



CO [OPERA] 2022

2° CONFERENZA NAZIONALE
DELLA COOPERAZIONE
ALLO SVILUPPO

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Coopera 2022

International Italian Cooperation
to create a system between local and global

Edited by Vincenzo Pira
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Introduction

Armadilla is a social cooperative that is primarily engaged in the field of international cooperation. It also carries out training and information activities on the topics of the 2030 Agenda, proposed by the United Nations for defending human rights and achieving the 17 goals for sustainable human development. The notebooks are a tool for disseminating information, critical analysis, and possible answers to the priority problems that are faced. The collection of all Notebooks, from 2015 till now, can be found at: <https://armadilla.coop/en/armadilla-notebooks/>.

In this Notebook, we report what was relevant in the 2nd National Development Cooperation Conference held in Rome on 23 and 24 June 2022.

Called every three years by the Minister of Foreign Affairs and International Cooperation (MAECI) to encourage the participation of citizens in defining development cooperation policies, it was co-organized by the Directorate General for Development Cooperation (DGCS) together with the Italian Agency for Development Cooperation (AICS) and the various actors operating in this sector: Third Sector and diasporas, international agencies, universities, businesses, local authorities. The Conference was opened by the inaugural address of the President of the Republic, Sergio Mattarella, followed by the opening greeting of the Vatican Secretary of State, Pietro Parolin, and the intervention of the Foreign Minister, Luigi Di Maio.



President Mattarella stated that “...We are living in a patent contradiction. The tremendous international crises, from the pandemic to the aggression of Ukraine by the Russian Federation, are dramatically reducing, if not eliminating, the resources that can be used to tackle the significant issues on whose solution the survival of humanity depends. Action for the goals of the United Nations 2030 Agenda is weakened. Scenarios are reopening that appeared to be definitively superseded or in the process of being surpassed. Therefore, the Italian international cooperation

policy is firmly anchored to the paradigm constituted by the United Nations 2030 Agenda and its 17 Sustainable Development Goals. The last of these goals calls all industrialized countries to a financial commitment of public aid to be allocated to development equal to at least 0.70% of the Gross National Income...”

The Vatican Secretary of State, **Pietro Parolin**, recalled the concept of development affirmed in Paul VI's encyclical *Populorum Progressio*: "Development is not limited to simple economic growth. Authentic Development must be integral, aiming at promoting every man and the whole man. As has rightly been pointed out by an eminent expert, we do not accept separating the economic from the human, development from the civilization where it fits. What matters to us is man, every man, every group of men, up to and including the whole of humanity ... Five key words proposed in the United Nations 2030 Agenda: **People, Peace, Planet, Prosperity, Partnership**, that is, five ways to progress towards a social and political order whose soul is a social charity and to initiate a dialogue within the horizon of universal brotherhood".

"Development cooperation policy is an integral part of Italian foreign policy and an indispensable tool for building and maintaining peace," said **Foreign Affairs Minister Luigi Di Maio**. "Cooperate - he added - is an important exercise of reflection and dialogue on development policies that enhances the contribution of all the players that contribute to the Italian Cooperation System: central administrations, regions, local authorities, universities, research institutes, organizations of the civil society and the private sector."

The Conference was divided into five panels focused on the "5 P" of the United Nations 2030 Agenda, with a particular focus, in the light of the present international situation, on the theme of peace, to which the first space was dedicated. It was attended by the Ministers responsible for the subject, other speakers of the Italian development cooperation system, top figures of some international organizations, and representatives of Italian and international civil society. The Conference was closed by the Deputy Minister of Foreign Affairs and International Cooperation, **Marina Sereni**, stating, «There is a need in the world for more cooperation and a request for greater leadership of the Italian system. The priorities are increasing resources for cooperation, gradually reaching the goal of 0.7% of Gdp over the next few years, a strong focus on Africa and the Mediterranean, strengthening governance, and common European action to be more effective. Also thanks to initiatives such as Team Europe, and, finally, to make citizens more aware of how cooperation contributes to peace and our security, through a strong communication action ».

