



# Annual Report 2015

**50 years of fighting against poverty**

COOPI is a Participatory Foundation which is officially recognized by the Italian Foreign Affairs Ministry as an Ngo (Non - governmental organisation for cooperation and development) according to the Italian law 26.02.1987 n.49, and is also an "Onlus" (Not for-profit organisation) 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.

# Table of Contents

<b>METHODOLOGICAL NOTE</b>	<b>3</b>
<b>EDITORIAL</b>	<b>4</b>
<b>LETTER FROM THE DIRECTOR</b>	<b>5</b>
<b>WHO IS COOPI?</b>	<b>6</b>
Identity and Values	7
COOPI and Italian International Cooperation	8
Governance and Organisation	10
Personnel	13
Policies	14
Project Cycle Management within COOPI's Approach	15
An Organisation that Operates in Networks	16
<b>COOPI'S HALLMARK</b>	<b>20</b>
Together We Can Make the World a Better Place.	
COOPI's Strategy 2015-2020	20
Results in the Field	23
Main Operating Sectors in 2015	24
COOPI's Commitment to Protection	26
<b>CONTINUITY IN INNOVATION</b>	<b>27</b>
Organisational Culture in Motion	28
Innovating to Multiply the Impact	29
Planning in Partnership with Foundations	30
COOPI Communicates	32
<b>COOPI'S RESOURCES</b>	<b>34</b>
Financial Report	34
Balance Sheet Auditing Company's Report	36
COOPI's Donors	37

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COOPI can receive funds for projects, donations from firms and individuals as well as legacies.

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## 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"
- Online: [www.coopi.org](http://www.coopi.org)

# Methodological Note

Transparency is a core value for COOPI: it guides the Organisation's actions through the establishment of processes and procedures that promote and safeguard this value, and shapes communication between the Organisation and all its stakeholders.

COOPI's Annual Report, published this year for the second time, is a natural evolution from the Annual Reports that the Organisation published during the previous 14 years. Indeed, this report illustrates COOPI's governance and organisational structure, strategies, working policies and methodologies, and use of resources as well as the principle activities conducted in Italy and all over the world and its commitment to communication with its various stakeholders.

The Annual Report 2015 includes data and indicators considered useful for describing and evaluating the Organisation and its activities, taking into account the guidelines on drafting of annual reports by non-profit organisations published in 2010 by the Agenzia per le Onlus (Italian agency for non-profit organisations) and the Global Reporting Initiative Guidelines widely used at international level.

The process of drafting the Annual Report began with a mandate from the Board of Directors upon commencement of work and the creation of a multidisciplinary Working Group composed of the Heads of all Departments and coordinated by the Communications Department, which shared the general guidelines for the layout of the document and the drafting process.

This was followed by the actual drafting of the document, by means of:

- extraction of data from the Organisation's computer systems and, where appropriate, further processing of this data by the various relevant Departments;
- supplementing of the available information through interviews with the Board of Directors and the various Department Heads;
- revision of the document's contents and drafting of the text;
- approval of the chapters of the document by the various relevant Departments, overall review by the Communications Department and final approval by the Board of Directors.

For the layout of the Annual Report, management of the drafting process, conducting of the interviews and finalisation of the document, COOPI had the support of an external consultant with established expertise in the field.

The Annual Report is part of a set of activities performed by the Organisation in the interest of absolute accountability to its stakeholders. The Financial Statements from which the financial and economic data was extracted are certified by an accredited external auditor (the auditing company's report can be found in the last chapter, on the Organisation's resources, which includes a summary of the financial report). COOPI's activities were also analysed through thorough auditing, both internal (by the Quality Control Department) and by some of the world's leading and most discerning funding bodies, including Echo, UNICEF and USAID. COOPI's recognition as an NGO by the Italian Ministry for Foreign Affairs and its registration in the Prefecture of Milan's Register of Legal Entities further testify to COOPI's compliance with specific solidity and transparency requirements.

# Editorial

*Why did we choose the title “Change” for the Conference of April 15th 2015, when the entire COOPI family decided to meet at Palazzo delle Stelline in Milan together with the authorities and numerous friends who have walked the path of cooperation with us?*

*This was the date of the 50th anniversary of the legal establishment of the “Cooperazione Internazionale” association, now known by the acronym “COOPI”. It would certainly have been justified to retrace our steps over those 50 years, perhaps with a little nostalgia, but, instead, we decided to dedicate the Conference to the historic changes that have altered the world of cooperation during those 50 years and to the ability that COOPI has always demonstrated in embracing the signs of change; in “shedding our skin” in order to better meet the needs of the populations with whom we work.*



*Indeed, many things have changed in 2015 alone, both in Italy and around the world.*

*For instance, Italian Law 125, reforming international cooperation, equipped itself with the necessary legal tools and, two years on from the passing of this Law, the Italian Cooperation and Development Agency is acting, despite resistance and difficulties, as the driving force needed to align Italy with the OECD standards.*

*The United Nations Assembly resulted in the adoption of Sustainable Development Goals (SDGs) which go beyond the approach of the Millennium Development Goals (MDGs), acknowledging that development is a vast and complex process that affects industrially developed countries as well as those with underdeveloped economies. Indeed, the COP 21 Conference on climate change in Paris, following the same logic, conducted a detailed analysis of the necessary solutions to prevent a climate catastrophe.*

*Is COOPI ready to rise to these new challenges, significantly different from our operations relating to health, food security and protection, fields in which we have 50 years' experience? And, furthermore, what will be asked of the tomorrow NGOs in this sense?*

*First and foremost, they will be asked to adhere to the logical framework of the SDGs, according to which the most pressing matter is our responsibility towards countries and local communities that need to take the strategies on board and adopt the necessary legal and administrative reforms. COOPI has always upheld a policy of fair and transparent relations with local communities, and this has enabled us to work even in highly delicate situations. Indeed, recognising the absolute sovereignty of governors and local populations concerning their development processes is the norm for us, just as is informing them of the activities we have undertaken and the results they have achieved. From a strictly technical viewpoint, COOPI has, for several years, been committed to the issues of energy and support of populations struck by climate-related disasters by strengthening their ability to respond. A significant part of this Annual Report is dedicated to “Continuity in Innovation”, with important chapters on energy and protection, areas in which we are experienced thanks to COOPI's inclusion in the short list of NGOs that participate, alongside universities and government agencies, in the “Energy and Development” working group coordinated by Italian Deputy Minister of Foreign Affairs Mario Giro.*

*We therefore ask that you read this Annual Report as that of an NGO open to discussion and change in order to increasingly adapt to a rapidly altering world. As always, it is best to travel in company, and we will be delighted if you choose to join us on this journey.*

**Claudio Ceravolo**

*President*

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# Letter from the Director

*2015 was a very intense year, marked by very serious humanitarian crises, and the entire international cooperation world was obliged to call on all its strength to respond repeatedly to these.*

*In particular, COOPI increased its operations in the Lake Chad region where it has been present for more than 20 years, protecting the population struck by crisis and conflict.*

*2015 was also the year of COOPI's 50th birthday, a momentous milestone on a long journey and, at the same time, an opportunity to revitalise our quest for a better world; again, one we must build together. And it is with this very invitation that we are launching the new COOPI Strategy, approved in 2015 as the culmination of a complex process of reflection and collective discussion by the entire Organisation on the present and future of international cooperation and the contribution that COOPI can make in the coming years.*

*Furthermore, 2015 saw the continuation of the reorganisation process of our operating structure, in particular through progressive decentralisation of our international activities with the launch of our Decentralised Regional Coordination in Latin America and the Caribbean and preparatory actions for the launch of Decentralised Regional Coordination in East and Southern Africa and West Africa.*

*Our performance in 2015 confirms our re-established economic stability. Our quest for ever greater effectiveness in responding to complex problems has led us to pay even more attention to innovation and to work even more actively than before in partnership with other organisations, participating in various clusters and international operation and experimentation projects alongside some of the top NGOs and university institutions. We have sought to further improve the quality of our planning in the firm belief that better planning ability will, in turn, lead to greater impact at the implementation stage, and we have therefore reviewed our project conception and development system. Training and updating of our field workers constitute a key element of the quality of our operations and, in order to further enhance this; we have also reoriented our training activities, designing ongoing training programmes.*

*Our heartfelt and well-deserved thanks naturally go out to all those who have supported and believed in COOPI, from the funding institutions to our many donors and members and to our personnel and partners all over the world, all of whom play an active role in the complex Organisation that is COOPI.*



**Ennio Miccoli**  
Director

# Who is COOPI?

*COOPI-Cooperazione Internazionale is an Italian non-governmental organisation for international co-operation and development, founded in Milan on April 15th 1965 by Father Vincenzo Barbieri.*

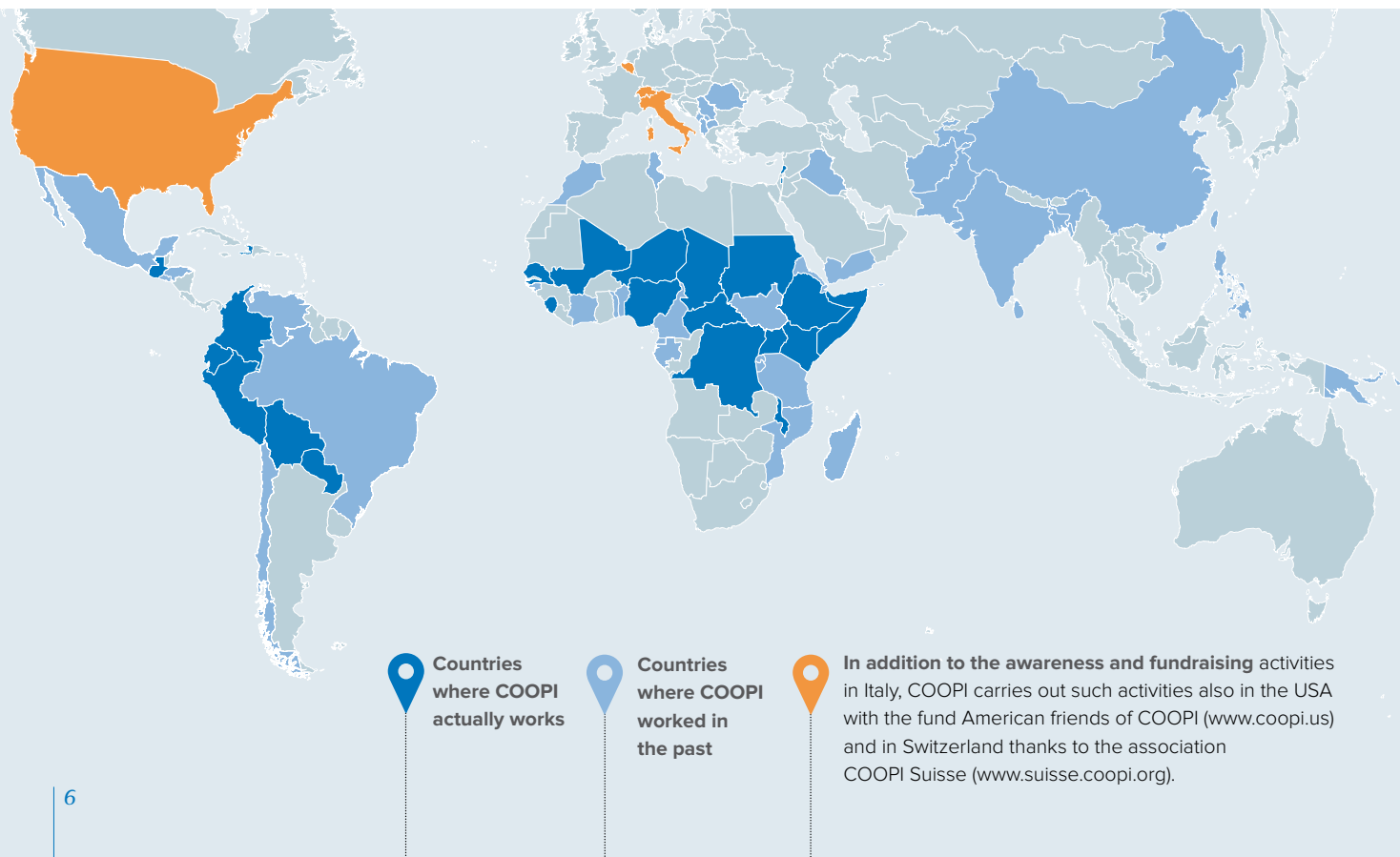
**For 50 years, this Organisation has striven to break the cycle of poverty** and support populations affected by war, socio-economic crisis and natural disasters, encouraging recovery and sustainable development by tapping into the professional skills of local and international operators and through partnerships with public, private and civil society bodies.

