



# SOCIAL REPORT 2022

**Report Index**

**Data of 2022**

**GRI**

The Social Report of 2022 aim is to enlighten how international cooperation can be made through an interactive format.

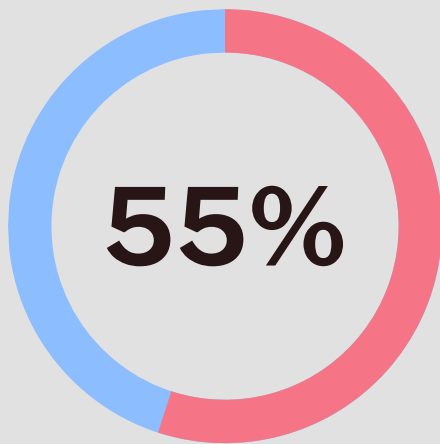
# INDEX

- **Data of 2022**
- **President's Letter**
- **Methodologic Note**
- **Identity**
- **Management**
- **Human Resources**
- **Stakeholders and Links**
- **Strategy**
- **Social Economy**
- **The Balkans**
- **Zimbabwe**
- **Europe**
- **Middle East**
- **Mozambique**
- **Privacy**
- **Safety**
- **Anti Corruption**

# DATA OF 2022

142

local and displaced  
operators



## Staff by Gender

In 2022, 55 % of COSV staff was female.

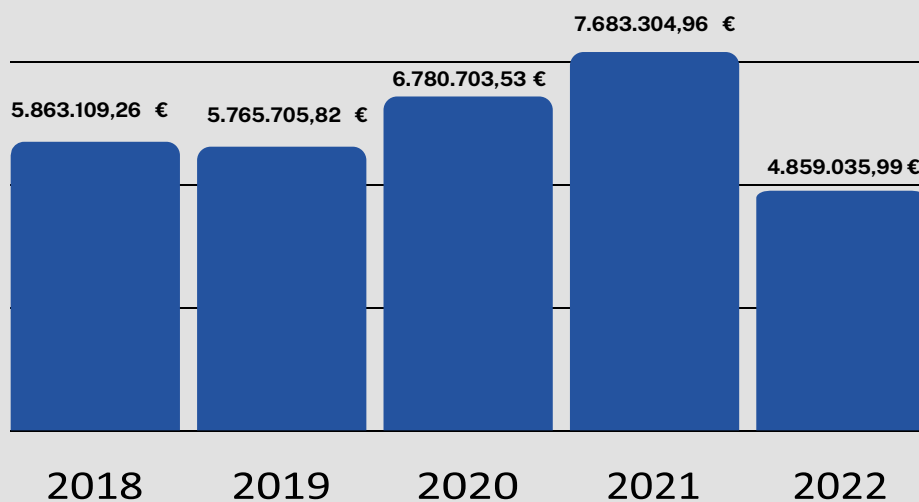
In absolute terms:

- Women working are **78**
- Men working are **64**

## Economic Resources Trend:

The managed economic resources of the last 5

### ■ Economic Resources





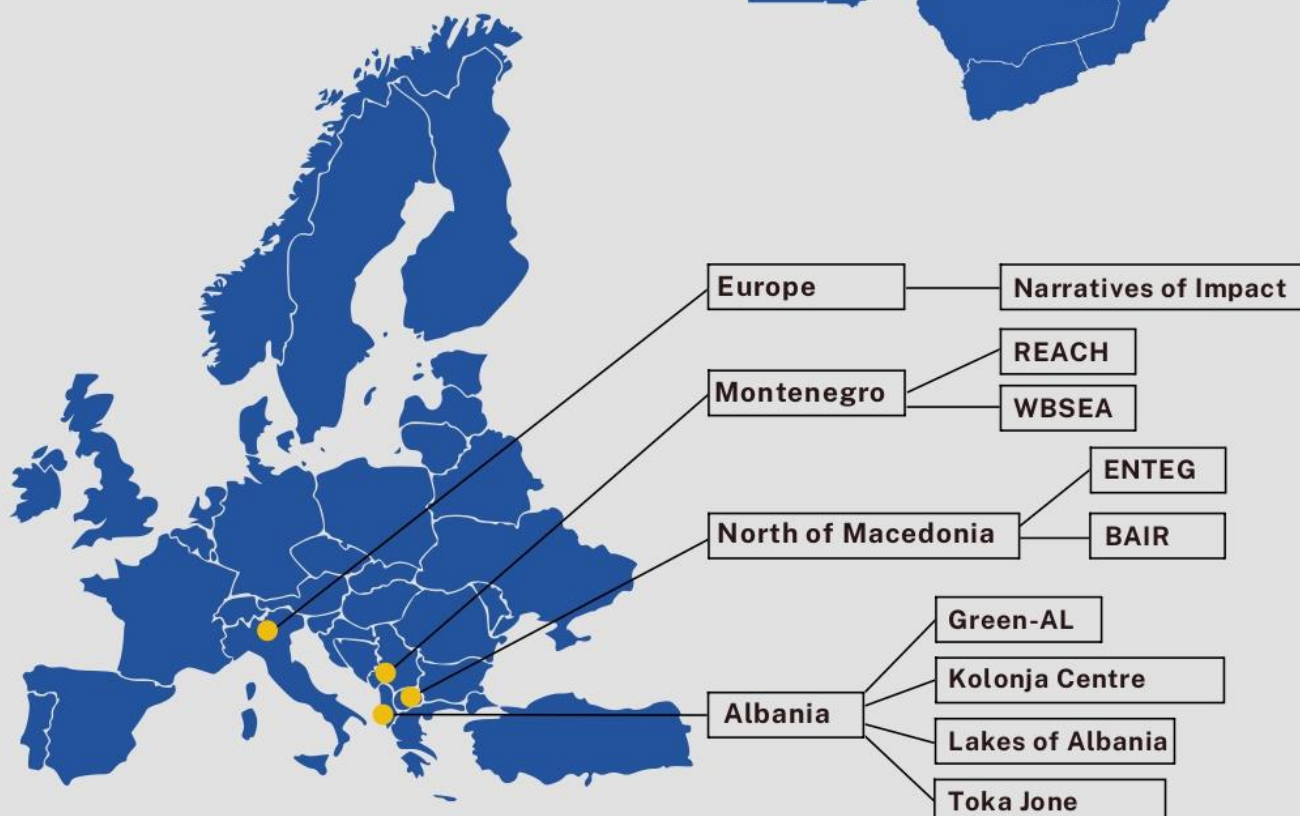
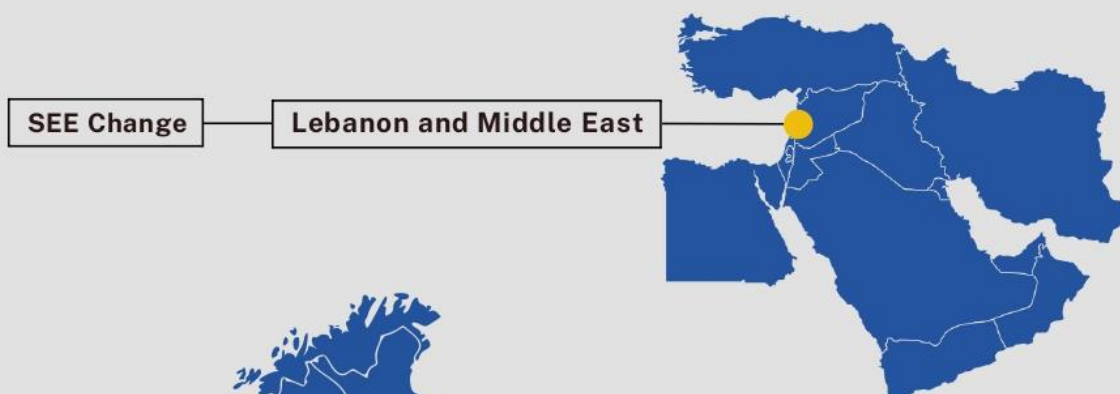
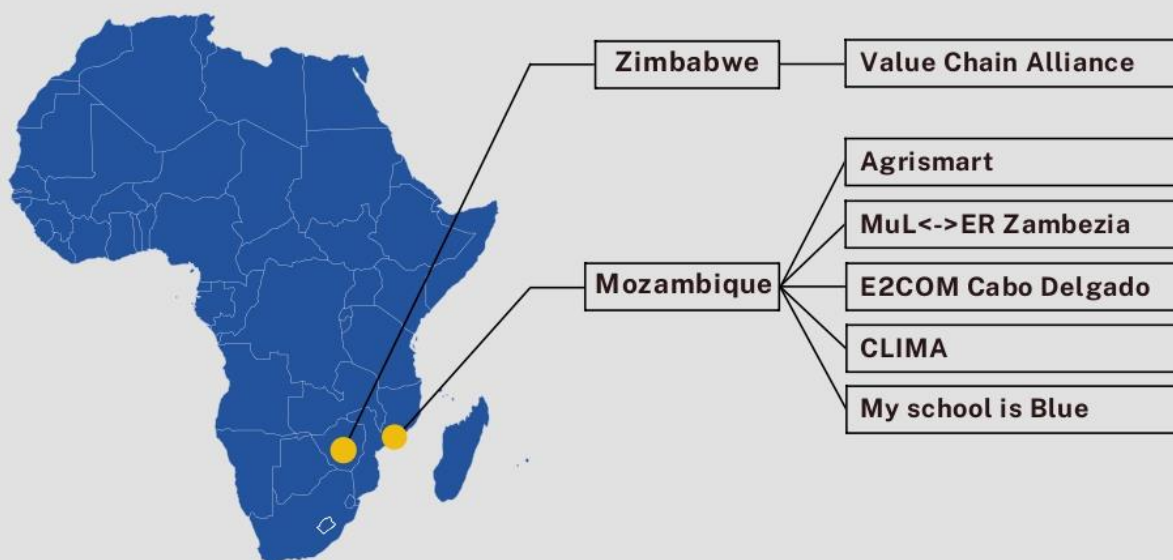
7