A Conference that has had solid institutional recognition at the highest levels and active participation of the various actors operating in the field of cooperation for sustainable human development and which has taken on political and renewal commitments that must characterize the action in the coming years. With coherence, effectiveness, and real impact for a change that allows us to overcome the worrying crises that humanity is facing in this challenging moment.

1. Objectives and themes of Coopera 2022

Law no. 125/2014 governs Italy's sustainable development cooperation. It defines **specific aims and objectives**, determining the **subjects and methods that must achieve them**. Article 16 establishes that the "National Council, a permanent instrument of participation, consultation, and proposal, meets at least annually on the gathering of the Minister of Foreign Affairs and International Cooperation or the Deputy Minister of Development Cooperation. To express opinions on the relevant matters of development cooperation and, in particular, on the coherence of political choices, strategies, guidelines, programming, forms of intervention, effectiveness, and evaluation. **Every three years, the Minister of Foreign Affairs and International Cooperation convenes a national public conference to encourage the participation of citizens in defining development cooperation policies**". Coopera 2022 has set itself the goal of convening the representatives of all the entities that are part of the Italian system of international cooperation to reflect and discuss the issues that characterize this sector and contribute to assessing what has been achieved in recent years and updating the planning for the near future.

In presenting this event, Deputy Foreign Minister Marina Sereni reiterated the **strategic reference to the 2030 Agenda and the 5 P that characterize the 17 goals for sustainable human development proposed: People, Peace, Planet, Prosperity, and Partnership**. "With Coopera 2022, we want to bring institutions together. We want politics to speak with civil society organizations, businesses, the third sector, public opinion, and all interested citizens. We need to relaunch the instrument of cooperation, which today means a **commitment to peace, the opposite of war, because when we work together, we hardly ever shoot**. Without peace, we cannot develop, and we cannot deal with sustainability. The Covid-19 pandemic and the Russian aggression against Ukraine push away the proposed Sustainable Development Goals. However, we are here to relaunch the instrument of cooperation and commitment of Italy and Europe alongside our partners".

Fabio Cassese, director of the Directorate General for Development Cooperation (DGCS), underlined that: "**In Coopera 2022, we want to address issues related to people, focusing on human mobility and its sustainable management, on the protection of the planet and then on health as a public good**: after two years of the pandemic we must not forget it only for the arrival of another emergency".

Luca Maestriperi, director of the Agency for Cooperation (AICS), added, "**Participation will be the decisive horizon of Coopera 2022**", underlining the need to involve everyone with the **#Partecipaalcambiamento** hashtag. **The conference was designed to affect those who work in cooperation and those who want to get closer to this world and appreciate its content.** I

hope that through the communication campaign that starts today, it will be possible to reach even the social strata farthest from our issues, even if it is difficult to think of a distance from the problems of cooperation, which are those of the 2030 Agenda and sustainable development".

2. Speech by President Mattarella

The President of the Republic, Sergio Mattarella, gave the opening speech which we report in full:

"Mr. Secretary of State of the Holy Seat, Mr. Minister, Authorities, Ladies and Gentlemen, I am pleased to offer my greetings today to the Second National Conference of Development Cooperation. An appointment provided for by the law on the Italian Cooperation System to encourage the participation of our fellow citizens to define policies in this sector and to reflect on the activities carried out and on the prospects to be further developed.

Four years have passed since the first edition of this event. The context in which today's meeting has profoundly changed, marked by the economic and social consequences of the global health emergency that we have experienced and by solid geopolitical tensions. These crises add to the other instability factors, bringing particularly complex and often interrelated problems to the attention of the entire international community. **The pandemic has made it clear that there are no local solutions to global challenges such as health emergencies, climate change, extreme poverty, and food insecurity in an interconnected world. A reflection on our country's present and future strategies in the field of development cooperation must be aware of this.** In other words, the expectation that an initiative based on the destination to the most fragile countries only of the resources considered surplus by the economies of the more developed countries is not conclusive will allow them to overcome the challenges. **The international community must be able to assume shared objectives and, around them, promote the protection and affirmation of global assets. We have already mentioned them: life, health, climate, prosperity against poverty.** The results of the recent Italian presidency of the G20 can help us. In that context, we have paid particular attention to the development priorities of the African continent and aspects such as food security. A theme, the latter, remains dramatically topical, as evidenced by the chronicles of these months of the war. We live in a patent contradiction.