Today, COOPI is a participatory foundation **present in 24 countries** in Africa, Latin America and the Caribbean and the Middle East, with 179 humanitarian projects reaching nearly **2.3 million people**.

Since 2006, it has been running Child sponsorship programmes in 8 countries, ensuring the provision of food, education, health and protection to around 2,500 children. It is distinguished at international level by its attention to mother and child

malnutrition, its food security operations, its protection of victims of conflict, its promotion of the rights of indigenous peoples, its implementation of projects introducing renewable energy in difficult contexts and its operations in the field of disaster risk reduction. In each operation, it pays the greatest attention to the protection and promotion of human rights (inalienable and fundamental human prerogatives that form societies built on equality, solidarity and peace) as well as the safeguard of civil, political, social, economic, cultural and third-generation rights (the right to self-determination, peace, development and protection of the environment).

**COOPI, known as the “action NGO”, has, from 1965 to the present date, helped over 100 million people through more than 1,600 projects in 64 countries, employing some 4,500 expatriate operators and 55,000 local operators.**



# Identity and Values

*Throughout its 50 years of history, COOPI has grown steadily, structuring itself in such a way as to enable it to face the challenges of an international cooperation sector in continual evolution. These transformations have not, however, affected the Organisation's identity or core values, which are enshrined in its Charter of Values and shared by the people who endorse it and work in partnership with the Organisation.*

## VISION

COOPI aspires to a world without poverty, able to achieve the ideal of equality, justice, sustainable development and social cohesion thanks to encounter and partnership between all peoples.

## MISSION

Through the commitment, involvement, resolution and professionalism of all its staff, COOPI wants to contribute to the process of fighting against poverty and to the growth of the communities with which it cooperates all over the world, intervening in situations of emergency, rehabilitation and development, in order to reduce the unbalance between the North and South of the world and between developed areas and depressed or developing areas.

In 2012, the Organisation approved a **Code of Ethics and Conduct**, one of the tools through which COOPI demonstrates its accountability to its stakeholders. This Code defines COOPI's vision, mission and values and sets out the international principles and protocols that the Organisation upholds (such as the Universal Declaration of Human Rights, the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women). It also states COOPI's general and operating principles, those governing relationships with third parties (such as, for example, donors, partners, suppliers and press) and those to be referred to in the event that any conflict of interest should arise.

## Values

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

COOPI'S FIGURES	2015	2014	2013
No. countries	<b>24</b>	24	23
No. international projects	<b>179</b>	150	160
No. beneficiaries	<b>2,218,309</b>	2,370,457	2,582,208
No. child sponsorship programmes	<b>27</b>	27	28
No. child sponsorship beneficiaries	<b>2,491</b>	2,712	2,709
No. international operators	<b>98</b>	125	110
No. local operators	<b>3,000</b>	3,800	3,800
No. personnel in Italy	<b>62</b>	59	64
No. volunteers in Italy	<b>405</b>	635	400
No. Italian regional offices and local groups	<b>9</b>	11	9



COOPI's Code of Ethics is available on the website [www.coopi.org](http://www.coopi.org)

# COOPI and Italian International Cooperation

*COOPI's history runs parallel to the development of Italian international cooperation.*

In the early '60s, a young Jesuit, Vincenzo Barbieri, was sent by his superiors to study Theology in Lyon with a view to a future posting as a missionary in Chad. In France, he encountered a cultural environment that was much more lively and open than that of provincial Italy in the years preceding Vatican Council II, and he came into contact with international secular movements that had been engaged in voluntary work in developing countries for years. In 1962, Barbieri forwent his



1965

**ITALY**

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



1966

**ITALY**

The Organisation 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 Organisation to set-up their first humanitarian aid project.



2002

**DEMOCRATIC REPUBLIC 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 Organisation inaugurated the inter-cultural approach that would be adopted by the State in order to promote indigenous health and justice.

missionary posting and, instead, returned to Milan with the intention of founding the “Cooperazione Internazionale” organisation in Italy. The term was therefore first used to identify the secular element of missionary work, which can be independent of the religious element. As a newly ordained priest, Father Barbieri decided to dedicate his life to the training and organisation of volunteers wishing to travel to countries in the South of the world. Therefore, together with a secular group, he rented two houses in Milan intended to house such volunteers. This was the start of a fifty-year journey during which COOPI and Italian international cooperation, with their many and various voices, would grow and evolve together.



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 children associated with armed groups.



1999

**FORMER-YUGOSLAVIA**

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



2010

**CENTRAL AFRICAN REPUBLIC**

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

**ITALY**

COOPI celebrates 50 years. In occasion of this important anniversary COOPI presents its 2015-2020 Strategy and it publishes the first report focused on social accountability.

# Governance and Organisation

*2010 was a pivotal point for COOPI with its transformation from an Association into a Participatory Foundation.*

In terms of the evolution of the Organisation's governance, this decision testified to the level of maturity that it had reached, bringing greater stability, strengthening COOPI's solidity in the eyes of its donors and permitting greater involvement by the South of the World in the Organisation's decision-making processes and activities in the field.

This legal form, which makes it possible for non-profit bodies (as well as individuals) to join the Organisation, addresses various needs which were, by then, of primary importance:

- **to group** together operations with comparable missions but which operate in very different contexts, from both a social and regulatory perspective;
- **to keep** the functions of direction, fundraising, management monitoring and legal representation centralised;
- **to guarantee** the Organisation's public and private donors

continuity with regard to its aims and the allocation of funds, an even more pressing need which it had not been possible to meet as an Association;

- **to define** a limited number of members responsible for the Foundation's mandate (Founding Members) and, at the same time, to permit broadening of its membership base (through the role of Participating Members).

**Today, COOPI is a Participatory Foundation with 70 Founding Members and 17 Participating Members.**

*"The Foundation has the aim of contributing to a harmonious and integrated development of the communities with which it cooperates in the knowledge that through contact and cooperation between peoples it is possible to achieve the ideals of equality and justice for a better global balance." (Statute, Art. 2.01)*



## The Foundation's principal bodies

### Board of Founders

This is the Foundation's highest decision-making body. Its most important prerogatives include the definition of the general guidelines governing the Foundation's activities, the evaluation of the results achieved, the approval of the budget and final balance sheets, the approval of statutory amendments and the appointment and removal of various other bodies of the Foundation. The Board of Founders met once during the course of 2015.

### Board of Directors

The Board manages the Foundation and has wide-ranging powers of both ordinary and extraordinary administration. In particular, it:

- presents and explains budget and final balance sheet proposals to the Board of Founders;
- rules on the acceptance of inheritances, bequests and donations and on the purchase and sale of property;
- proposes any potential statutory amendments to the Board of Founders;
- approves any internal regulations and verifies their implementation;
- where required, appoints a treasurer and defines his/her duties;
- where necessary and at the request of the Board of Founders, appoints a Director and defines his/her duties and salary.

It may delegate its own powers of ordinary administration to the President and/or one or more of the Board Members or the Director if one has been appointed.

The Board of Directors met 10 times during the course of 2015.

### President and Vice President

The President is the Foundation's legal representative. He/she convenes the Board of Founders, the Board of Members and the Board of Directors and is responsible for carrying out acts deliberated upon by the Boards and for relations with institutions, companies and private and public bodies, ensuring the establishment of collaborative relationships and the support of initiatives.

The Vice President substitutes the President in the event of absence or impediment and performs the functions delegated to him/her by the latter within the Foundation.

### Board of Auditors

This is the body that monitors the Foundation's financial and accounting activities. The Board of Auditors met 3 times during the course of 2015.

No member of the Organisation's governing bodies receives any remuneration for the position held or the activities conducted in relation to the position.

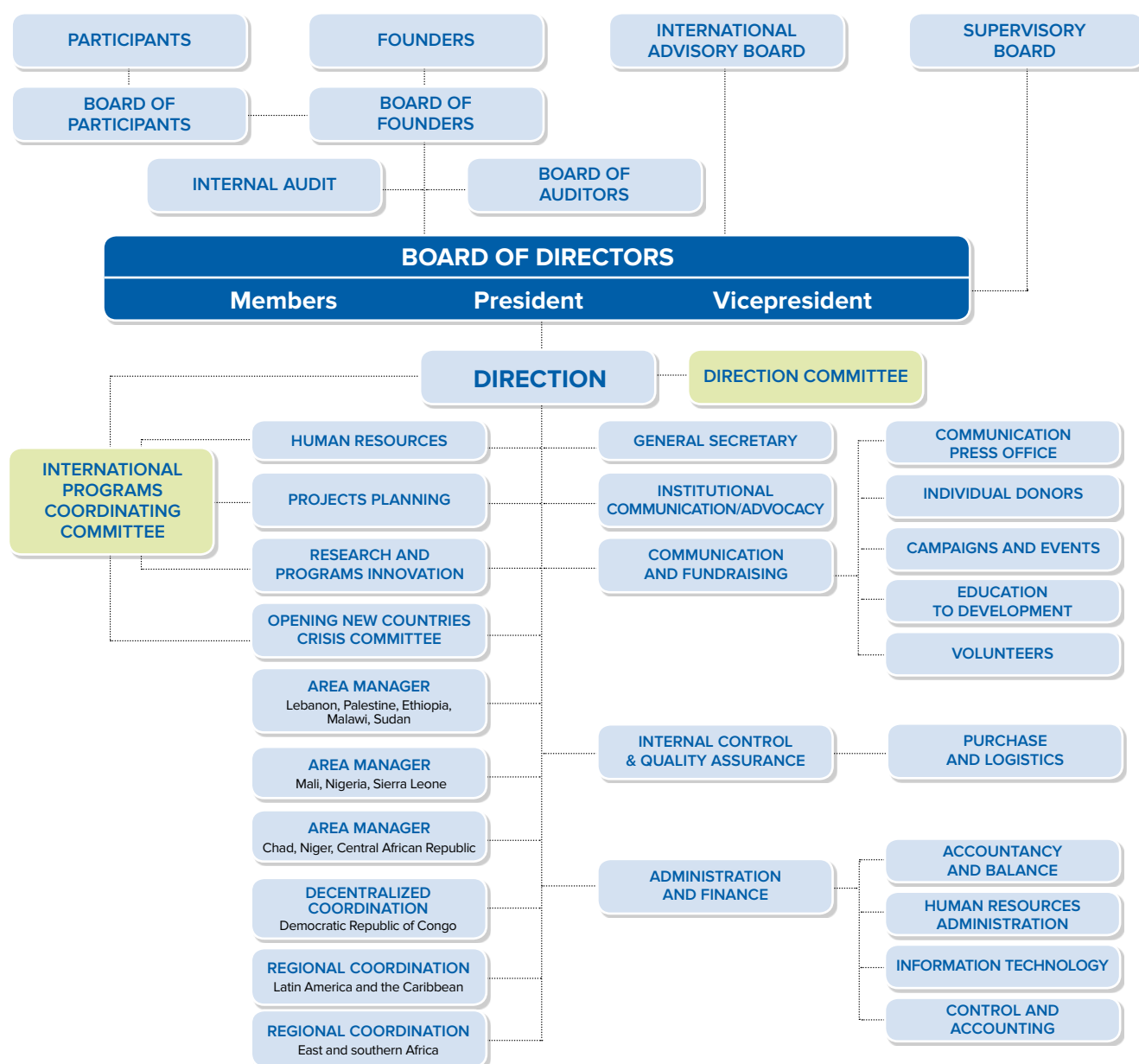


The *résumés* of COOPI's President Deputy Chairman, Members of the Board of Directors, Managing Director and Heads of COOPI's various Departments can be viewed on the website [www.coopi.org](http://www.coopi.org)

*In the last 10 years, COOPI has made some important changes, some of which at organisational level.*

For effective management of the Organisation, an organisational model was defined and implemented which follows the relevant guidelines provided by Italian Legislative Decree 231. A clear organisational structure was then defined which includes, among other things: an organisation chart, the different functions and roles within the operating structure, the Organisation's processes and activities, and eighteen internal procedures. The Organisation also now has an independent Supervisory Body which monitors the adequacy of its organisational procedures and which met 10 times during the course of 2015.