Country

16

Projects

We are in Africa, the Balkans, Middle East and in Europe





# The President's Letter

---

This year, again, we are pleased to present the 2022 COSV Social Report, a year in which we could see the world dealing with a series of historical issues that need urgent and effective responses. We are facing challenges such as climate change, food security, social injustice, and many more that require an immediate response. However, we acknowledge that solving these kinds of issues is not easy because it requires time, effort, and collaboration.

There is an existing conflict between the seriousness of these issues and the importance of time in reaching efficiently the objectives for changing the current situation. We shall invest time and resources in sustainable and permanent solutions to achieve concrete and permanent results.

At COSV, we have always considered time a precious resource: we constantly invest it in training courses, human resources development, and also, in long-term partnerships building to create new synergies. We are confident that these investments are helping us to build a solid foundation for dealing with present and future challenges.

The 2022 Social Report reflects this reality, showing how much we have obtained regarding the instant actions we did by supporting local communities in promoting sustainable development and how much attention and effort we put into integrating and expanding our partnerships to empower various human resources in the projects. I suggest reading the Social Report with this interpretation.

Specifically, we can see how COSV during 2022 has concentrated its activities on projects development linked to the social economy and social entrepreneurship. We have supported many entrepreneurial activities, both start-up and existing enterprises, respectively, in the MENA region and Balkans. This new methodology is currently in an assessment phase in Africa too.

Another topic that represented a current theme in 2022 is the protection of Eco-Tourism and Natural Resources.

In the Balkans, especially in Albania, we are helping communities to protect National Parks and protected areas by implementing new entrepreneurial, inclusive, and sustainable opportunities.

In Africa, we have closed different projects linked to agriculture and natural resources use, along with the women empowerment factor. In relation to this subject, in Mozambique, we have officially launched the “Casa da Rapariga”, a cultural association organized by only women, for which the main activity is to carry out cultural laboratories and produce new sustainable development ideas for their communities.

From the partnership point of view, the studio visit in Monza along with the Consorzio Comunità Brianza was pivotal: we brought twenty Balkans civil society organizations members for an educational trip concerning the social economy in Italy.

It is a long-term investment for the two initiatives of experimental education that we launched in 2022 on the human resources development plan and strategic level. We have started two methodologies, as better described in the following pages.

Our operators from different countries formed a group for which they meet online periodically to exchange knowledge and methodologies, other than get to know each other and feel part of our big reality.

Also, another group was formed, with various country coordinators and area directors together with the Italian office staff: they met for a workshop to review some organization strategies and all COSV organizational processes, for which we believe a renovation is needed. The process is in progress and accomplished through various group works related to defined processes.

We tried to maintain the balance amidst an instant action and a long-term investment deriving from the relevance of time in changing things. Although the urgency of the issues we are fronting, we can reach our objectives and obtain lasting solutions only if we invest time in creating sustainable solutions.

**The President, Mario Brambilla**

# Methodologic Note

---

Like every year, COSV publishes a social report willing to be accountable to its partners and stakeholders.

Transparency is a fundamental value for COSV, and it is applied to resources management and to the exposition of the achieved results from projects. Being transparent means being constantly committed to making public management, activities, the methodologies used, and the achieved results. The 2022 Social Report comes from the urge to be more transparent and give a concrete vision of how international cooperation could be done, other than adapting this paper's structure to the Third Sector Code to sign COSV to the Third Sector National Register. COSV uses this tool not only in a participative way, through the involvement of stakeholders, but even in a communicative way. Social Report is crucial to COSV for sharing how international cooperation works based on concrete and efficient achieved results.

The data included in the Social Report is relevant for all the parts involved and inspired by completeness principles to give a view of the entity's specificity and diverse joints. COSV, as a response to its urge for transparency, adopted the international reporting standard known as "GRI Sustainability Reporting Standards (GRI Standard)," developed by the Global Reporting Initiative (GRI), functional for helping the public and private sectors to understand, measure and communicate the impact of its activities on the economic, social and environmental sector. The GRI Standard version is now updated to the version launched by the GRI organization in October 2016. To verify the content compliance of the report to the GRI, we invite you to click [here](#).

The 2022 Social Report adopts the guidelines for the editing of Third Sector entities' social report, published on the 4th of July 2019 act. Data are shared with transparency, referring to the sources when required. Data collected are commented on in the texts to be clear with those who do not know the international cooperation sector.



The 2022 Social Report is a step forward to the GRI standards and the adoption of the guideline.

To complete the report, COSV added to its data collection two new stakeholder categories: partners and beneficiaries. For these last categories, we chose a reference sample that has been interviewed with questions about the satisfaction level regarding the organization's activities. To these categories, we added COSV operators that, like the previous year, have been interviewed through a survey completely anonymous and observant of privacy.

A competent agency approved the 2022 Social Report after it was examined by the control agency, which integrated the information regarding monitoring and certifying the guidelines conformity for the Third Sector's social report editing.

The 2022 Social Report's objective is to give all the directions required by GRI involving every stakeholder category and get closer to the ideals of transparency, completeness, simplicity, neutrality, autonomy, and accountability. The 2022 Social Report has the same structure as the 2021 Social Report, allowing the comparison of data and the achieved results over the years.

If you have questions, curiosities, or indications regarding the 2022 Social Report we invite you to contact Marco Schiavini, COSV Communication Officer, by using the following email contacts:

comunicazione@cosv.org  
marco.schiavini@cosv.org



# Identity

---

- **The Motto: “Cooperation for Development”**

**p.6**

It is not a motto for the sake of it, but it is a way to intend cooperation and an action strategy.