The tremendous international crises, from the pandemic to the aggression of Ukraine by the Russian Federation, are dramatically reducing, if not eliminating, the resources that can be used to tackle the significant issues on whose solution the survival of humanity depends. Action for the goals of the United Nations 2030 Agenda is weakened. Scenarios are reopening that appeared to be definitively outdated or in the process of being overcome. War generates severe effects: tensions are exacerbated, millions of women and children are

forced - apart from the victims - to leave their homes to seek refuge elsewhere, international collaboration on climate and environmental matters is made more complex, and imbalances are created unsustainable in the prices of some basic foodstuffs with destabilizing consequences for entire regions of the world, even close to us, such as the Mediterranean area and the African continent. **The crisis in the management of foreign debt is accentuating many countries.** This is the bitter fruit of a conflict unleashed by Moscow out of anachronistic ambitions for power, which requires a clear-cut, united, and united response to restore conditions of peace. Development cooperation policy has, among its noble aims, this too.

It is not only the natural projection of our constitutional values but a fundamental tool for building and preserving peace. The relationship between development and the affirmation of human rights is evident. And if it is equally clear that there can be no development with war, it is clear that without action - as seen in various parts of the world - there can be no stability and peace. **Therefore, the Italian international cooperation policy is firmly anchored to the paradigm constituted by the United Nations 2030 Agenda and its 17 Sustainable Development Goals.** The last of these goals calls all industrialized countries to a financial commitment of public aid to be allocated to development equal to at least 0.70 of the Gross National Income. The Republic's approach to major global issues is based on effective multilateralism, capable of developing timely, coordinated, and far-sighted responses at the international level. This conviction is rooted in the choice of financing the missions of the major international organizations, starting with the United Nations agencies. The European Union gives a contribution of primary importance. Our cooperation policies are conceived and implemented in such a way as to ensure full synergy with the initiatives promoted in this delicate area by the common institutions. The Union and its Member States are the most prominent donors of assistance, cooperation, and significant development player worldwide. The relevance of joint European action, capable of projecting itself into the five continents, must make us aware of our role, responsibilities, and potential. **Italy is sensitive to collective challenges that require a commitment that has deep roots in our country's cultural, social, and political fabric.**

A commitment stems from the strong spirit of solidarity that characterized the Italian Republic after the Second World War and gained further momentum in the 1960s. The vocation of our country to make our support and the fruits of our experience available to the people freeing themselves from colonialism was significant. Exponents of different political sensitivities and ideals were found around the need to organize and systematize the many initiatives that had taken shape in a great and, at times, fragmentary way. From volunteering came a push for the Pedini law, which allowed, in 1966, the exemption from military service for those who chose a period of civil service in developing countries. Law 1222 followed in 1972, which opened up to technical cooperation. In 1979, with Law 38, the Parliament gave birth to an organic discipline of cooperation with developing countries for the first time. **From the beginning, collaboration has been the collective heritage of our**

national community. The numerous volunteers present in a widespread manner in the most remote corners of the planet are a testimony to this, and sincere appreciation must be expressed to them. Another positive ground has been, and is, that of academic cooperation, an instrument capable of laying the foundations for a vast network of inter-university collaboration agreements capable of activating research networks. It is an essential aspect that allows us to strengthen the ability to know and weave an open and fruitful dialogue, opening up horizons rich in perspectives. The beneficial relationship with businesses and territories is another strength of the Italian development cooperation model.

It is a legacy consolidated in the 1960s and today represents a solid and diversified model, recognized and appreciated internationally.