In addition, COOPI revised its organisation chart with the creation of new departments and review of the attributes and working methods of existing ones in order to effect the gradual decentralisation of its managerial and operational activities and to ensure efficient direction, support and monitoring of its overall operation by Headquarters. The process of gradual decentralisation of activities has resulted in the creation of a Decentralised Regional Coordination in Nairobi, a Decentralised Coordination in the Democratic Republic of Congo, and the appointment of three Area Managers for Western Africa, Eastern Africa, Central Africa and Latin America and the Caribbean.



# Personnel

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

From Father Vincenzo Barbieri's letter of 8<sup>th</sup> March 2007

COOPI is a non-governmental organisation composed of 62 Headquarters personnel members, 98 expatriate operators and some 3,000 local operators. In addition, there are 214 people who have occasionally collaborated with COOPI on specific fundraising campaigns.

**The sharing of the Organisation's mission and values and the motivation and competence of its people are central to all COOPI's recruitment, training, management and human resource evaluation activities.**

Each year, COOPI receives tens of thousands of *résumés* and hires hundreds of operators and technical consultants to collaborate on the implementation of its projects all over the world. The recruitment process is based on transparency and meritocracy criteria.

COOPI promotes a variety of training initiatives for its employees and co-workers and, in 2015, it provided 265 days of training, 150 of which were on-the-job. One of COOPI's most important training activities is its training programme for expatriate operators (both new ones and those who have already worked with the Organisation). This programme focuses on orientating workers in terms of their roles and responsibilities, the Organisation's procedures, the tools currently used and relations with support offices. It also provides practical case work exercises to train them on using the tools. For the protection of all its HQ personnel, COOPI follows good practices relating to occupational health and safety and requests that personnel going abroad follow the guidelines provided in the “expatriates guide” (guida dell'espatriato) as well as those in the “Health Guide” (Guida Sanitaria) compiled by COOPI and adopted by all organisations belonging to the Link 2007 cooperation network that refer to SISCOS (provider of assistance services to NGOs operating in the international cooperation field).

## The team in figures

- > 58 HQ personnel members  
(44 women and 14 men), 13 of whom are part-time
- > 4 collaborators  
(3 women and 1 man)
- > 98 expatriate operators
- > 3,000 (approx.) local operators



To find out more, please see the infographics published on [www.coopi.org](http://www.coopi.org)



PHOTO: MANUEL SIMONCELLI | PARAGUAY

# Policies

*COOPI draws up policies on issues that are key to its work and on which it has fifty years of consolidated field work experience.*



The policy documents clarify the Organisation's position on the issues dealt with, starting with definition of the international theoretical reference framework within which COOPI's working approach has developed and upon which it is founded.

## COOPI's policies have a two-fold objective:

- **they assist the Organisation** in examining issues central to its own programmes and in sharing and agreeing a working approach;
- **they explain and raise awareness** of COOPI's institutional position on the various topics dealt with. These policies therefore complete COOPI's values and vision, described in the Vision and Mission documents, and explore in greater depth the working methods and strategy used in the programmes created by the Organisation.

Furthermore, each policy document is accompanied by a guidelines document which translates the theory of programme

management into practice and helps operators to apply the literature to real-life situations and make operations sustainable and effective.

## In 2015, COOPI drew up its policy on protection.

The term "protection" refers to the group of operations undertaken in order to ensure full and equal respect for the rights of all people in conditions of equality, regardless of their age, gender, religion, ethnic or social origin or other, even during periods of conflict, humanitarian crisis, displacement, war and/or natural disaster. Protection is, first and foremost, an objective that requires full and equal respect for the rights of all individuals, without discrimination, and encompasses the full range of rights, including civil, political, economic, social and cultural rights (not least the rights to education and health). Protection is also a legal responsibility which humanitarian operators and human rights defenders must promote, even, and above all, when States and other authorities cannot or do not wish to fulfill their protection obligations. Finally, protection is an activity, because actions must be taken in order to ensure the safeguarding of rights. Protection activities can be divided into responsive (to prevent or stop violations of rights), remedial (to remedy rights violations, including through the justice system and compensation or reparations to violation survivors) and environmentally transformative (to promote respect for rights and the rule of law).

## COOPI's policies

- **FOOD SECURITY**
- **ENVIRONMENT AND DISASTER RISK REDUCTION**
- **CHILDHOOD**
- **GENDER**
- **PROTECTION**

**COOPI's Nutritional Security Policy will be published during the course of 2016.**



To find out more about COOPI and Protection, please read the chapter on "COOPI's Commitment to Protection" on page 26 and download the full policy text from the website [www.cooi.org](http://www.cooi.org)

# Project Cycle Management within COOPI's Approach

*The strategic planning, design, implementation and evaluation of COOPI's projects are the result of an organic approach in which the Organisation's Headquarters work in synergy with the local communities.*

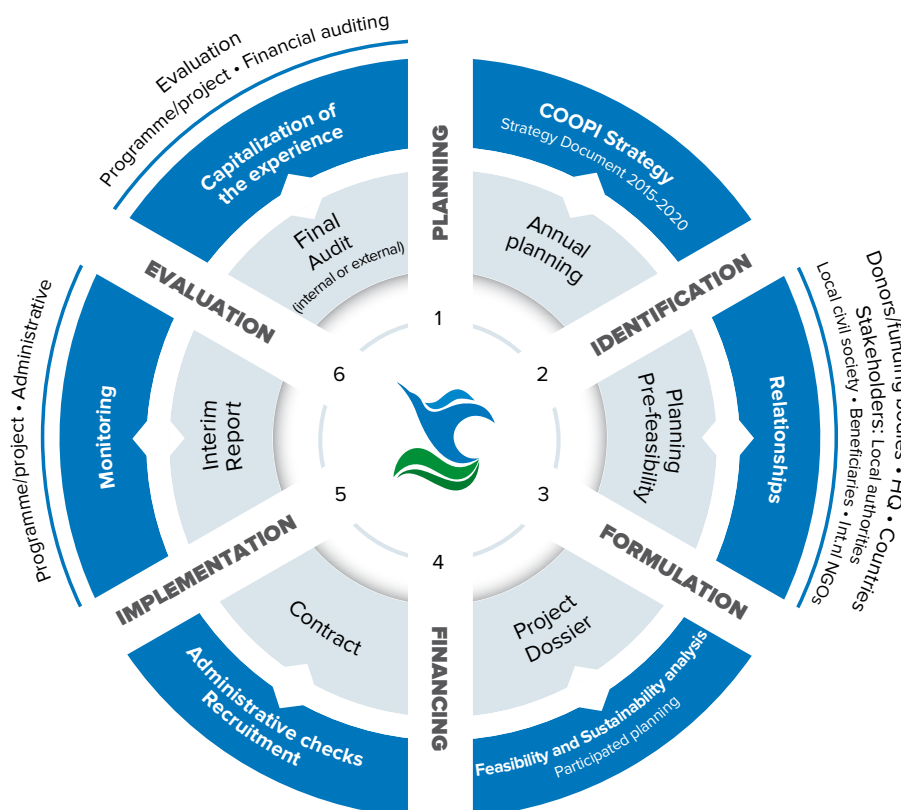
For this reason, it was decided to illustrate COOPI's Project Cycle Management, highlighting precisely how each of the values enshrined in the Charter of Values is applied in practice.

Solidarity and transparency are the cornerstones of the Organisation's decision-making process, which begins with the drafting of COOPI's strategy document and ends with yearly planning for the countries in which it operates. COOPI's projects are inspired by the belief that nothing must be "top down" but, rather, collectively defined through full and neutral participation by all players involved in the process, an approach designed to ensure sustainable planning that responds to the real priorities, respects diversity and combats all forms of discrimination.

Investment in people is central to the Organisation's work, from its Headquarters to its local employees, in order to improve the quality of its operations while taking full responsibility at every stage and level of the process as a whole.

COOPI always carries out its activities through involvement of both the population and the local authorities to whom COOPI wishes to transfer knowledge and innovative tools designed to improve living conditions.

The following diagram illustrates the Organisation's entire project management cycle, differentiating the activities carried out in the field where the projects are implemented (in the centre, in grey) from those carried out at Headquarters (on the outside, in blue).



# An Organisation that Operates in Networks

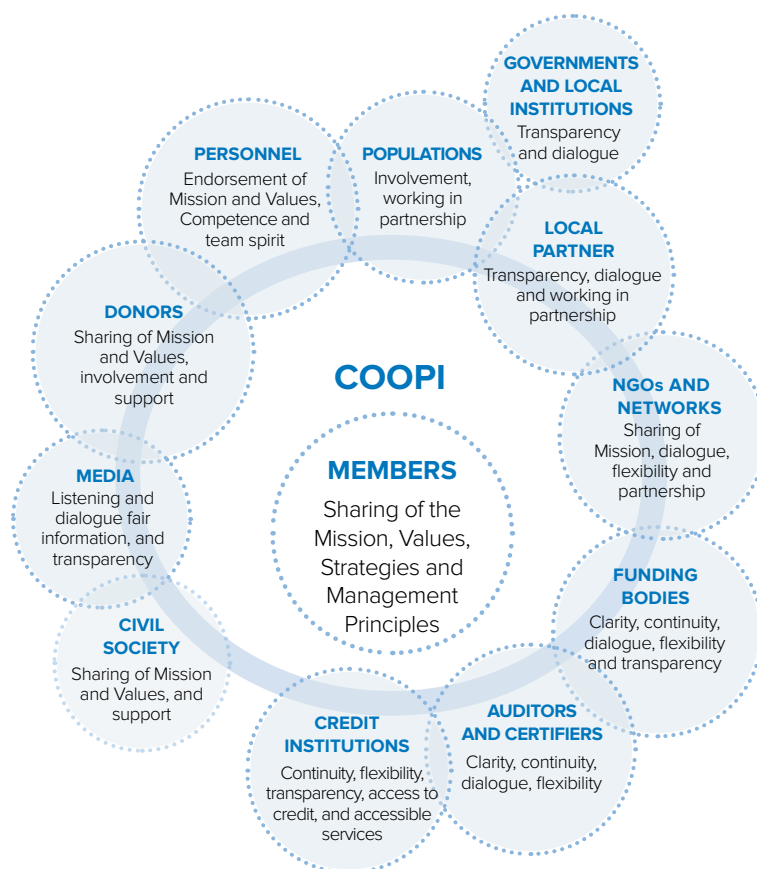
*It is in the nature of NGOs like COOPI to operate within networks, working in partnership and supporting and being supported by multiple subjects in contexts that are often far-removed from one another, geographically, culturally and economically.*

This characteristic makes COOPI increasingly an enabler or facilitator, which:

- **helps to bring together social needs - often extreme - and useful resources**, thanks to its in-depth knowledge of the contexts where it operates and also to its good reputation earned over many years of field work;
- **promotes the local economies and empowerment of the populations of the South of the world**, thanks to its ability to bring out the best energies of the communities where it operates through open participatory processes inspired by the principles of democracy, equality and support for those who are most vulnerable;
- **enhances the impact of field operations**, thanks to its ability to improve and coordinate collaboration with local partners, other NGOs and institutions, both local and international;

- **feeds a virtuous circle of trust with institutional and individual donors**, by adopting transparent procedures modelled on best management practices for fair and effective use of the funds placed at its disposal;
- **promotes cultural change also in the Northern Hemisphere**, through continual documentation, organisation of and participation in initiatives on this subject, media communications, and educational activities in schools and many other venues.