- **The History: from 1968 to 2021**

**p.7**

COSV is a non-profit organization founded in 1968 that works for development cooperation initiatives.

- **Values**

**p.10**

COSV values were already existing when international cooperation in Italy was only beginning.

- **The Mission**

**p.12**

COSV work is involved in social capital reconstruction and in intertwining solid relationships among communities.

- **The Vision**

**p.13**

International cooperation scenario is constantly changing thus is hard to define a medium/long-term action plan, considering the unpredictability of context.

# The Motto

---

**“Cooperation for development is not a motto for the sake of it, but it is a way to intend cooperation and an action strategy.”**

COSV activity involves local populations and communities within the cultural and economic development process of territories. Working with the beneficiaries in realizing projects allows us to transfer our knowledge and methodology to them, aiming at making them independent and autonomous in the distant future. COSV intends cooperation as an environment creation that produces richness, jobs, and new possibilities, through inclusive development and enhancement of local territories' realities. The COVS intervention modalities make partnership with local realities an essential element born from the collaboration among communities and civil society organizations. The development model COSV promotes in every project hinge on the straight alliance between local, public, or private interlocutors involved in the projects, from the conception phase to the design one. During all years of activities, from 1968 to 2021, in which we collaborated with hundreds of partners, we tried to accomplish cooperation designed on the field due to the encounter of territories' realities, which understand better than us the needs and necessities of the communities we work with. Through mechanisms of co-projecting like sub-granting, we can involve communities and local non-profit organizations in the social-economic development of society by strengthening organizational and project abilities and awakening social capital.





# The History

**1968**

COSV **was born** as Coordination of Organization for Volunteering Services

**1978**

The first project autonomously managed in Guinea Bissau and the first step to **Non-profit Organization**

**1979**

First projects in **Mozambique**, where we stayed to this day

**1980**

First activities in **Nicaragua**

**1984**

The federation activity ends, committing entirely toward non-profit organization's activity by editing **COSV Chart**

**2010**

COSV changes its strategy and focuses on **Social Economy Development**

**2019**

COSV creates an internal unit of **Monitoring & Evaluation**

**2020**

COSV creates an internal unit of **Social Economy**

**2022**

**19 active Projects**

# From 1968 to 2021

---

COSV - Coordination of Organization for Volunteering Services is a non-profit organization founded in 1968 that works in the sector of identifying activities, designing, and building projects aimed to support, through a tight collaboration with local partners, cooperation initiatives to promote sustainable development in the less developed countries or affected by environmental, humanitarian emergencies, or by conflicts.

We are recognized by the Italian Minister of Foreign Affairs for our designing and realization of cooperation projects and programs, for our training, and for our educational activity on development and awareness. We are an ONG that cooperates, since the 80s, work with the leading UN Agencies and the financing direction of the European Commission in the development interventions and humanitarian aid implementation, doing its activities autonomously.

We protect our autonomy and independence always. COSV belongs to itself, and any political parties or particular groups possess it. We are the promoter of a solidarity culture that refuses any form of racism, promoting instead the active participation of men and women free, human development, material and cultural. The organization is recognized depending on the regional law on development cooperation of Lombardy and collaborates with diverse Public and Local Institutions that sustain and integrate its projects with cooperation initiatives.

During all its active years, COSV has implemented more than 400 projects in 32 countries worldwide. The COVID-19 pandemic has lowered some activities in the past years, nevertheless, COSV never stopped and transformed a heavy situation into a possible resource by starting a digital transition in its internal processes.

Currently, COSV is active in Zimbabwe, Mozambique, the Middle East, and the Balkans having 19 projects in 8 countries. COSV's office is in Milan, at Via Sopperga 36. The tax Code is 80090670581.

For more details visit our website: <http://www.cosv.org/>

## Our Role

We promote the respect of fundamental rights, liberties, political and economic independence, equal and sustainable development, and people and individual self-determination, conforming to the exposed principles of the United Nations Charter.

We design development cooperation, multicultural education, training, and information initiatives in Italy and abroad. The projects' implementation, financed or co-financed by public or private donors, is the main activity of COSV. The call for applications and the project proposals presentation is defined by economic and financial predictions, also organizational, hinge on the commitments taken. It is an overall evaluation of risk not tied to the expected activities of one proposal. This evaluation requires understanding the risk situations COSV might encounter when presenting the proposal: therefore, the assessment is on resource availability and necessity related to the objectives, and consequently, a way of finding sources is oriented. The General Director, together with the administration department, assesses economic aspects.

We encourage the work of organizations, people, and entities, in Italy and abroad, who do a lot for cooperation and solidarity development among people, aiming at implementing better and efficient collaboration, promoting equal exchange relationships, and cultural, social and economic reciprocal improvement among populations. Our projects encourage people's self-development from developing countries according to their political, economic, and cultural autonomy; they sustain the liberty choices of persecuted people, self-determination, and economic self-sufficiency of free people; cultural, economic, and political contribution and solidarity.





# Values

---

COSV values were already existing when international cooperation in Italy was only beginning. Through generations of operators and associates who change over time, COSV earned great awareness and abilities capable of dealing with complex situations in a constantly changing world that forces choices and innovative and coherent operations. During 2020 we provided a revision of the Charter of Values to make it more consistent with the new necessities without betraying the values which accompanied us for 52 years.

## An extract of our Charter of Values

- **Transparency**

COSV is one of the signatories of the Accountability Charter of Link2007, for which it is a member. It essentially works with public and private donors' funding. Annual reports are certified by an external auditing firm and posted on the website.

- **Third-party status**

In contexts of opposed interests, COSV acts as a third party, together with the civil society and its values that represent in front of Italian and European institutions. Being involved in sustaining peace courses earns a particular worth during these troubled times. Again, working with more or less organized civil society means helping to lean into realities that can affect public decisions. Even in these cases, the role of COSV has to be of a third party that supports and provides livelihood but does not replace those who want to make their voice heard in their own country and beyond.

- **Cooperation, no charity**

We believe in the culture of cooperation, intended as solidarity among people and fight against inequalities mechanism. We are a promoter of a culture of respect that refuse any form of racism and that promotes the active participation of women and men free, contributing to human, material, and cultural development. Cooperation is sustain for growth, not charity.

- **Impartiality**

COSV works coherently with the principles of the Universal Declaration and the European Convention of Human Rights: it does not apply any distinction or discrimination of genre, faith, nationality and skin colour, ethnicity, or social class.

## To read our Charter of Values

### The new Charter: toward the signing in RUNTS

During 2020, occurred new institutional, more meaningful changes: COSV, like other non-profit organizations, had to adjust its charter for the registration in the Third Sector Single Registry (Italy RUNTS), requested by the new law that involves all the third sector (The Third Sector Code). In 2021 the registry should have been operative: but, actually, some extensions have led the registration to the first months of 2023, and still, we do not know the exact date. Therefore, even if the new charter is already prepared and edited by the laws The Third Sector requested, the previous charter is still effective.



# The Mission

---

Considering the Sustainable Development Goals (SDGs) for accomplishing concrete objects of development, COSV directs its work toward the reconstruction of the social capital and to the intertwinement among communities, relations, and solid structures able to sustain crucial political and economic transformation premised on progress. The program carried on by COSV in the last years is present in different projects that are strictly interrelated among them, even if designed for diverse areas, and have roots in the sustainable community approach developed around communities as an actor of a sustainable change in economic, structural, and ecological terms.

## The Program

---

### Link working

Sustain local, public or private partners and working within multi stakeholder links.

### Progress

Following the inclusive and lasting progress, focusing on social and networking enterprise models.

### Capacity building

Involving communities of intervention countries into innovative development paths, stimulating dialogue and multiculturalism.

### Governance

Helping institutions and communities in understanding their role, encouraging the participation in the development processes.