From decentralized cooperation to territorial partnerships, our regions and cities have shared and continue to promote good development practices at the local level. We are still playing a fundamental role today if we consider that some of the United Nations Sustainable Development Goals would remain unattainable without the full involvement of local communities. In this plural reality, made up of central, regional, and local Administrations, Universities, expressions of civil society, and businesses, the reform that has governed Development Cooperation has been acknowledged since 2014. The Italian Cooperation Agency, under the supervision of the Minister of Foreign Affairs and International Cooperation, has the task of implementing cooperation policies. The Cassa Depositi e Prestiti was a development bank operating from both a bilateral and multilateral perspective. An integrated approach to stimulate those partnerships between public and private aimed at building a future of prosperity and progress while respecting sustainability. **Finally, allow me to reflect on Italy's foreign citizens' communities. Their contribution to knowledge in our countries is precious. The work of immigrants generates positive repercussions in the functioning of our production and welfare system and, at the same time, contributes to the development of the countries of origin. Just think that the remittances generated in the world to low- and middle-income countries amounted, in 2021 alone, to about 550 billion euros.** From these experiences also derives the success of entrepreneurial initiatives started by exponents of this diaspora in their respective countries of origin, further testimony of the value of the meeting.

Your Eminence, Minister, Authorities, Ladies, and Gentlemen, development cooperation, is defined by law as an integral and qualifying part of Italy's foreign policy, on a par with the cultural, political, economic, and financial defense policy. I am sure this National Conference will further strengthen its strategic value in building peace, stability, and progress horizons.”

3. Important positions expressed by some of the actors involved

In addition to that of the President of the Republic and the MAECI, in the two days of Coopera 2022, there were critical political interventions on the issues of international cooperation for sustainable human development. We summarize some that seem to us to express the positions shared by the participating entities and which deserve support from the decision-making entities so that they become deliberations and actions for a repeatedly hoped-for positive change.

The Ministry of Economy and Finance plays a fundamental role in international cooperation policies. It is the largest Italian provider of public development aid (ODA), with disbursements equal to 1.9 billion euros which correspond to 48.8% of the total. In particular, the MEF disbursements include the portion of the Italian contribution to the European Union budget for development cooperation interventions and grants to international development banks and funds. Then the intervention of Minister Daniele Franco reaffirmed the commitment to the constant increase of Italian resources up to the achievement of 0.7% of the Gross National Income (GNI) as promised several times. The minister said that "development aid and economic growth are not in opposition but are strengthened. The various crises and conflicts need a greater commitment from the international community, which must act coordinated". The experience in protracted humanitarian crises combines hospitality to refugees and attention to host communities. It allows us to better deal with new situations, such as Ukraine's conflict. Particular attention must be given to the world food crisis, pandemic prevention, and climate change as priority themes of international cooperation for sustainable development.

The Ministry of the Interior plays an essential role in the APS system. Proof of this is that in the financial planning for the next three years, this body manages a total of Euro 1,563,318,323.00 each year (while the MAECI manages Euro 1,112,131,910.00 for 2022). The item "refugees in the donor country" is a specific item of expenditure within the official reporting on cooperation funds, an item that has been residual for many years and has recently acquired a significant weight (further increased with the Ukraine crisis), profoundly distorting the data on public aid for development in the developing countries of the planet. Minister Luciana Lamorgese spoke at Coopera 2022, underlining the great novelty taken at the level of the European Council, where 28 states unanimously made a line of solidarity prevail and not just that of "responsibility." In concrete terms, it means that 18 states have signed a pledge to accept the relocation of refugee people arriving in a few territories of origin and effectively overcoming the previous Dublin agreement. Migratory flows must be taken as a condition that is no longer an emergency but a structural one. The conflict in

Ukraine brought 137,000 people fleeing the war to Italy. The solidarity reception system worked without unnecessary controversy. Most of them were welcomed by Ukrainian families in the Italian territory (a community of over 250 thousand people). However, the collaboration of the municipalities and entities of the Third Sector was also essential. "This is the Europe I would like," said the minister, "not only for those arriving from Ukraine but also for the welcome and solidarity of all the people arriving from the southern shore of the Mediterranean."

The interventions of representatives of local authorities were essential for the promotion of territorial partnerships involving organized intermediate bodies and active citizenship.