The following 'map' seeks to highlight the Organisation's principal stakeholders in order to give a visual idea of the highly complex system of partners and interactions involved on a daily basis (while recognising that no graphic representation can fully express the richness of the relationships within the Organisation and between it and its external stakeholders).



## COOPI and its donors: a challenging journey towards a shared objective

*Donors are a key type of stakeholder with whom the Organisation holds a continual and transparent dialogue with a view to constructive exchange and continuing improvement of field operations. It was with these objectives in mind that COOPI invited the intensive auditing process that it underwent in 2015 by some of international cooperation's leading funding bodies: ECHO, USAID and UNICEF. Funding bodies are, in fact, under immense pressure today from public opinion and the media to prove that the way in which funds are spent is not only appropriate to and coherent with the context of interventions but it is also transparent and managed according to procedures that guarantee fair competition and therefore the best possible cost-quality-benefit ratio. In order to do this, they use audits, in other words monitoring of management by an external body or company which conducts a series of inspections in order to certify compliance with the donor's procedures and with the contractual regulations, and the correctness of the NGO's operations.*

*The result can only be the fruit of meticulous planning and preparation, and the entire Organisation must be structured and accustomed to working appropriately in all countries and situations whose operational difficulties, availability of human resources or safety introduce particular characteristics and obstacles that must be continually assessed and dealt with. Nevertheless, in-depth knowledge of each donor's regulations is crucial and cannot simply be delegated solely to the project manager who must, instead, be trained, guided and supported in his/her operating decisions within the complexity of each situation.*

*COOPI's Quality Control Department plays a leading role in this area. Indeed, as well as supervising and supporting both the Departments within Headquarters and the overseas offices during audits by funding bodies, Quality Control performs spot checks on a selection of completed or ongoing projects, on the organisational methods of its overseas sites, on the compliance and effectiveness of internal procedures together with periodic updating, and on the effectiveness of the so-called level one inspection methods used by each other Department.*

*During the course of 2015, the Quality Control Department supervised the three-yearly audit entrusted to the company KPMG by DG ECHO, the European Union Department responsible for funding humanitarian operations, which involved inspection of COOPI's internal organisational and procedural system and of a selection of 11 projects worth a total of over 26 million euros. The outcome was very positive, with no dispute of any cost accounted for. Checks were also carried out on three overseas sites and a selection of ten or so ongoing projects.*



The principal donors to which the Organisation owes a deep debt of gratitude are listed in the paragraph on **“COOPI's Resources”**.

COOPI's network also includes some independent organisations created to support COOPI's activities and work systematically in partnership with the Organisation.

### AMERICAN FRIENDS OF COOPI

At the beginning of 2016, COOPI promoted the creation of a fund in the US entitled "American Friends of COOPI" which would enable American supporters and partners to make donations to COOPI while benefitting from the tax deductions currently used in the United States. The creation of this type of fund is designed to facilitate fundraising in the US for European and African beneficiaries, and is promoted by the King Baodouin Foundation of Belgium ([www.kbfus.org](http://www.kbfus.org)). COOPI intends to make good use of this bond of solidarity and closeness that Italy has always had with the United States by channelling the energy and generosity of the American public to help millions of people living in the countries in which COOPI operates. In the knowledge that global problems require collaborative responses and that the building of innovative

partnerships is the best way to achieve a real impact, COOPI is seeking the support of private foundations, companies and citizens in the US. American Friends of COOPI communicates principally through the website [www.cooopi.us](http://www.cooopi.us), conceived and created especially for the Organisation's American supporters.

### COOPI SUISSE

This is the result of the initiative and motivation of certain people resident in Ticino, Switzerland, who have encountered and worked in partnership with COOPI in Italy. COOPI Suisse works independently in Switzerland, conducting awareness-raising campaigns and fundraising to support COOPI's projects in the South of the world through interaction with supporters, activists and civil society. It also maintains institutional relationships with the principal international cooperation players in Switzerland. COOPI Suisse has sections dedicated to activities in Switzerland, communications and fundraising, and management of projects implemented by field sites in collaboration with local partners and institutional donors. [www.suisse.cooopi.org](http://www.suisse.cooopi.org).

## *COOPI considers networking fundamental to providing a response to humanitarian crises and to successfully building pathways to sustainable development.*

Over the years, the Organisation has consolidated complex relationships with international and local partners with a view to:

- **improving** its abilities as an advocate for the needs identified on the ground, in partnership with local players (government bodies and civil society organisations), international organisations, universities and research centres and existing networks;
- **successfully** carrying out integrated and high-quality operations by combining COOPI's expertise with other knowledge, be it scientific, technical or local;

- **promoting** sharing of experience, scientific research and drawing on experiences in particular issues and sectors;
- **ensuring** the effectiveness and impact of the actions undertaken.

COOPI belongs to various Italian and international networks, within which it plays an active role (below is a list of the major ones). Most notably, for 2015, at international level, COOPI participated in the Global Food Security Cluster and in SAFE (Safe Access to Fuel and Energy).



The **Global Food Security Cluster** was conceived to coordinate the response to humanitarian crises relating to food security, with the aim of rendering it increasingly effective. It is composed of 46 organisations operating in the sector and is guided by the Food and Agricultural Organisation (FAO) and the World Food Programme (WFP).

To find out more, please visit [www.foodsecuritycluster.net](http://www.foodsecuritycluster.net)

**SAFE** is a consortium of key partners working to meet the energy needs of crisis-affected populations around the world. SAFE's mission is to facilitate a more coordinated, ti-

mely and effective response, while its vision is for the energy needs (for cooking, lighting and other essential uses) of all populations affected by crisis situations to be met safely and sustainably, without risk to their health, wellbeing or personal safety. It is composed of 16 organisations as well as individuals active in the sector and is guided by the World Food Programme (WFP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the Women's Refugee Commission (WRC) and the Food and Agricultural Organisation (FAO).

To find out more, please visit [www.safefuelandenergy.org](http://www.safefuelandenergy.org)

## COOPI's Partnership with Universities and Research Centres

### Cooperation & Development Network

[www-3.unipv.it/cdn](http://www-3.unipv.it/cdn)

### CRED - Centre for Research on the Epidemiology of Disasters

[cred.be](http://cred.be)

### IRD - Institut de Recherche pour le Développement (French Research Institute for Development)

[ird.fr](http://ird.fr)

### Università Statale Milano (University of Milan)

[gender.unimi.it](http://gender.unimi.it)

## COOPI's International Involvement

### DPI (Department of Public Information), United Nations

[outreach.un.org](http://outreach.un.org)

### ECOSOC (UN Economic and Social Council)

[un.org](http://un.org)

### Global Food Security Cluster

[foodsecuritycluster.net](http://foodsecuritycluster.net)

### United Nations Global Compact

[unglobalcompact.org](http://unglobalcompact.org)

## Other Organisations to which COOPI Belongs

### AGIRE (Italian Agency for Emergency Response)

[agire.it](http://agire.it)

### CoLOMBA Cooperazione Lombardia (Lombardy Cooperation)

[onglombardia.org](http://onglombardia.org)

### Comitato Italiano per la Sovranità Alimentare (Italian Committee for Food Sovereignty)

[cisaonline.org](http://cisaonline.org)

### CONCORD Italia

[concorditalia.org](http://concorditalia.org)

### Forum SAD (Permanent forum for child sponsorship programmes)

[forumsad.it](http://forumsad.it)

### GCAP (Italian Coalition Against Poverty)

[gcap.it](http://gcap.it)

### Link 2007\*

[link2007.org](http://link2007.org)

### Osservatorio Italiano sull'Azione Globale contro l'AIDS (Italian Observatory on Global Action against AIDS)

[osservatorioaids.it](http://osservatorioaids.it)

### Platform of Italian NGOs in the Middle East and Mediterranean

### Mosaico

[mosaico.org](http://mosaico.org)

### SISCOS

[siscos.org](http://siscos.org)

### VITA Editorial Committee

[vita.it](http://vita.it)

\* Through Link 2007, COOPI is a member of the Forum Permanente del Terzo Settore (Italian Permanent Forum of the Third Sector) and is participating in the Italian campaign "Sulla Fame non si specula" (Stop Gambling on Hunger) against food speculation.

# COOPI's Hallmark

## Together We Can Make the World a Better Place. COOPI's Strategy 2015-2020.

*In 2014, COOPI decided to make a leap in quality in its strategic reflection on the Organisation's development.*






Taking thoughtful analysis of the context and the planned objectives defined in previous years as a starting point, COOPI began a rich internal participatory process that led to the approval, in 2015, of the 2015-2020 Strategy for the Organisation's development, whose very title, "Together we can make the world a better place", confirms and breathes new life into the mission and approach that have always been COOPI's hallmark. Below is a summary of the key steps involved in this process.

COOPI mainly operates in contexts characterised by extreme poverty and high fragility of various kinds, due either to environmental or socio-political factors. This is the case for areas such as the Horn of Africa and Sub-Saharan Africa,

particularly in countries such as Somalia, Ethiopia, Chad and the Democratic Republic of Congo. The Organisation has been operating in these countries for many years and has developed a deep knowledge of the areas together with the ability to effectively involve the local communities and a high level of credibility with institutions and donors. **The regional nature of humanitarian crises has become increasingly evident in recent years. For this reason, over the next five years, COOPI will be defining priority action areas no longer on a local scale.** Sahel, Central Africa, the Horn of Africa, the Middle East and Latin America and the Caribbean are the primary regions in which the Organisation will be focusing its efforts in the field.



*COOPI's activities - multi-sectoral by conviction and tradition - will be concentrated primarily on five very often coexisting sectors, with varying priority and intensity even within an individual project:*

Sector	Aim
 <b>FOOD SECURITY</b>	To ensure food security and reduce populations' vulnerability to crises.
 <b>NUTRITION</b>	To ensure nutritional security and combat child malnutrition.
 <b>PROTECTION</b>	To guarantee access to and exercise of rights under fair, safe and dignified conditions.
 <b>WATER AND SANITATION</b>	To promote access to safe water and a more aware use of environmental resources.
 <b>ENVIRONMENT AND DISASTER RISK REDUCTION</b>	To reduce the risk of disasters by promoting integrated risk and crisis management.

These are also the five sectors in which COOPI has developed greatest expertise, thanks to 50 years of field work. Innovation and drawing on experience are two key variables in the Organisation's development strategy, together with an ever-increasing ability to build partnerships with the various players in the world of international cooperation.

Over the next five years, COOPI will be increasingly promoting the testing and diffusion of innovative technologies in order to meet the needs in the field by multiplying the impact of operations (please see the paragraph on "Innovating to Multiply the Impact"), particularly in complex contexts. The Organisation will be consolidating its commitment to drawing from experience by continuing publication of its Sectoral Policies (please see the relevant paragraph), by boosting the sharing of practices adopted in the field and the establishment of quality standards (thanks to creation of and easy access to manuals and technical documentation) and by continuing to build on the important network of experts who gravitate in COOPI's orbit (the Organisation's internal experts and also the academics and experts with whom COOPI works consistently).

Consolidation of COOPI's ability to form and operate in partnerships will constitute another key element in further increasing the Organisation's effectiveness in the field. In this regard, COOPI will be focusing on strengthening its skills and technical assistance to local NGOs in order to promote the transfer of knowledge and to increase their ability to form networks with other NGOs at regional level.

**COOPI's approach to responding to humanitarian crises places individuals at the centre of its actions, paying particular attention to areas of vulnerability.**

This is achieved, in part, by identifying the needs and skills present in the context, through direct involvement of the communities struck by the crisis, and by applying the principles and operating methods defined by the Organisation's Environment and Disaster Risk Reduction Policy. For the next five years, COOPI's principal objective with regard to responding to humanitarian crises will be to further strengthen its skills in terms of analysing the context, monitoring the development of the situation and step-by-step adjustment of the intensity and methods of its operations.