### Inclusion and innovation

Involving the communities of intervention countries into innovative development processes.

### Biodiversity

Working for the environment sustainability, mediating between the possibility of economic growth and the safeguard of natural resources.



# The Vision

---

## Guidelines for the future

The world and international cooperation scenario are in a persistent disorderly change, consequently defining a medium/long-term action plan, considering the unpredictability of context.

However, we have elaborated some helpful guidelines to follow to make COSV's growth steady along with the expansion of its cooperation ideals. The highlights of our programs are the following:

- Actively participating, giving availability at covering institutional roles to the principal aggregations of the second level present in Italy and Europe, keeping a relationship and a constant dialogue with institutions, to actively participating in building development cooperation.
- Deepen subjects with specific connections to the project activities through informative programs and development education.
- Increase participation among partners of intervening countries and the implementation of development cooperation policy to present and sustain on the Italian and European level.



- Taking into the coordination places the attention towards poverty, peace, and environmental issues, maintaining COSV presence high in the coordination places of Italian and international NGOs.
- Actively participating in the principal campaigns organized by non-governmental and political organizations scope.
- Guarantee the correct flow of information and coherent external and internal communication inside the organization, with a particular reference to HQ and external site bi-directional communication.
- Intensify educational activities for the workers in the HQ to overcome critical highlights singled out in the organization analysis stage.
- Identify global citizenship education as a vehicle of communication among cultures, to promote them by creating the condition of a peaceful and respectful partnership with others.
- Bring social innovation to the communities we work for, allowing the spread of social entrepreneurship incomes.





# Management

---

- **Government Branches**

**p.16**

The regulations of government branches, the role of General Director and the board of directors, and the decision making methods

- **Governance**

**p.18**

Presidency members and the board of directors

- **Organization Chart**

**p.20**

Organization and organization chart composition

# Government Braches

---

## Regulation

The associate assembly is the great unit for all the programmatic decisions, voted by the majority, according to the rules of the Civil Code. In particular, it approves the report and the annual relation. The unit in charge of doing all the ordinary acts and extraordinary administration, except those reserved by law or by charter to other organizations, is the board of directors, in which the members perform for free.

## The Role of the General Director

The General Director legally represents the Organization, manages and coordinates the approved projects and the activity of the Organization with a budget constraint.

Therefore, the legal representation at COSV concerns the General Director and not the President. Unlike the board, the General Director earns a regular salary, according to the union agreements and Italian laws. To do the job properly, the General Director can delegate to others responsibilities and the process of specific sectors. That is the case of Country Representatives that do local legal representation and control/coordinate the project process managed.

The General Director is in charge of:

- Participate without voting in the Directive Board meetings when there isn't a member of the Board;
- Assuring the correct administrative management and economic-accountable;
- Prepare the proposed budget and advisory budget;
- Along with the President, takes care of the relationship with institutions, entities, and organizations.

The General Director contributes to defying values, mission, strategies, and policies; and economic, social, and environmental objectives. The General Director reunites subordinates (countries and area representatives) at least once a month to analyze activities and decisions making.



## The Board of Directors Role

Generally, Board members are chosen among associates and persons whose specific requirements are good reputation, professionalism, and independence. They should have international cooperation competencies, even though, during their mandate, they do not have any working relationship with COSV. Therefore, in the board of directors, there are no stakeholders: this is a form of warranty that prevents conflict of interests.

The board of directors chooses the General Director, which carefully evaluates the possible candidates: until this moment, the preference is for the person who grew professionally inside the organization and that played roles of responsibility, reaching the overall knowledge of the organization, its dynamics, and necessary decisions for COSV. The Director always presents its proposals to the board for approval. The performance evaluation of the General Director is committed to the board, which once a year compares the results and objectives obtained.

## Decisional Methods of the Board

Usually, as proposed by the charter, the board of directors reunites four times a year. During 2021, through web tools, the board of directors regularly reunited to make decisions for project management.



# The Governance

## Presidency and Board of Directors



**Mario Brambilla**  
President

After working as a desk officer for COSV Mozambique, he collaborated since 1995 with the Labor Minister as a sociologist and since 1999 with the Province of Milan for the Labor Market Observatory and Protection Area and Environment enhancement. President since 2020 after taking the place of Cinzia Giudici.



**Roberto Faccincani**  
Vice President

Emergency surgeon at the E.R. of the San Raffaele Hospital in Milan has a long relationship with risk zones such as South Sudan, Iraq, and the North of India, specializing in disaster management and didactic emergency management.



**Maria Cristina Negro**  
Counselor

Since September 2016, she has been Programme Officer in the Person Services Area at the Cariplo Foundation after nine years at Giordano dell'Amore Foundation as secretary. She has a long experience in Latin American international cooperation.



**Paolo Martinello**  
Sponsor

Civil lawyer specialized in insurance, commercial, antitrust, and consumer law. He has been president of the Altroconsumo association since 1995 and president of B.E.U.C (Bureau Européen des Unions de Consommateurs) of Bruxelles since 2008.



**Piero Pedralli**  
Sponsor

After 38 years as a manager of a multinational firm, he is now a volunteer consultant for Sodalitas Foundation. He has supported COSV for many years in the implementation of institutional documents.

Sponsor - Cristina Ciceri

## Board of Auditors

President	Maurizio Biraghi
Full Member	Gianluca Gattinoni
Full Member	Massimo Angelo Cazzaniga
Full Member	Carolina Giardini
Full Member	Marco Antonio Bozzoli

## Head Office



**Paolo Comoglio**

General Director and  
Legal Representative

COSV General Director since April 2012, he is also the legal representative. Moreover, he is the representative of COSV for the Middle East and Mediterranean area. He has been COSV's Director from 2004 to 2012, after an experience in the organization as a desk officer and project assistant.



**Elena Sironi**

Administration and Finance  
Manager

. At COSV since 2003, she manages the administration team in Milan and coordinates all the administrative staff on projects.



**Federica Besana**

Operation Director

Operation Director since 2017, she also takes care of the COSV Mozambique Program as Focal Point. From 2012 to 2016 coordinated the Erasmus+ and EU-ACP Cultura projects and managed the communication department.

## The Structure



**Tommaso Cassiani**

M&E Coordinator

Design and M&E coordinator, he defines, matches, and examines the Monitoring and Evaluation systems of projects in the different COSV areas. He is also the creator and manager of Framework M&E COSV 2018-2020 Program and its measure impact.



**Barbara Magni**

Administration Accountant

At COSV since 2009, she manages accountability, and payrolls, and has relationships with the banks.