The mayor of Florence, **Dario Nardella**, stressed the importance of cities' role in welcoming and contributing to achieving the global sustainable development goals. "Cities have acquired a new role, a new role in the world. The Eurocity network that I chair has intensified its activities. We have the responsibility to speak about rights and peace. As La Pira said, the mayor must consider changing the light bulbs and world peace. Political agents are needed to carry out civil battles that are more advanced than governments, as happens in Poland and Hungary, where mayors fight with the 'free city' networks for rights and peace. The freedom of action of cities is greater than the chancelleries that follow the rules of diplomacy. *City diplomacy* can bring together the mayors of cities belonging to states whose governments do not meet. Migratory flows, due to climate change, from sub-Saharan areas arrive in our cities, where the tremendous global objectives become a reality. The cities that welcome refugees look after them without waiting for a law and a treaty to arrive. We have Afghan, Ukrainian, and African children in our schools, and care for them. Finally, there is the theme of sustainable development. In the coming weeks, we will visit Kyiv with other mayors to discuss reconstructing schools, offices, and libraries. **We can only build peace by cooperating. We have no soldiers to send but architects, surveyors, and engineers, and each mayor will twin his city with a Ukrainian by adopting a reconstruction project.** Local leaders are the link between states and civil communities".

The P of Planet and the necessary ecological transition were discussed with Minister **Roberto Cingolani** the pandemic and energy crisis, aggravated by the conflict in the heart of Europe, cannot stop the need for change: stop coal as soon as possible, a boom in energy produced from renewables in the next ten years up to over 70% of the national electricity needs, yes to natural gas as a buffer measure up to total autonomy from fossil fuels, with an economy based on hydrogen on the horizon. The ecological transition will have the highest budget in the whole NRP, around 59 billion euros. But new rules will be needed on schedule to make that money pay off. About 5 billion will be dedicated to agriculture and the circular economy, 15 to the protection of territories and water resources, 15 to the energy efficiency of buildings, and almost 24 to the energy transition and sustainable mobility. **Following the EU's commitment to reduce carbon dioxide emissions by 55% by 2030, the goal is to install 65-70 gigawatts of renewable energy within the next ten years (today, they are about 54**

gigawatts). In 2030, 70-72% of electricity will have to be produced mainly by wind or photovoltaic plants. And the right to a healthy environment and access to energy must be universal and not the privilege of a few states. And in this, international cooperation plays an indispensable role.

United Nations Deputy Secretary-General **Amina J. Mohammed** urged the governments of economically advanced countries **to act now so that within the next two years, the rest of the world can overcome the consequences of the current instability, such as ready health infrastructures. For future pandemics.** It is necessary to provide further liquidity and tax breaks, suspend or restructure the debt, and, finally, combine financial partnerships with the objectives of the 2030 Agenda for global development.

This is the recipe for improving the resilience of developing countries and curbing the effects of the "current complex crises," from the pandemic to the impact of climate change and the Russian-Ukrainian war. "I thank Italy for its long partnership with the UN and its commitment to the 2030 Agenda. Italy supports some key objectives, such as zero hunger, health, and education. I hope this conference will accelerate efforts so that no one is left behind".

The director of the UN Campaign for Sustainable Development Goals, **Marina Ponti**, said that it is no longer possible to seek national or individual answers, hoping that somehow we can survive. **Instead, we need to reaffirm a multilateral system, the dialogue of all, because we are one population and have only one planet. As stated by President Mattarella, there is a risk that the Covid-19 pandemic first and then new conflicts in the world. Most recently, in Ukraine, it will drive away the achievement of the 17 Sustainable Development Goals of the 2030 Agenda on social rights or equality of gender, fight against climate change or fight against poverty. Today we need more cooperation.** With Covid-19, we have seen that the only effective action is collective action when countries unite and coordinate; donors must contribute more, there must be more solidarity and dialogue and more attention to global solutions".