COOPI's relationships with its many and various stakeholders are another key element of the effectiveness of its operations. Over the next five years, in addition to constantly building and maintaining good working relationships in the field and actively participating in international and sectoral networks, COOPI will be pouring its energy into boosting the development of structured communications activities, using various methods and tools to address the general public as well as, primarily, institutional players, donors and partners, both public and private and in both the Italian and international arenas.

In order to operate effectively in the rapidly evolving international cooperation world, COOPI must also continually adapt its structure and transform its organisational culture without, however, leaving by the wayside the long and valuable experience it has accumulated. In recent years, COOPI has changed its legal form and statute and has begun a decentralisation process. Thanks to it, the Headquarters is increasingly conducting direction, coordination and monitoring activities while local offices are enhancing managerial autonomy.

The definition of the 2015-2020 Strategy was also an opportunity for COOPI to give an initial direction to some reflection in recent years on the role that the Organisation could play and the activities it could implement within Italy. Indeed, this country is not immune to poverty and fragility which are, in fact, on the rise and affecting broadening categories of the population. Over the next five years, COOPI, on the strength of 50 years of experience gained in its countries of operation, will be developing an initial programme of activities for Italy with the primary goal of reducing the vulnerability of the weakest social groups. Through preliminary analysis of the contextual needs and of its own competencies, COOPI has identified several lines of intervention within an offering of social services, assistance to foreign citizens and development of activities befitting of a social enterprise.

Involvement of people and sharing of COOPI's mission through support of the Organisation's activities play a key role - concrete and, at the same time, identity-giving - in fuelling COOPI's action. For these reasons, COOPI will be running an awareness-raising and fundraising programme every year aimed at the general public. In the coming years, this branch of activities will be confirmed and consolidated through several specific strategic decisions that will optimise the Organisation's investments, widen its donor base and boost the response to mobilisation appeals, and increase

the stability of its fundraising. COOPI's fundraising activities will also be expanded and increasingly targeted, in particular through the development and implementation of an action plan aimed specifically at private foundations (please see the relevant paragraph).

COOPI has long been committed to responsible, transparent management of resources, listening to and taking into consideration the opinions of its various stakeholders and accountability for its work internally, to the communities in which it operates, to those who fund the Organisation's activities and to all the other stakeholders who, in a variety of ways, gravitate in COOPI's orbit. The Organisation will strongly maintain this commitment in the years to come through the development and continual refinement of accountability tools and methods highly valued and widely shared at national and international level, as well as in specific ways such as transparency towards and involvement of the communities right from the earliest stages of a field operation. The latter is a key form of accountability given that, in addition to providing COOPI with a better understanding of a context and its needs, it aids in eliciting reports and complaints and identifying any wrong-doing, only by being aware of which will it be possible to respond appropriately.

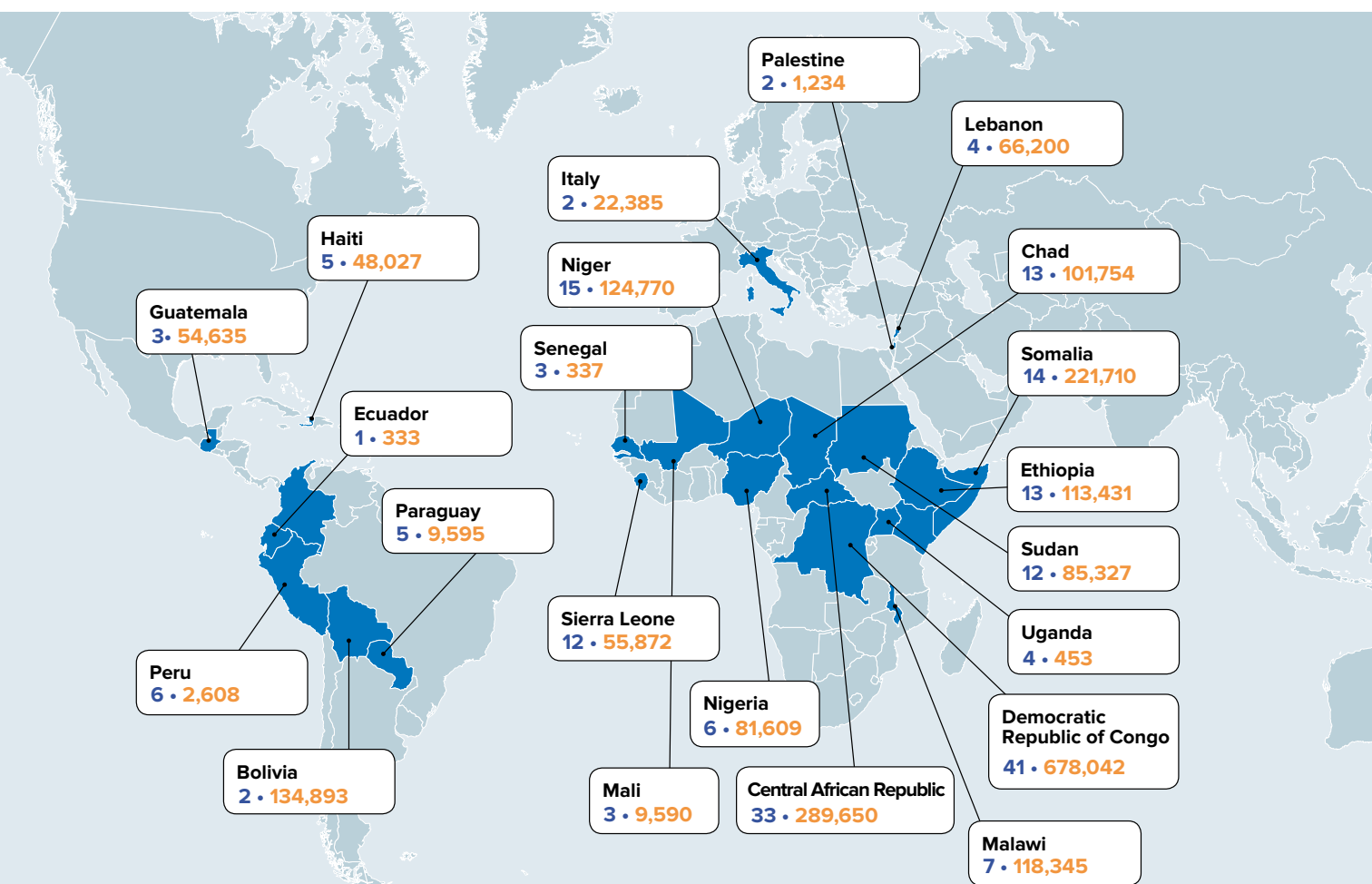
Internal communication and information sharing is another area in which accountability plays a key role in the growth of an organisation and one to which COOPI will, therefore, be committed in the coming years, most notably in order to consolidate tools developed in the recent past for ensuring consistent briefing and debriefing mechanisms, identifying critical issues and periodically evaluating personnel, thus enabling the Organisation to adhere, in the future, to quality certifications of its internal management processes.



To view the full version of COOPI's 2015-2020 Strategy, "Together we can make the world a better place", in full, please visit COOPI's website at [www.coopi.org](http://www.coopi.org)

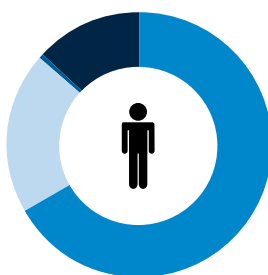
# Results in the Field

In 2015, COOPI was present in **24 countries** worldwide, including Africa, the Middle East, Latin America and the Caribbean. In 22 of these countries, it ran 207 projects, mainly relating to emergency relief and development. In two countries (Kenya and Colombia), COOPI maintained active relationships with stakeholders of various levels without conducting any humanitarian activities. In total, COOPI's work reached nearly 2.3 million beneficiaries.



## Type of intervention

- Emergency 138
- Development 41
- Education to development 1
- Child Sponsorship Program 27



## Legend:

- Number of projects
- Number of direct beneficiaries

# Main Operating Sectors in 2015



## PROTECTION

- 700 children associated with armed groups reintegrated with their families
- Medical and psycho-social support for 20,000 children
- Identification of more than 800 foster families
- Support for more than 3,000 victims of Gender Based Violence
- Support for 200,000 displaced people
- Secured access to safe water for 38,500 people
- Provisional shelters for 1,350 families



## FOOD SECURITY

- 400,000 people in emergency contexts fed through food distribution and 35,000 through cash transfer
- 8,500 tons of food distributed
- 2,300 tons of seeds provided to 17,000 farmers
- More than 5,000 farmers trained
- 3 production chains developed (peanuts, sesame, cashew)
- 250 livestock distributed
- 8,000 animals vaccinated



## NUTRITION

- Nutritional support for 100,000 children, 11,000 pregnant women and nursing mothers, 2,800 HIV+ people with Severe Acute Malnutrition
- Training for more than 1,000 health officers
- More than 250 Nutritional Units created



To find out more about single projects, please visit the website at [www.coopi.org](http://www.coopi.org)



## DISASTER RISK REDUCTION

- 520,000 people benefitted from increased activities reinforcing capacity of Disaster Risk Reduction
- 48 Municipalities trained and reinforced
- 156 civil protection brigades trained and now active
- 72 emergency plans prepared
- 118 emergency simulations carried out (contingency/evacuation plans)
- 10 new tools developed (early warning systems, map servers, risk analysis)



## ENERGY & ENVIRONMENT

- 887 families improved their access to energy
- 293 families able to reduce their consumption of carbon and wood by 60%
- 14 new technologies implemented
- 8,000 women trained to use ecologically improved stoves



## WATER AND SANITATION

- Provided safe access to potable water for 80,000 people
- Provided safe access to toilet facilities for more than 6,000 people
- 70,000 people reached through awareness campaign
- 32 water distribution systems built or repaired



## EDUCATION

- Facilitated the access to primary education for more than 80,000 children
- Basic literacy for 750 young people aged 15-24
- Improved access to education for more than 17,000 refugees, mainly children and young people
- Vocational training for 525 young people
- Launched 5 new vocational training programs involving more than 110 employers
- Specific training for 500 teachers
- 7 schools building rehabilitated
- 300 classrooms equipped with scholastic materials

# COOPI's Commitment to Protection

COOPI is active on all fronts of Protection, by running programmes specifically designed to ensure full respect for the rights of all people under conditions of equality, regardless of their age, gender, religion and ethnic, social or other origin and also by integrating protection activities into its humanitarian and development actions. COOPI is aware of the importance of keeping protection at the centre of its programmes, and operates in various ways to ensure respect for human rights and to promote access to quality services for everyone, even during periods of conflict, humanitarian crisis, displacement, war and/or natural disaster, always placing the individual at the centre of its humanitarian response. For example, COOPI has developed a methodology based on the provision of mental health and psycho-social services which identifies individual action plans based on the requirements and resources of each person in order to improve the individual's wellbeing and reactivate his/her resilience processes. COOPI believes that each action must be appropriate to the needs but also to the skills and resources of

the individual so that, at the end of the pathway, he/she may regain and take back control of his/her own life. In particular, COOPI deals with specific groups such as children and adolescents associated with armed forces or groups and people who have suffered gender based violence.

In order to successfully implement protection programmes, it is crucial to involve all parties affected, including vulnerable populations, local communities and national authorities. COOPI places the community at the centre of each intervention. The community is viewed as the beneficiary of the operation but also as the driving force for change in improving its own living conditions and increasing local resilience. COOPI's approach also aims to increase the awareness and skills of those groups that are most vulnerable and discriminated-against and usually excluded from political involvement, thus enabling them to tackle the socio-political problems that need to be addressed in their country.