**Anna Clara Tumbiolo**

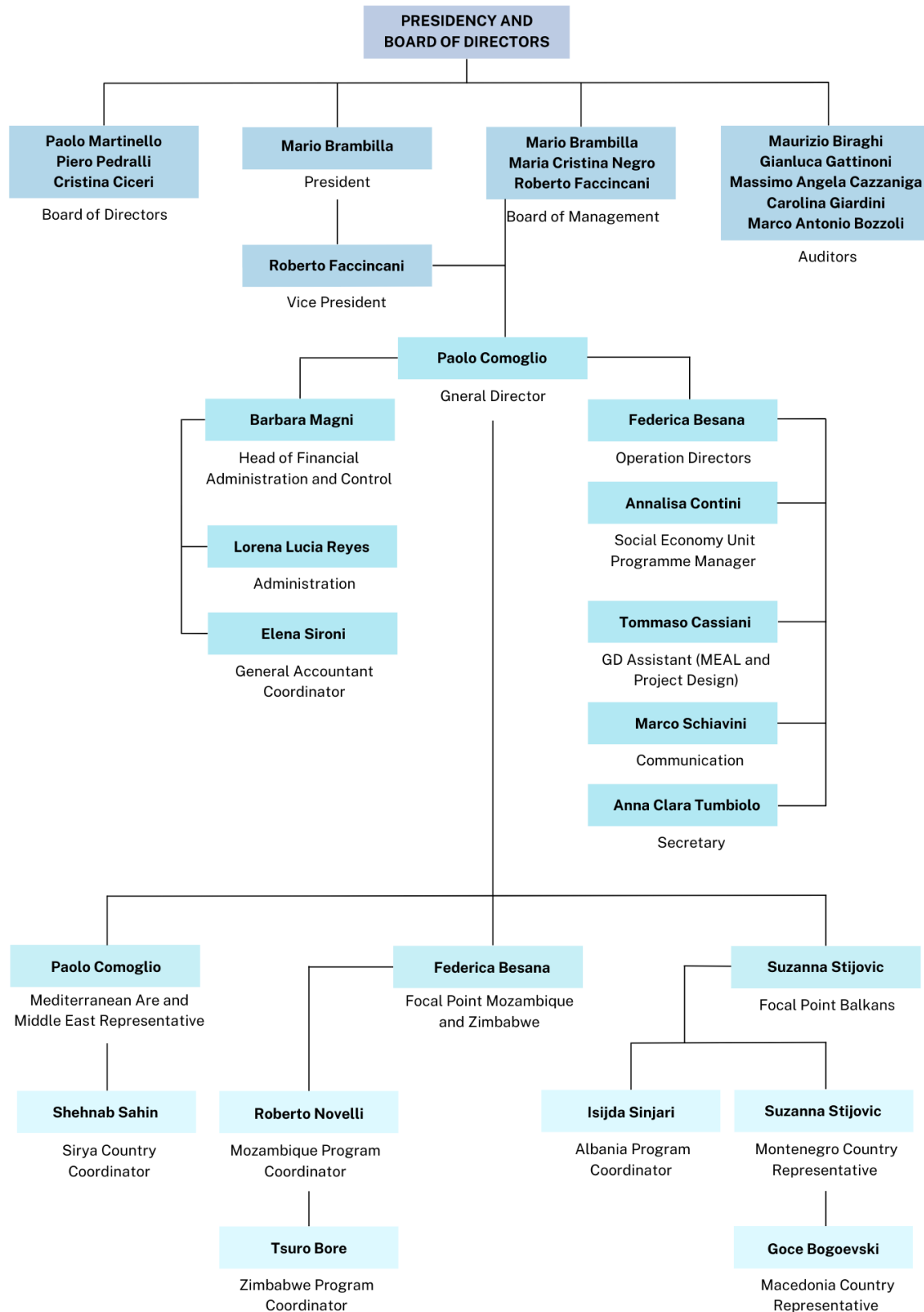
Secretary

She manages the COSV secretary since 2009 collaborating with the local headquarters. She also manages applications, contracts, forms, and travels.

[Click here to discover the complete Structure](#)



# The Organization Chart





# Human Resources

---

- **Training** p.22  
The policy and innovative methodology linked to the staff training
- **Human Resources Figures: Local Staff** p.24  
Local staff statistics, divided by gender and educational level
- **Human Resources Figures: Displaced Staff** p.27  
Displaced staff statistics, divided in genre and educational level
- **Hiring and Compensation** p.30  
The policy linked to the compensation and job contracts

# Training

---

## Investing in Training Courses

Human resources are the most important legacy of non-profit organizations and non-governmental organizations that work in international cooperation. Becoming a non-governmental organization operator is not a trivial choice. But it needs an enduring effort to stay constantly updated and to regulate your life choices for the professional opportunities ahead.

Cooperation human resources need meaningful technical skills rather than solid motivation and mature behavior when functioning. For this reason, human resources are at the center of our organization's strategy. Other than financial resources or methodological tools used, one of the essential aspects, the most important for our cooperation idea, is the human factor. We have invested in staff training for years in Italy and abroad because training is what allows us to grow.

## Structural innovation and organizational growth

Educational programs possess a growth meaning to us, on an organizational level and for human resources. For this reason, we do not only implement educational programs for the new staff. We also help them in professional growth inside our organization. Shared evaluation allows us to grow as individuals and permit us to talk through the organizational developments we are interested in.

Since 2020 we have adopted structural innovation, along with the introduction of the Technical Units, that is to say, specialized people in sector competence, transversal or internal to the countries in which we operate and that are important people for all the world colleagues.



Specifically, these people are linked to the Social Economy Unit and the M&E, other than those responsible for countries-defined sectors and the actual work context. Working on technical and sectorial aspects, we can be more efficient in knowing the context and interacting deeply with different stakeholders while searching for a constant concrete impact.

## **Training as a method of involvement**

For what concerns its staff and partners, COSV has always believed that adequate training is the best involvement tool, indispensable to guarantee the best performance for managing project activities. It is a systematic, periodic training that entails operators in Italy, and in the countries where they work, along with the participation of external trainees.

In 2022 some of the before-leaving training sessions have been held, which consist of deep notions about the country of intervention, the operator role that will perform, and the project activities. We offer specific training to those who have to play an administrative role.

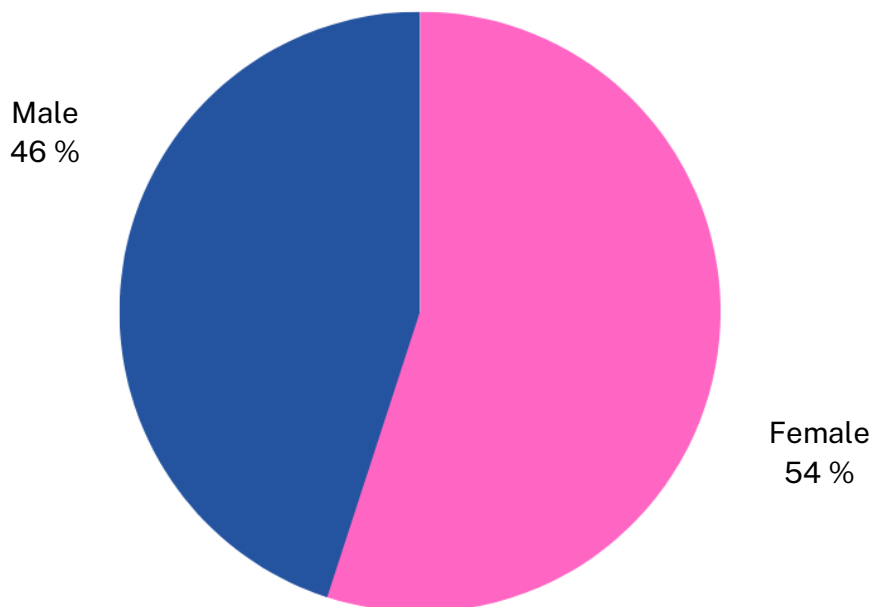
In 2021, when due to the pandemic, it could not be possible to attend training courses in presence, while instead using digital tools, some educational activities on site have been implemented, such as the one organized in Mozambique in December with specific training for the local technicians on reforestation.

