. +39.02.3085057 r.a. - FAX +39.02.33403570
COOPI@COOPI.ORG - WWW.COOPI.ORG
FC and VAT 80118750159