## A multi-sectoral response to the Central African Republic crisis

*Since 2012, the year in which a humanitarian crisis began in the CAR, COOPI has been supporting a multi-sectoral response focused on the supply of basic services to the population affected by the armed conflict. A search and identification system for victims of the Lord's Resistance Army (LRA) has been developed, permitting recognition of 409 people who have since been supported through psychological services and a socio-economic reintegration pathway. At the same time, almost 5,000 people (45% of whom being refugees and displaced people) took part into food security activities and approximately 17,000 were reached by awareness-raising. The principles of protection were successfully integrated at all stages of the humanitarian programme run by COOPI. Furthermore, assessment of the needs, required for the planning of the programme, was based on analysis of the specific needs of vulnerable groups, with particular attention to children and adolescents. The food security operations were implemented according to the principles of dignity and equal access to food distributions, taking into account the presence and characteristics of vulnerable groups so that everyone was able to benefit from the operations without discrimination. Monitoring of the programme also took into consideration information on sex and age when assessing the impact of the action on the different population groups. Finally, the success of this multi-sectoral programme during an emergency was ensured through immediate integration of protection elements and through observance of the principles of protection during the planning, implementation and evaluation stages*



To find out more about COOPI and protection, please see the 2015 results by sector in this chapter and download the Protection Policy from the website [www.cooopi.org](http://www.cooopi.org)

# Continuity in Innovation

The world of international cooperation is evolving rapidly. One of the most significant developments concerns the role of local NGOs and South-South cooperation; indeed, local organisations today are highly professional and, in many cases, the projects' donors and operators come from countries in the South of the world. This is the significant result of many

*COOPI, one of the NGOs most committed to staying in tune with its changing sector, wishes to and must respond quickly to these changes by evolving also in terms of its governance and organisational models in order to remain effective and continue to increase the impact in the field of its own actions and those of its partners and donors.*

Due to these factors, together with an internal process of growth and maturity by the Organisation, COOPI has undergone profound transformation over time. Indeed, in the last decade, COOPI has changed its legal form, statute and organisational structure, mapped out a new strategy for its development, commenced new activities, and structured and consolidated activities previously conducted in a discontinuous way, while continuing to conduct the activities it has main-

years of effort on various sides to promote development and empowerment in those countries and, at the same time, a decisive challenge to the international cooperation sector to evolve its own operation models in a South of the world which is increasingly knowledgeable and independent in its operating methods.

tained for decades in some of the most difficult corners of the globe with competence and commitment. The following paragraphs seek to give an idea of the "COOPI approach" through three "challenges" encountered by the Organisation that reached a turning point in 2015: the opening of a Decentralised Regional Coordination, the start-up of projects in which innovation plays a prominent role, and the structuring of accreditation with foundations.



# Organisational Culture in Motion

*Since 2008, decentralisation has been identified as a key element in COOPI's process of change.*

The "action NGO" is evolving from an organisation with a prevalently operational role, both in the South of the world and at Headquarters, into one gradually becoming more focused on the activities of direction, coordination and monitoring. Conversely, managerial autonomy is growing among local offices and operators. In 2009, COOPI's first steps towards effective decentralization were essentially on the field, with the opening of offices in Nairobi (for Kenya, Somalia and Uganda) and Quito (for Ecuador, Peru, Guatemala, Bolivia, Paraguay, Colombia and Haiti), and were followed, from 2010 to 2014, by a series of changes at central level for more effective direction and monitoring of international activities.

**The decentralisation process is, first and foremost, a process of cultural change within the Organisation.** It is a gradual yet profound transformation that also affects people's

day-to-day work; a transformation that cannot be viewed and carried out in an undifferentiated way in all contexts but must, while taking the general principle into account, be designed and implemented in different ways and over varying time periods in different parts of the world. Zooming out, it is a large-scale strategic design and, zooming in, it can be seen to be a meticulous and gradual succession of small and large steps leading progressively to radical change not only in COOPI's organisational structure but also in the role and activities of each individual; a change that requires enthusiasm, a desire to innovate and be innovated, flexibility and a spirit of service to others. In May 2015, COOPI embarked on a new stage of this journey, with an operational goal: to define the possible organisation and start-up of Decentralised Regional Coordination (for Latin America and the Caribbean, East and Southern Africa, and West Africa).

## Decentralisation into Latin America and the Caribbean

COOPI has had a presence in Latin America since 1967. Over the years, its role in the region (like that of international cooperation in general) has changed profoundly. Indeed, today's international NGOs play a key role above all in responding to humanitarian crises and subsequently following through during the rehabilitation processes while, as far as more traditional operations in the economic and social development sector are concerned, the role of international NGOs is increasingly oriented towards technical assistance to local bodies (institutional and non-government/civil society organisations). COOPI has succeeded in maintaining and modernising an integral and integrated approach of sustainable development in the field through programmes of disaster risk reduction (DRR), food security, protection and safeguarding of the rights of vulnerable groups, and good governance. Today, COOPI's work in Latin America and the Caribbean is based on the ability to offer technical support, perform capacity building and transfer knowledge, thus not only meeting specific needs but also transferring skills and working as part of a system.

The types of operation required of NGOs in this context make it necessary for local organisational units, too, to evolve. Today, COOPI has a presence in Guatemala, Haiti, Colombia, Ecuador, Peru, Bolivia and Paraguay. In five of these countries, the Organisation has active programmes while, in the other two (Ecuador and Colombia), despite having no active projects, it was decided to preserve a continual presence in order to maintain and develop local relationships and to be able to react more quickly in the event of a crisis. The presence of COOPI in this area is now less immediately operational and requires considerable investment, but has a strategic function. The presence of a decentralised regional coordination centre initially met with suspicion in the region for fear that it would use up precious resources. During the course of 2015, the head of the fledgling Decentralised Regional Coordination visited all the countries in which COOPI is present, explaining the logic and strategic importance of the project to each one, and the process will proceed in 2016 with organisation of the first meeting between the area's country coordinators with the aim of agreeing a possible organisational model for regional decentralisation in Latin America and the Caribbean.

# Innovating to Multiply the Impact

*COOPI's work is oriented towards identifying and promoting increasingly effective and efficient solutions for combatting poverty and developing growth opportunities for the populations it supports.*

In recent years, COOPI has found itself faced with new challenges, linked, for example, to unprecedented humanitarian emergency situations due to widespread conflicts, famines and large-scale natural disasters. In such contexts, operational forms

consolidated over the years have been found to be insufficiently effective, and it has become increasingly evident that a good humanitarian response must be based on careful analysis of various factors given little consideration in the past.

*In the field of international cooperation, genuine and long-term development can only be fostered through very timely operations based on knowledge and deep understanding of the people involved and the local area in which they live, with the proposal of innovative and sustainable solutions.*

In fact, there is a great deal of enthusiasm in those countries for trying out new methods that could pave the way for new opportunities. Never before have so many international players recognised this tide, together with the need to innovate their own operating methods. COOPI is a leader among these organisations.

Over the last year, COOPI has continued to analyse its way of working, developing tools to enable it to act more quickly in coming to the aid of the various populations, particularly during emergencies, on issues such as nutrition, food security, protection and disaster risk reduction. COOPI can now interact more promptly and clearly with people in difficulty, systematically identifying their primary needs and proposing various operational models in line with the best experience available. Furthermore, the Organisation is capable of providing expert technical support in the field which, on one hand, harmonises and ensures the quality of its operations and, on the other, draws on the good that has been done and shares it with other humanitarian operators.

Finally, COOPI has promoted particularly innovative operations aimed at developing new tools for all those working in the field of humanitarian assistance. On the strength of an established partnership with the Politecnico di Milano (Milan Polytechnic University) and with the support of the European Commission, COOPI has proposed new solutions to improve food use and access to energy by refugees and displaced people as part of the "Sustainable Energy Technologies for Food Utilization (SET4food)" project - [www.set4food.org](http://www.set4food.org). This project has produced a simple computer system for identifying the most appropriate practices for cooking, storing food, producing energy, pumping water and making it drinkable in any settlement of refugees and displaced people. With the

support of detailed guidelines and specific training materials, humanitarian operators, public authorities and even ordinary volunteers, wherever they may be, can benefit from timely technical support that is free and always available. The project has, in addition, tested various innovative solutions in Haiti, Lebanon, the Central African Republic and Somalia, such as locally-manufactured refrigerators, more efficient cooking stoves and electrical power systems using only renewable sources. The data collected is interesting and promising, and confirms that the quality of COOPI's operations can be further improved, making a significant difference to millions of people in difficulty.



PHOTO: IL MAESTRO E MARGHERITA | MALAWI

# Planning in Partnership with Foundations

*In an international arena in search of a new, multi-stakeholder approach to global challenges, foundations have assumed a brand-new role of great importance not only in providing private resources and co-funding of projects but also in contributing competently and with comparative skill at all stages of NGOs' project management cycle.*



PHOTO: ROBERTO ORLANDO | ETHIOPIA

For a foundation, especially a recently established one with a limited budget (compared to that of institutional investors), NGOs are, at times, regarded with certain reservations as they speak an excessively technical language, manage very large and expensive projects, act as intermediaries between the foundation's desire to give and the "final beneficiaries" at times represented by small local organisations or missionaries, and do not talk simply or concretely about the results they achieve, particularly in terms of impact. Furthermore, larger NGOs with more extensive international experience are often equally prejudiced against private foundations as these offer very limited funding compared to institutional donors while expecting an almost identical level of management and reporting, do not understand the complexity and time scales of work "in the field", and make unpredictable and rather irrational partners. Actually, an international NGO like COOPI has formidable assets to bring to its dialogue with foundations. It has a long-standing presence in complex and unstable contexts where it has gained significant experience, demonstrating skills of extraordinary flexibility and resilience, and is skilled in detailed analysis and integrated response. For a national Foundation

which has solid roots in the local area but is also aware of the need to analyse global problems in their entirety and complexity, entering into a partnership with an NGO like COOPI offers the advantage of having a completely trustworthy partner in the field with extensive experience and a global outlook, thus enabling the foundation to find the right balance between its limited budget and the desire to maximise its impact.

COOPI has been active in this area for about five years, working in partnership with various foundations including Fondazione Cariplo, Fondazione Marcegaglia and Fondazione Rita Levi Montalcini. The road to building a partnership is not straightforward, however; in fact, it can often be long and arduous. In December 2015, COOPI appointed a Foundation Partnership Manager tasked with finding and developing win-win partnership opportunities, working patiently to move beyond the mutual and legitimate starting points and arrive at new partnership solutions. This move was part of a decision to invest still further in this branch of development, which the Organisation considers strategic, aware that only a truly integrated and multi-stakeholder approach can, in this day and age, continue to improve the way in which the international community seeks to resolve global challenges.

## Partnership with Fondazione Rita Levi Montalcini

Since 2014, COOPI has been working in partnership with Fondazione Rita Levi Montalcini on the “Diamo nuova energia all’Etiopia” (“Let’s bring new energy to Ethiopia”) project. The project is part of a wider energy facilities programme funded by the European Union and benefits from the operational specificity of the Fondazione Rita Levi Montalcini. Its objective is to train twenty women to start up a domestic energy-saving stove business. By combining innovation and tradition, the project will immediately increase sustainability, both environmental (lower fuel consumption and pollution and reduced deforestation) and economic (savings by using less raw materials for cooking), as well as improving nutritional quality through preparation of foods using the stoves. The women selected for the project will not only be employed in the manufacture of the stoves but will also participate in a parallel series of empowerment activities for women such as, for example, training on administrative management of the cooperative that they will set up in order to market their products.



PHOTO: ALESSANDRO GANDOLFI/PARALLELOZERO | ETHIOPIA

# COOPI Communicates

*COOPI has risen to the challenge of the new, digital era.*

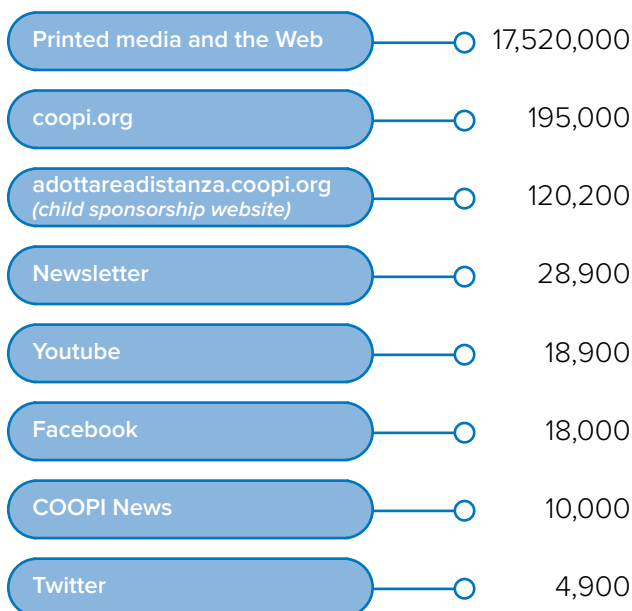
Millions of people every day get their information via the Web, apps and social networks. If past generations came to value COOPI by listening to the stories of operators returning from their missions, future generations will do the same if they encounter this same genuineness and passion via their smartphones, tablets and computers.