## **COSV Café**

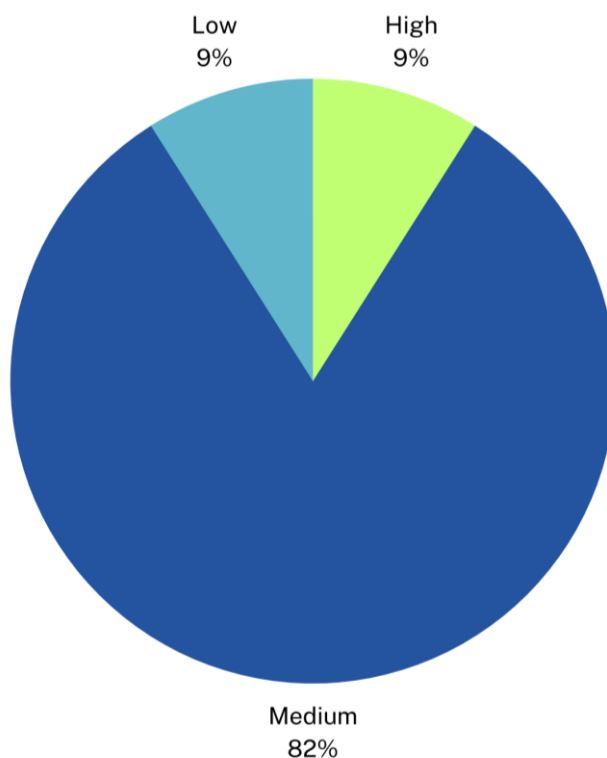
In 2022, was introduced a major innovation inside the organization called COSV Café. This methodology comes from a request by COSV operators who desired to connect with colleagues from other COSV offices. To respond to the request, we created “COSV Café,” a bimonthly meeting where COSV operators can meet and share their methodologies and the best practices learned so far.

# Human Resources Figures: Local Staff

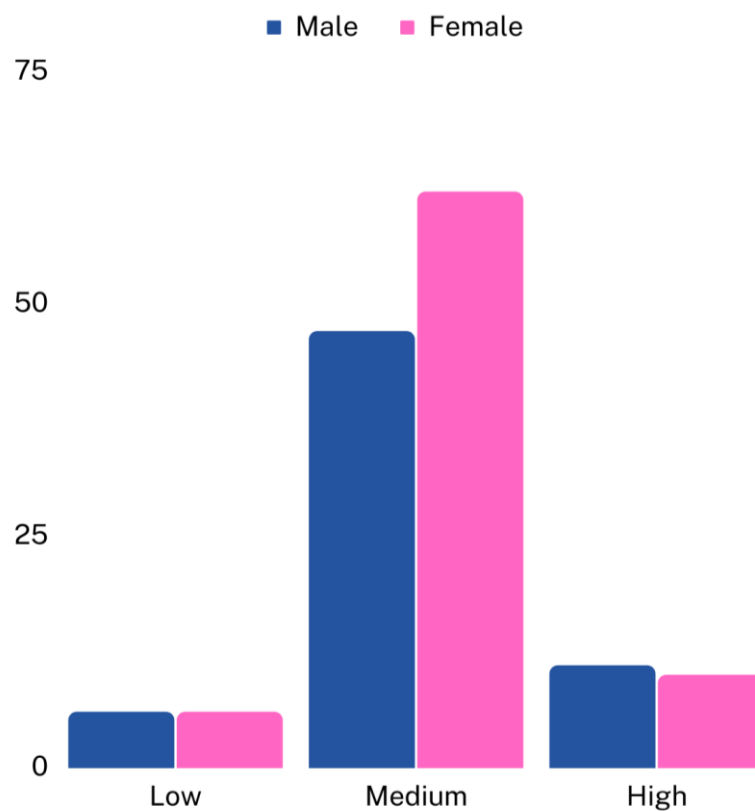
## Local Staff by Gender



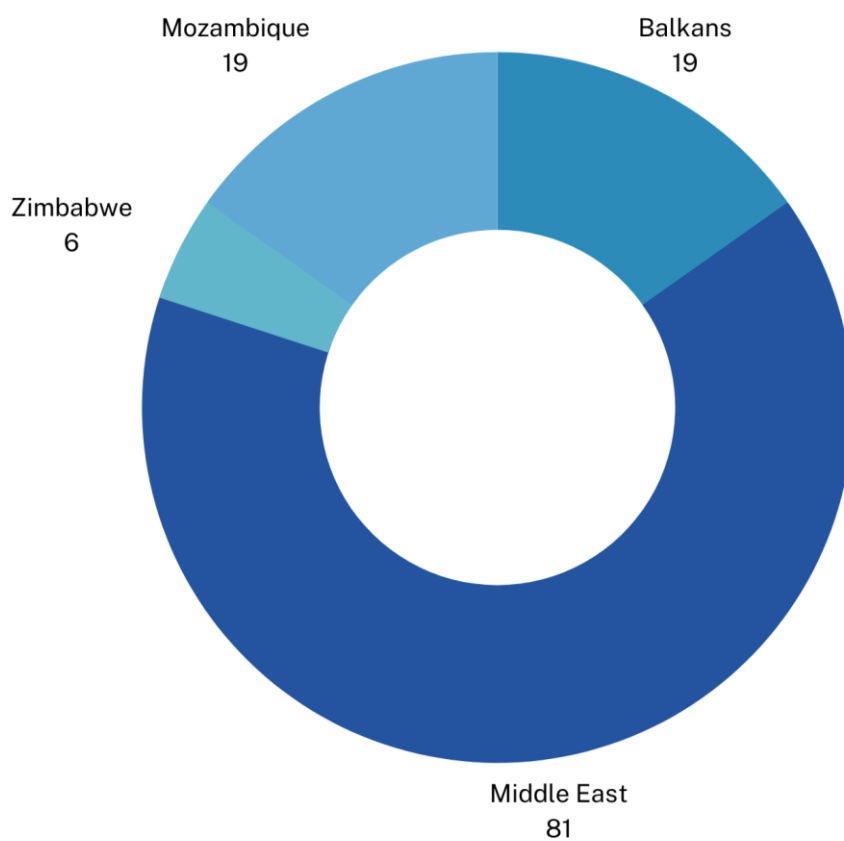
## Local Staff by level of Education



## Local Staff by Gender/Education

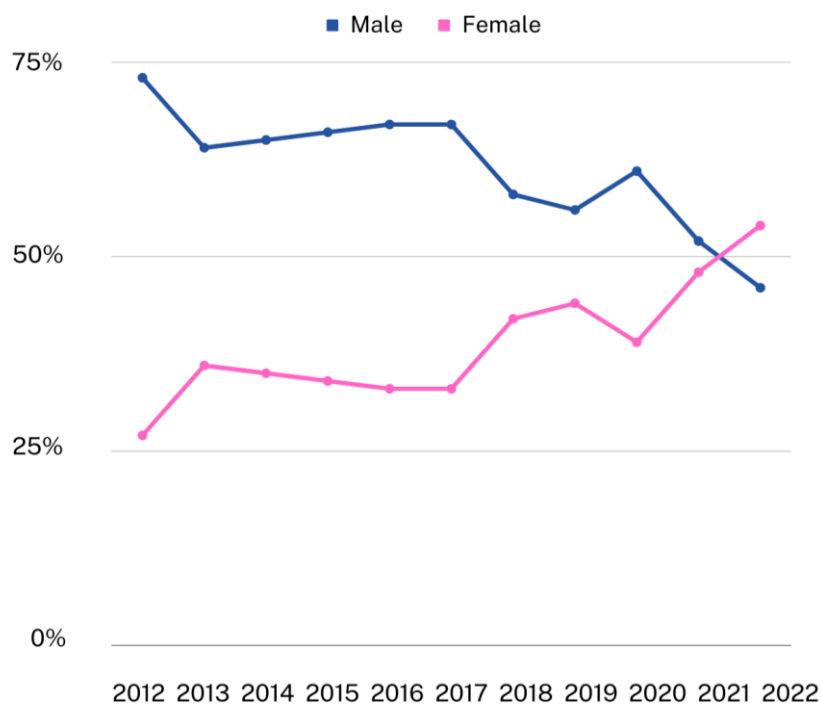


## Local Staff by Country





## Historical Sequence of Local Staff by Gender



**Legend:** — = % of women in local staff — = % of men in local staff

As you can see from the graphic local staff composition in 2012 was radically different: 28% of women and 72% of men. Year by year, the local staff women percentage increased remarkably, overcoming the men percentage. In 2022 women's fraction is 55%, while men's fraction is 45%.