Many and of the significant impact the interventions of the representatives of the Third Sector Organizations. The national spokesperson for Campaign 070, **Ivana Borsotto**, intervened in the opening session. Italy has repeatedly signed the international and European commitment to allocate 0.70% of its Gross National Income (GNI) to support sustainable development goals. However, the rhetoric of these declarations has not been followed up with as many concrete actions. **Italy's resources for international development cooperation are insufficient to achieve the objectives set and unsuitable for dealing with the COVID-19 pandemic and climate-environmental crisis that risk moving us away from reaching sustainable development goals.**

In 2022 the percentage is 0.28. For these reasons, "Campaign 070" aims to deploy the best skills of civil society to relaunch international development cooperation and ask for the adoption of a law that allocates 0.70% of national income gross for public development aid progressively starting as early as the following budget law. At the same time, the goal of a cultural change in citizenship is also set so that the awareness that the funds spent on international cooperation is not a cost but an investment.

4. Necessary updates to Italy's cooperation system?

Coopera 2022 was also a space to show how positive Italy's international cooperation system has achieved in recent years and to identify critical issues and weaknesses to be addressed in planning for the next period. The event hashtag was #partecipaalcambiamento, and the discussion was on what and how to change.

The first and essential critical issue highlighted is that of financial resources, according to the final data sent to the Development Aid Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) in July 2020. The amount of the Public Development Aid (ODA) communicated by the Administrations of Italian public funds for 2019 amounted to 3,906.47 million euros, corresponding to 0.22% of gross national income (GNI). Limited to the G7 countries, Italy ranks sixth, in percentage terms, behind the United Kingdom (0.7%), Germany (0.61%), France (0.44%), Japan (0.3%), and Canada (0.27%). The United States is confirmed in last place with 0.15% of GNI. In 2022, an increase to € 5,224,249,370.00 is expected, equal to 0.28 of the GNI.

The examination of the State Budget shows that the most conspicuous part of the resources allocated to ODA is given by the MEF funds destined for the recapitalization of multilateral banks and development funds, from debt operations, as well as from the Italian contribution to the EU budget intended for development cooperation. The allocation of the Ministry of the Interior is also particularly significant, primarily designed for the migration emergency and, in particular, for the financing of the activities necessary to assist refugees and asylum seekers in Italy.

Law 125/2014 in article 11 states that **"Political responsibility for development cooperation is attributed to the Minister of Foreign Affairs and International Cooperation, which establishes the guidelines and ensures the unity and coordination of all national initiatives of collaboration, in the context of the resolutions adopted by the Committee referred to in Article 15.** The Minister of Foreign Affairs and International Cooperation is responsible for monitoring and supervising the implementation of the development cooperation policy and the political representation of Italy in international and European Union offices competent in CPS ".

Of the general fund for the 2022 ODA, MAECI manages 21%, less than the MEF (45%) and the Ministry of the Interior (30%). And it is no mystery that, historically, inter-ministerial coordination has never been easy, and monitoring the coherence between different policies is not a politically simple task.

At this point, the proposals made and taken on in many interventions were the following:

- **Promote a legislative initiative to achieve 0.70 by 2030 with progressive annual increases.** The President of the Republic spoke about it in his speech, and the president of the Foreign Affairs Commission of the Chamber of Deputies, Piero Fassino, said of a parliamentary initiative in this sense, strongly supported by Deputy Minister Marina Sereni.
- **To boost the functioning of the Interministerial Committee for Development Cooperation (CICS) to ensure the planning and coordination of all APS activities and the consistency of national policies with the aims of development cooperation.** As foreseen in the three-year program, the MAECI will work to periodically encourage and regulate the convening of "preparatory" meetings of the CICS chaired by the Deputy Minister for International Cooperation, in which the representatives of the Ministries will participate. These meetings will be an opportunity to discuss strategies, priorities, and programming, strengthen inter-institutional coordination and ensure the coherence and unity of development cooperation activities. Inter-institutional coordination with a view to greater policy coherence will also be supported through forms of consultation on specific topics and strategic documents, for example, on the issue of migration and development, given the preparation of the Guidelines.
- **Ensure adequate functioning of the National Council for Development Cooperation (CNCS) as a permanent tool for participation,** consultation, and proposal to express opinions on matters relating to development cooperation and, in particular, on the coherence of policy choices, strategies, guidelines, guidance, programming, forms of intervention, their effectiveness, evaluation. The MAECI will endeavor to provide technical and logistical support to ensure periodically (at least once a year, as the law requires) the convening of the CNCS in plenary sessions. The CNCS will be able to examine and express itself on the proposals from the Working Groups, the sectoral and thematic strategic guidelines, and other issues relating to development cooperation.