**Today, COOPI's "readers" do not want to receive information passively but by interacting and building a relationship.** For this reason, in 2015, the Organisation worked on a new website, [coopi.org](http://coopi.org), capable of redefining its relationship with supporters and institutional donors with a focus on transparency. It has new graphics, more multimedia content, greater interactivity and a new content organisation system that follows an innovative path, with the spotlight on

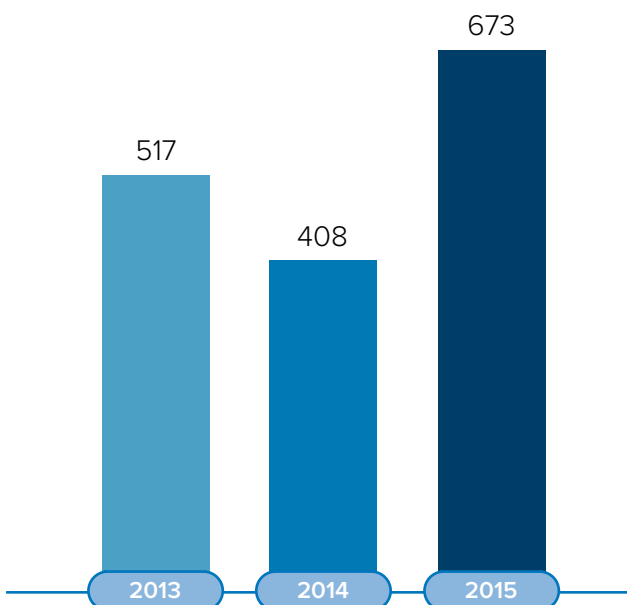
news from the countries in which the activities are carried out. The way in which the stories are told is also changing; indeed, professional photographs are now joined by videos made by COOPI's operators, pictures taken using mobile phones and articles featuring the stories of the people involved.

The main objectives of COOPI's communications, both in Italy and worldwide, are to keep its donors and partners up-to-date on its projects and the methods used to implement them and to talk to an ever-growing number of people, making them aware of COOPI's activities so that they feel involved and choose to support them. As well as via the Web, COOPI communicates through the magazine COOPI News and through numerous printed media publications and television broadcasts which enable it to make the general public aware of the international cooperation world and its projects.

## Number of COOPI Followers in 2015



## Press Reviews





In April 2015, the photojournalist **Alessandro Gandolfi** was on a mission in Sierra Leone to document the task of accompanying the population towards socio-economic recovery from the Ebola epidemic, **providing a service to the cashew sector development project funded by the European Union, the Fondazione Cariplo, Milan City Council and the Lombardy Region of Italy.**



In December 2015, **Raffaella**, a COOPI donor and winner of the **“Conosci il bambino che sostieni”** (Get to Know the Child You Sponsor) competition for sponsors, **travelled to Ethiopia with the photojournalist Lorenzo dell’Uva** to tell a donor’s story of the joy of accompanying a child and his/her community on a journey of growth.



**Giada Connestari** won a Picture of the Year 2015 Award of Excellence with her photograph, **“An indigenous Christian marriage”**, taken during her mission to Paraguay, in the Chaco region, to bear witness to COOPI’s project in support of the resilience of the indigenous peoples.

## Celebrating 50 Years of COOPI

**On April 15<sup>th</sup> 2015, COOPI celebrated its 50<sup>th</sup> birthday, a milestone in the NGO’s history marked by a variety of initiatives and highly symbolic events.**

On COOPI’s birthday, the international conference entitled *“CHANGE – una cooperazione che cambia per un mondo in mutamento”* (CHANGE - a cooperation that evolves for a changing world), was held in Milan. The event was a reflection on the changes that the development cooperation is undergoing. It involved the scientific and political worlds and civil society representatives, and touched on issues such as the millennium goals, the need to operate in partnership with a variety of subjects and the effectiveness of its assistance.

On September 19<sup>th</sup> and 20<sup>th</sup>, COOPI literally opened its doors to the public for the *“Cascina Aperta”* (Open Farmhouse) initiative, a reliving of COOPI’s first 50 years of history. The historic Cascina Boldinasco farmhouse in Milan, where the NGO was born and which still houses its offices, offered the public and COOPI’s many friends opportunities for in-depth examination, debates, photographic images, children’s games, fair-trade markets, music and a theatrical performance dedicated to the life of its founder, Father Vincenzo Barbieri.

COOPI’s 50<sup>th</sup> birthday was also an opportunity to launch *“Ho solo seguito il vento”* (I Just Went Where the Wind Blew), the biography of Father Vincenzo Barbieri written by Claudio Ceravolo and Luciano Scalettari which retraces COOPI’s history through the life story of its charismatic founder.

The element on which COOPI wished to shine the spotlight on its 50<sup>th</sup> birthday can be summed up in one word: people. The first volunteers who sparked COOPI’s creation, Father Barbieri himself who directed it for years, all those who have benefitted from COOPI’s actions, the donors who have placed their trust in the NGO, and those who have worked to bring its plans to fruition. All these people, together, have made COOPI the solid and effective NGO it is today.

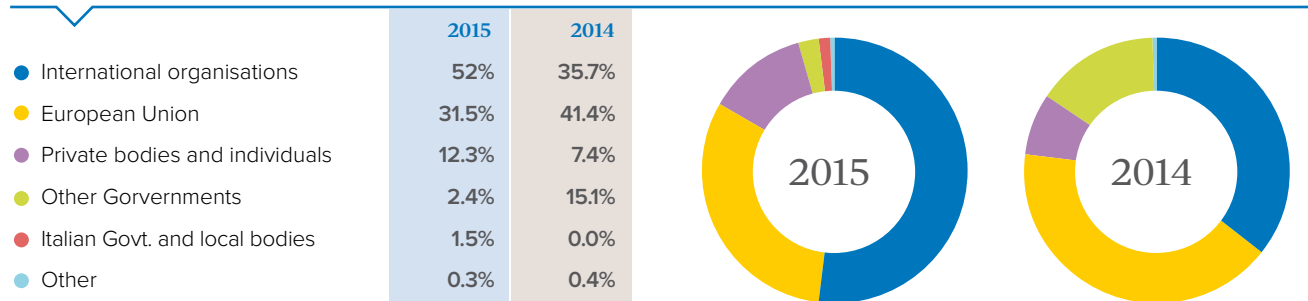
2015 also saw the completion of the journey of definition of COOPI’s new Strategy 2015-2020, *“Miglioriamo il mondo, insieme”* (Together we can make the world a better place), and publication of the Organisation’s first Annual Report, important additions to its ever-expanding planning and accounting skill set.

# COOPI's Resources

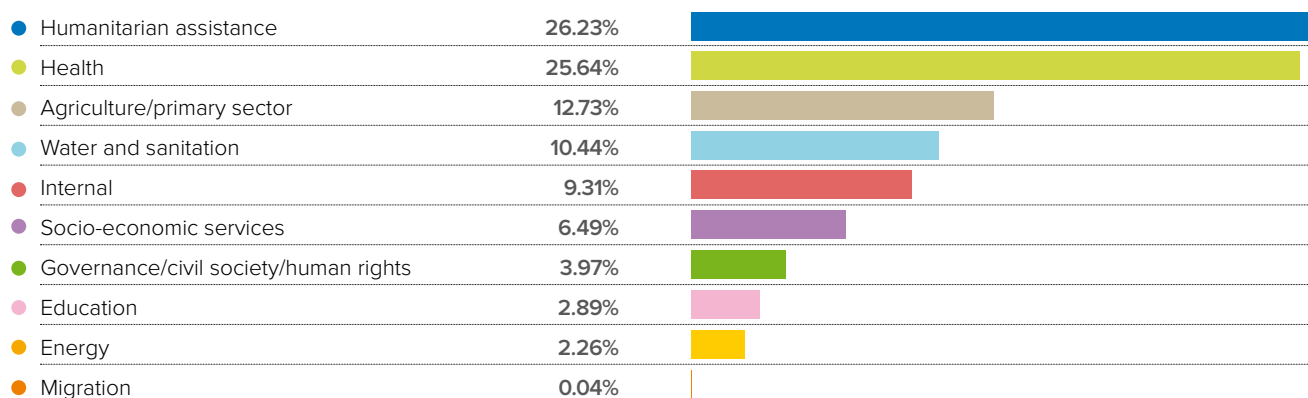
## Financial Report

BALANCE SHEETS (In Euros)	2015	2014
<b>ASSETS</b>		
Net fixed assets	885,678	1,045,431
Receivables from donors	2,920,642	3,131,845
Receivables from others	1,221,715	1,182,071
Liquidity	5,797,064	4,169,853
Accrued assets	-	-
Deferred assets	10,597,584	14,942,635
<b>TOTAL ASSETS</b>	<b>21,422,683</b>	<b>24,471,835</b>
<b>LIABILITIES</b>		
Common provision	70,000	70,000
Other free provisions	560,735	427,108
Profit for the year	6,225	2,191
<b>TOTAL NET ASSETS</b>	<b>636,960</b>	<b>499,299</b>
Provisions for risks and charges	72,721	72,721
Severance payment provision	358,313	323,079
Payables to banks	2,199,766	1,418,485
Other short-term payables	2,951,412	3,161,707
Accrued liabilities	212,721	194,495
Deferred liabilities	14,990,790	18,802,049
<b>TOTAL LIABILITIES</b>	<b>21,422,683</b>	<b>24,471,835</b>
<b>PROFIT AND LOSS ACCOUNT (In Euros)</b>	<b>2015</b>	<b>2014</b>
<b>INCOME</b>		
Projects income	34,901,229	29,445,661
Annual fees	7,600	7,600
Donations	1,192,699	879,655
Refunds and various incomes	39,748	59,991
Financial incomes	436,345	295,027
<b>TOTAL</b>	<b>36,577,622</b>	<b>30,687,935</b>
<b>EXPENSES</b>		
Expenses for projects	33,346,260	27,423,903
HQ personnel and collaborators	1,418,864	1,445,971
Institutional charges	783,397	716,488
Overheads	529,907	751,151
Financial charges	492,968	348,231
<b>TOTAL</b>	<b>36,571,396</b>	<b>30,685,744</b>
<b>BALANCE</b>	<b>6,225</b>	<b>2,191</b>

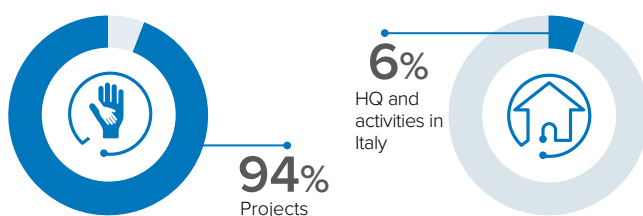
## Where the Funds come from



## Use of Funds by Operating Sector



## How the Funds are Utilised

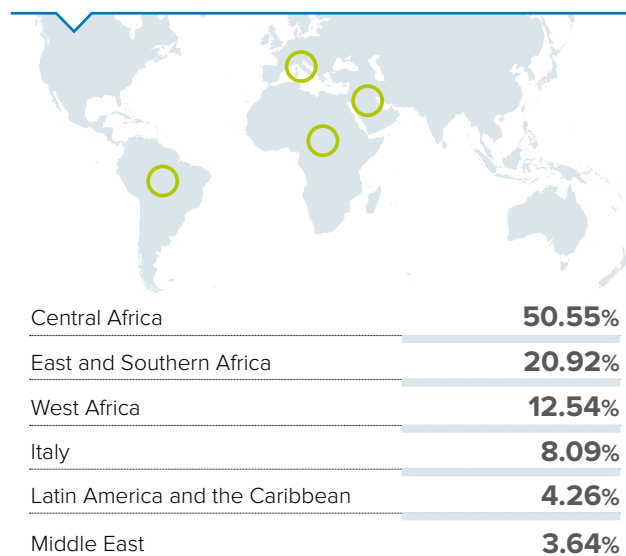


The balance sheets as at  
31st December 2015 were audited by  
the company PKF Italia SpA



The auditing company's report can be viewed  
on the website [www.coopi.org](http://www.coopi.org)

## Use of Funds by Geographical Area



# Balance Sheet Auditing Company's Report

## Report of Auditors to the Board of directors of the foundation COOPI - Cooperazione Internazionale

**1 |** We have audited the attached financial statements of Fondazione COOPI - Cooperazione Internazionale for the year ended December 31, 2015, consisting of the balance sheet, statements of the financial position for the year ended at that date, a summary of significant accounting principles and other explanatory notes.