# Human Resources Figures: Displaced Staff

## The Displaced Staff

Cooperation human resources need meaningful technical skills rather than solid motivation and mature behaviour when functioning. COSV operators possess an awareness of the cause of why they are doing the job, responsibility, and attention toward contexts of intervention and situations that do not depend on us in the future.

Most of our operators are engaged in agency roles set in coordination activities rather than in straight actions entrusted to the specialized local staff. The number of displaced staff is relatively low than the on-site staff, given the preference, skills compared, and local personnel.

**23**

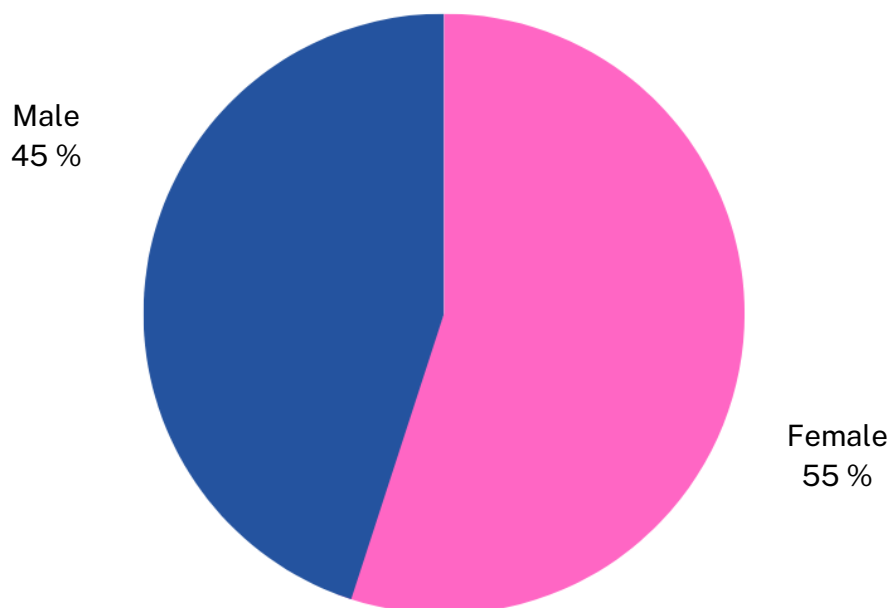
**Displaced Staff**

**104**

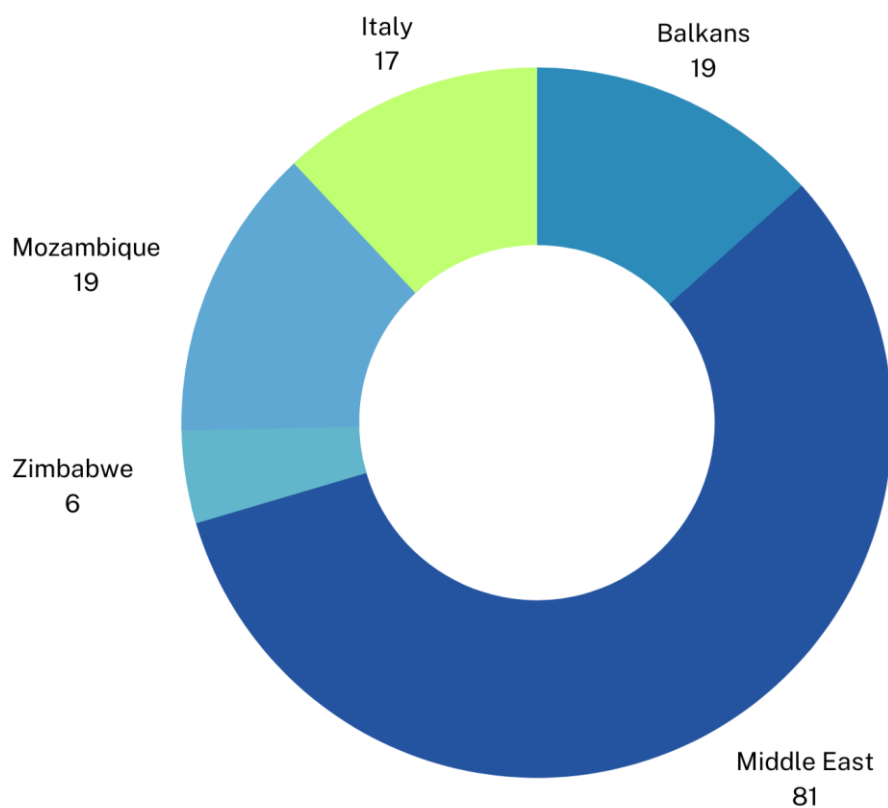
**Local Staff**



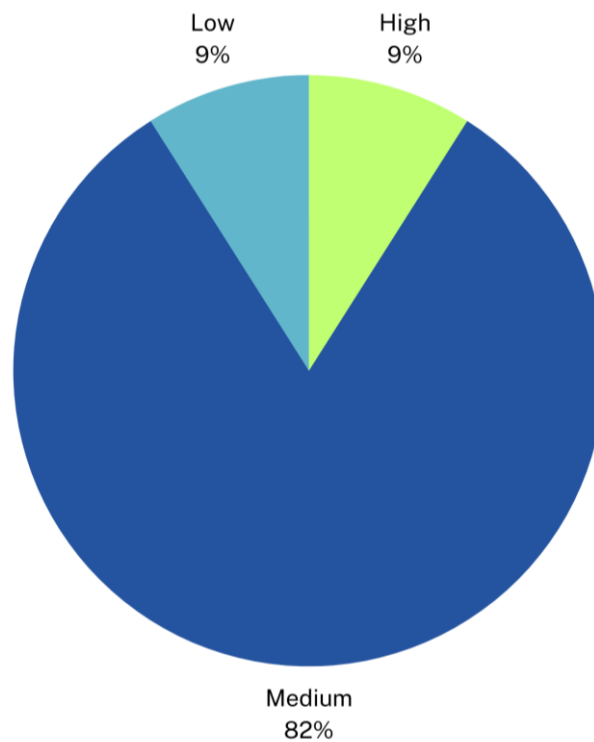
## Staff divided by Gender (local + displaced)



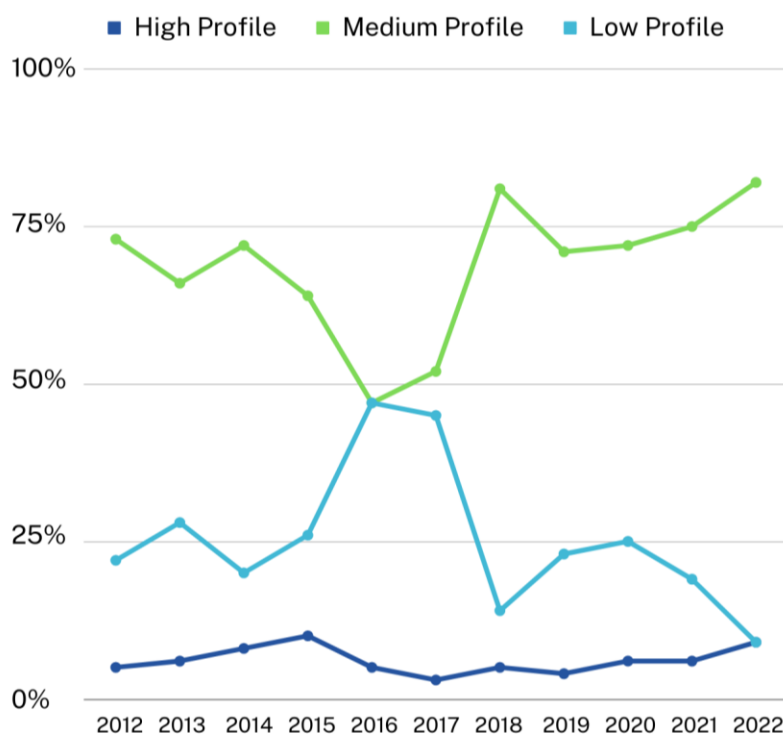
## Staff divided by Country (local + displaced)



## Staff divided by Education Level (local + displaced)



## Historical sequence of Staff divided by Education Level (local + displaced)





# Hiring and Compensation

---

## Compensation Policy

Compensation policy for non-profit organizations is heavily affected by the law. Especially the Third Sector Code and Article 8 declare the prohibition of “payment to subordinate or autonomous worker of salary and fees higher than 40% compared to those expected for the same qualification, from collective agreements”. The contract application has considerable meaning, and the principal trade unions sign it with the employers.