Regarding geographical and sectoral priorities, the Deputy Minister, Marina Sereni, said that the Ukraine emergency requires great and immediate attention. This does not mean decreasing that towards Africa and the Mediterranean, where Italian cooperation has most of the priority countries. Nor should the interest in Latin American countries be canceled, an area with a strong presence of Italian emigrant communities and the investment of many of

our companies. In the three years, the elaboration of the strategic guidelines on the priority sectors of intervention will be completed: agriculture and food safety, health and people with disabilities, integration of environmental and climate change issues in cooperation for sustainable development, territorial pacts, minors, humanitarian-development-peace, migration, and development link.

Italy continues to support the centrality of multilateralism as a method to foster effective collaboration between States. To this end, it is also considered beneficial to increase the bilateral component (which in recent years has had 30% of the total ODA managed by MAECI).

As regards the overall governance of the Italian system of cooperation for sustainable development, the path to be followed is to be efficient, effective, and guarantee sustainability - through greater coherence, synergies, and complementarity between multilateral and bilateral initiatives, between emergency, humanitarian aid, and development, is a collective effort of the whole system: central administrations, regions, local authorities, universities, research institutes and other public bodies, civil society organizations and non-profit entities, private sector.

In this direction, three elements have been listed on which to work primarily in the short-medium term:

1. **The organizational strengthening of the AICS, whose personnel and skills structure is not yet complete.** The Court of Auditors made an assessment in which it revealed, in the context of an overall positive opinion on the Agency's activity. Critical issues include the excessive fragmentation of cooperation initiatives, the diversity of competitive procedures used for the assignment of "donated" contributions, and the lack of guidelines, indicators, and terms of reference for monitoring and evaluation activities. As for the monitoring and evaluation functions, the opportunity to define specific policies, a set of monitoring indicators, and standard terms of reference for all evaluations should be emphasized. Efficient and effective development cooperation cannot be separated from innovation. In this perspective, it is considered essential to accelerate the digitization processes of the procedures (SIStake, the Stakeholder Information System, was presented at Coopera 2022), the availability of data sharing tools within the cooperation system, and an orientation towards experimentation. Of new ways of carrying out interventions.
2. The second relates **to the space for a reinforced action by Cassa Depositi e Prestiti, called upon to catalyze capital of public and private donors and to participate in blending operations of own resources with those of the Revolving Fund to maximize the impact of public resources.** A specific agreement governs relations between CDP, MAECI, and AICS. CDP works in favor of institutional public entities of OECD-DAC countries (states, central banks, state bodies) and provides loans to favor

socio-economic development processes in compliance with the sustainable development goals of the 2030 Agenda. It offers financial support for multilateral financial institutions to implement investment programs in partner countries. It carries out co-financing operations, in collaboration with partner financial institutions, in favor of private entities for the performance of development projects.

3. **The third aspect of innovation relates to the enhancement of the multi-stakeholder approach of Law 125/2014 also through the experimentation of forms of co-programming and co-planning** that can involve a plurality of actors and make an impact on the interventions. The increasing importance of preparing planning documents is recognized in the Country Strategy Document (DSP). This document, designed with the informative support of the Embassies and foreign branches of AICS, constitutes the tool for identifying, in agreement with the beneficiary countries, the strategic development objectives and the sectors of intervention. In particular, the Country Strategy Document assumes a decisive role in a more detailed formulation of the cooperation objectives, allowing to orient project proposals towards implementing initiatives consistent with the partners' priorities and operating in a medium-term perspective. Long-term, consciously inserted in the reference contexts and suitable for generating initiatives attentive to the needs of the territories.