**2 |** The Directors are responsible for the preparation of the financial statements that should give a true and fair representation in accordance with the Italian regulations governing the preparation criteria.

**3 |** It is our responsibility to express an opinion on these financial statements based on auditing. We conducted our audit in accordance with International Auditing Standards (ISA Italy) elaborated pursuant to art. 11, comma 3, of Legislative Decree No. 39/10. Such standards require complying with ethical requirements as well as planning and performing the audit to obtain reasonable assurance that the financial statements do not contain material misstatements. An audit involves performing procedures to acquire audit evidence about the amounts and disclosures included in the financial statements. The selected procedures depend on the auditor's opinion, including the assessment of risks of material misstatement in the financial statements due to fraud or to conduct or unintentional events. In making those risk assessments, the auditor considers internal control relevant to the preparation of the firm's financial statements that give a true and fair representation in order to define audit procedures appropriate to the circumstances, and not to express an opinion on the efficiency of the firm's internal control.

An audit also includes the evaluation of the appropriateness of accounting standards adopted and the reasonableness of accounting estimations made by management, as well as evaluating the presentation of the financial statements taken as a whole.

We believe we have acquired enough appropriate audit evidences on which founding our judgment.

**4 |** In our opinion, the financial statements of Fondazione COOPI - Cooperazione Internazionale as of and for the year ended 31 December, 2015 present truly and fairly the balance sheet and the financial position for year then ended, and are in accordance with the Italian regulations governing the preparation criteria.

Milan 23 June, 2016 - PKF Italia S.p.A

PKF Italia S.p.A.  
  
Fioranna Negri  
(Socio)

# COOPI's Donors

## Institutional Donors and International Organisations:

AICS (Italian Cooperation and Development Agency), AU-IBAR (African Union-Interafrican Bureau For Animal Resources), CHF International, Christian Aid, Cooperazione Svizzera, DFID (Department for International Development), ECHO, European Union, FAO (United Nations Food and Agriculture Organisation), French Embassy in CAR, French Embassy in Chad, International Criminal Court - The Hague, IOM (International Organisation for Migration), IRC (International Rescue Committee), OCHA (United Nations Office for the Coordination of Humanitarian Affairs), SIDA (Swedish International Development Cooperation Agency), UNDP, UNHCR, UNICEF, USAID, WFP (World Food Program), WHH (Welthungerhilfe), WHO (World Health Organisation) and World Vision International.

## Companies, Foundations and Private Bodies:

Caritas Svizzera, Cral Boehringer Ingelheim, CRAL DEUTSCHE BANK, Data-gest, Editrice Milano, Elgon Pidielle, Fondazione Cariplo, Fondazione Rita Levi Montalcini, Gestioni Armatoriali, Mediafriends, Nexive, Prysmian and RAI (Radiotelevisione Italiana).

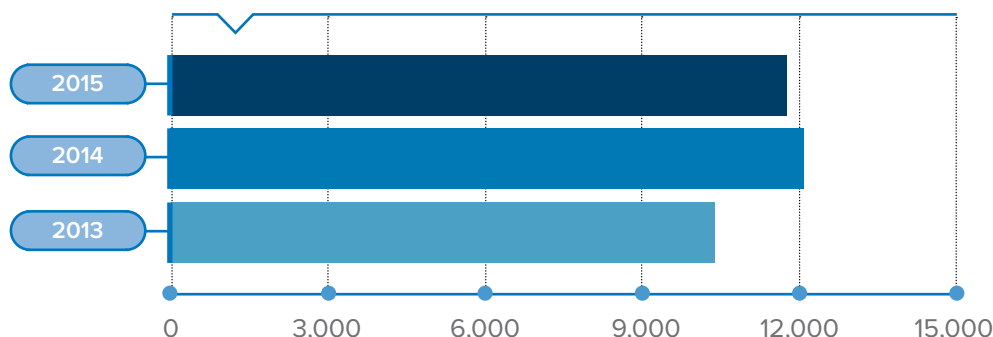
## Institutional funding

COOPI's activities have traditionally been overwhelmingly based upon "institutional" funding, sourced from public or private bodies whose mission is to select and sponsor international cooperation projects which they consider worthy. This choice is closely linked to the Organisation's *modus operandi* and is based principally on the implementation of structured projects whose aim is to encourage the communities affected by the projects to grow from within and to help them to become autonomous over time. These projects, as well as carrying out operations designed to deal with specific emergency situations, include an important element of fostering cultural change and generating ethical economies. Projects of this type require significant investment with returns that are only visible in the medium and long term and which are therefore at odds with the desire of many donors to see the results of their contribution in the short term. Institutional donors, such as, for example, the European Commission or UN Agencies, on the other hand, have a more "technical" approach to the issue and are more inclined to consider longer implementation times. However, bodies of this type require the organisations they fund to demonstrate the achieved results and changes in a very specific way, and COOPI therefore conducts significant accounting activities for these donors.

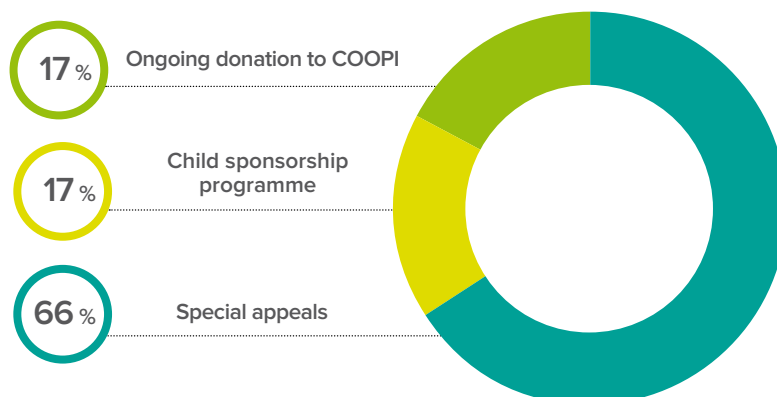
## Funding from private bodies

In Italy, where COOPI has its headquarters, fundraising activities are conducted aimed at people and companies. The results from 2015 are substantially in line with those of 2014 and confirm the central role played by certain campaigns.

### Donors in Italy



### What they choose



### Solidarity SMS Christmas campaign

Launch of the **#lasuasperanza** campaign to help 5,000 children suffering from severe malnutrition in Mali through timely medical treatments and prevention activities. The campaign was based on two important fundraising operations: **"SMS solidale"** (Solidarity SMS) and **"Carta, Nastri e Solidarietà"** (Christmas campaign).

### Child Sponsorship

Continuation of the **"La felicità è un dono"** (Happiness is a gift) campaign, providing a space for donors' testimonials, in order to promote Child Sponsorship.

### 5x1000 to COOPI

The **"Se non a lui a chi?"** (If not him then who?) campaign has been very active in promoting donation to COOPI through the "5x1000" initiative (Italian taxpayers can choose a charitable recipient of 0.005% of their taxation).

### Appeals to donors

Various appeals to which donors have responded: child protection in the Democratic Republic of Congo, cashew project in Sierra Leone, child malnutrition in Mali and support of orphaned children in Sierra Leone.

### SI PO' FA project

Launch of the **#uncuoreperlasieraleone** campaign for the "Si Po' Fa" project designed to support 1,200 farmers including 400 women in cashew production.



## SOLIDARITY SMS CAMPAIGN

**Thanks to the Solidarity SMS Campaign, 73,245 euros were raised between 11th and 24th January 2015.**

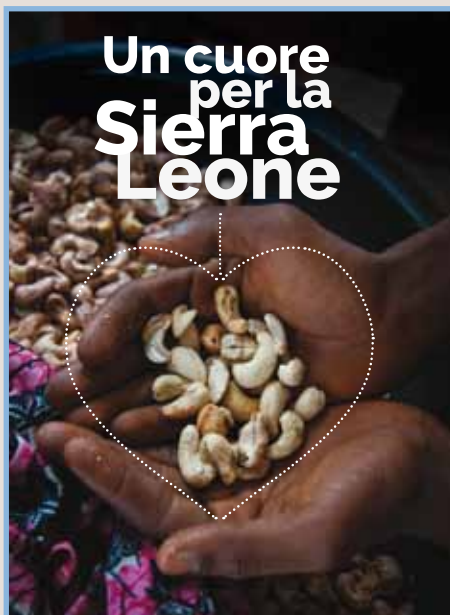
The campaign was promoted free of charge by Mediaset, Sky, La7, 28 digital and local networks, the Centostazioni circuit, 17 radio stations, 15 press publications and 45 internet sites. With the support of the telephone companies Tim, Vodafone, Wind, 3, PosteMobile, CoopVoce, Nòverca, Telecom Italia, Fastweb, TeleTu and TWT.

## CARTA NASTRI E SOLIDARIETÀ

The traditional Christmas gift wrapping initiative took place from 5th to 24th December in 79 cities in 16 regions of Italy.

With over 500 coordinators and volunteers, gifts were wrapped in 158 SEPHORA, IBS, LIBRACCIO, LA GARDENIA, EATALY, UBIK, TIGOTA, LIBRERIE COOP and LIMONI.

**260,630 euros were raised for the child malnutrition aid project in Mali.**



## #UNCUOREPERLASIERRALEONE

Numerous visibility events were held for this campaign implemented with the support of Fondazione Cariplo, Politecnico di Milano, Università Statale di Milano, Coop Lombardia and Elgon Cosmetics.

**Fundraising produced 60,000 euros to be used in fighting poverty through development of the cashew value chain in Sierra Leone.**

# COOPI in the world

## **BOLIVIA - REGIONAL COORDINATION LATIN AMERICA AND THE CARIBBEAN**

Pasaje Jáuregui #2248, Edificio Quipus,  
Piso 3, Zona Sopocachi, La Paz, Bolivia

## **CHAD**

Quartier Amrikebe, 5eme arrondissement,  
Rue 6240 N. 723 - BP 1900 Ndjamena

## **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 Granai II Ciudad  
de Guatemala

## **HAITI**

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

## **KENYA - REGIONAL COORDINATION EAST AND SOUTHERN AFRICA**

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

## **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**

Quartier Ortn, rue Or 30  
Niamey - Niger  
B.P. 11501

## **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, quartiere Sissongo, BP 1335  
Bangui

## **DEMOCRATIC REPUBLIC OF CONGO**

Avenue du Ring I, n. 78/bis  
Macampagne - 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),  
PO Box 33058,  
Kampala

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suisse@coopi.org  
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6900 Lugano  
T: 0041 91 966 3472

## **AMERICAN FRIENDS OF COOPI AT KING BAUDOUIN FOUNDATION UNITED STATES (KBFUS)**

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New York, NY 10020  
www.coopi.us

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38122 Trento

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049 657518  
via Citolo da Perugia, 35  
35137 Padova



## **COOPI HEADQUARTERS**

### **COOPI - COOPERAZIONE INTERNAZIONALE ONG Onlus**

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