For what concern employees, the contract that COSV applies is related to the “trade” sector that coordinates all work-life aspects of employees. External labour consultants guarantee a correct contract application and all the related regulations. Therefore, even the General Director earns compensation in line with this device, with poor or no possibilities for different policies.

The same rules are applied to Italian personnel with any qualification and with any contract expected by Italian law. The internal policy based on differentiation among the different levels of employees and partners wants to contain excessive gradients. Skills and seniority are criteria based on all COSV salary systems.

## Job contracts

The national trade collective agreements rule all COSV employee job contracts. One specific national collective agreement, signed every three years by CGIL-CISL-UIL trade unions, ONG AOI links, and Link2007, regulates all interrelated and ongoing collaboration stipulated with all the displaced staff abroad.

Specifically, COSV applies the laws and regulations established by the government where the projects are underway for its local personnel. In some specific situations, we combine additional insurance, although it's not mandatory.

All the benefits provided for by the contracts are applied to both employees and co.co.co.

We provide expatriates (Italian and non-Italian) with insurance designed by SISCOS policies, which protect operators in case of accident, illness, and emergency situations.

During the pre-departure training, all policies are explained, especially coverage and claim opening. Moreover, we recommend accessing the User Manual with all the functional information prepared by SISCOS.

Moreover, particular attention in the union agreement relating to co.co.co. is given to maternity leave and its rights, equivalent to the rights provided in the employee's accordance.







## The Links

---

### • **Links' Value**

**p.33**

Collaboration with local, international and Italian interlocutors is crucial to us, and allow us to realize our vision of inclusivity.

### • **Our network**

**p.34**

- LINK2007
- SISCOS
- COLOMBA – Cooperazione Lombardia
- Fairtrade
- Diesis Network
- ANRD

### • **Our Partners and Stakeholders**

**p.38**

We need to connect with more partners and stakeholder to identify an organizational development process.

### • **Stakeholder Map**

**p.39**

# Links' Value

---

Collaboration with local, international, and Italian interlocutors is crucial and allows us to realize our vision of inclusivity. COSV has all the tools to connect different realities of diverse abstraction, sectors, or geographical contexts, to implement through links exchange new methodologies, activities, and enterprises.

What we do through the link in Italy and on an international level, comes from a profound conviction that connections between diverse partners are indispensable to improving the quality of cooperation initiatives and dealing with complex needs and issues. Most of our link work concerns other Link2007 NGOs and our local partners.

COSV obeys numerous collaborations among diverse actors and subjects in identities and aims. We believe that aggregation and collaboration structures, which allow the sharing of abilities, are indispensable for improving cooperation initiatives and dealing with complex issues of partners' and beneficiaries' needs. Wherever we work, we adopt a multiple-stakeholder approach, becoming promoters of pluralism and improvement poverty fight strategies of diverse actors.

We believe that in responding to international cooperation objectives, which is the best tool for achieving the SDGs, partnership among diverse actors becomes an indispensable element that creates a solid impact on a local level. For this reason, we produce partnerships with profit enterprises where these are perceived as development agents by local communities and institutions, knowing that their role doesn't substitute the creation of new jobs, the economic partnership relation development, and the spread of enterprises know-how.



# Our Network

---



LINK2007 is a society of consortium coordination that assembles 16 important Italian NGOs like COSV. Link2007 gives effort to enhancement, operational opportunities enlargement, and qualitative improvement of international cooperation, which requires skills, professionalism, relationship abilities with populations, and an enduring tension to increase autonomous subjects, local skills, and partnerships.

It is also a tool for participating in the international cooperation debate, enhancing the “realized cooperation”, and saving and reinforcing the values of heritage, knowledge, professionalism, and skills that NGOs always convey.

Being part of Link2007 means doing “linked cooperation” by putting together the heritage of organizations that for decades have been fighting poverty and are dedicated to population development to deal with the growing complexities of cooperation challenges. Through our participation in Link2007, we are part of the following networks:



Consiglio Nazionale  
Cooperazione allo  
Sviluppo



Forum del Terzo  
Settore



ASviS – Alleanza Italiana  
per lo Sviluppo Sostenibile



Istituto Agronomico  
Mediterraneo di Bari



SISCOS is a no-profit society specialized in insurance services and international cooperation assistance for NGOs.

Its services are aimed to NGOs and societies that are involved in international cooperation that need to protect with adequate insurance covers the staff working in development projects.

SISCOS, as a non-profit society, gives a package of insurance policies to organizations aimed at protecting personnel from climatic and social conditions and an operational structure for individual assistance. COSV relies on SISCOS for its staff's policies and insurance.



CoLomba – COoperazione LOMBardia – is the society of Lombardy's NGOs that assembles more than a thousand development cooperation and humanitarian organizations, its headquarter is in Lombardy, like COSV, represented by Cinzia Giudici, a member of the Colomba sponsor board.

Founded in 2007, the society earns collaboration experience in the Lombardy Assembly that reunited, since 1989, those NGOs recognized by the Ministry of Foreign Affairs based on 49/87 law.

With the new Statute and the society constitution, all NGOs having their legal office in Lombardy and that do humanitarian work or international cooperation activities can be part of Colomba.



Fairtrade is an international organization that works every day to improve farmers' conditions in developing countries. It operates through precise standards that allow farmers and workers to depend on a more stable salary and to have hope for their future. COSV is among Fairtrade's associates.

---

Diesis is one of the largest European links specializing in social economy support and social enterprise development. Diesis network covers 20 European countries through the main national leagues and national support links. It supports social economic development, social enterprise, and social innovation in Europe through activities implementation based on knowledge, like education, design, consulting services, technical assistance, and research. Diesis is one of the largest links in Europe specializing in social economy support and social enterprise development.



The Albanese Link for Rural Development (ANRD) is a civil society initiative dedicated to rural community well-being improvement. This link will is to support and contribute to the implementation of policies and sustainable rural development tools. In line with the local development policy participative of the EU, this link adopts a participative low-high perspective carrying out the national rural agenda. Currently, the link is a member of both the Balkan Network for rural development and PREPARE (Partnership for Rural Europe). COSV officially became a member of ANRD in early 2021.

## SEE West Alliance



During 2022 we worked with our West Balkans partners to create a new supporting link for the social economy in the region. The link called **SEE WEST: Social Economy Ecosystem in Western Balkans** comes from determination, shared thought, and the will to act together similarly to a collective to reach long-term objectives. It will be launched officially starting in March 2023, aiming to give visibility and recognition of social economy ecosystems in the West Balkans and to support the work of the social economy actors on European and international level.

## Other Network

COSV is among Ethic Bank associates. Also, it joins GONG, an Italian NGO linked in Mozambique, Mediterranean, and Middle East Platform, born 26 years ago thanks to some Italian NGOs working in the humanitarian sector for populations affected by the Israeli-Palestinian conflict, and to the Work Group of Link2007-Warehouse and Loans.





# Our Partners and Stakeholders

In the last years, social and environmental global challenges and the increasing influence of organizations in civil society have produced an increase in complex and dynamism of the operational environment for all kinds of organizations. Understanding and approaching emergency issues from this evolutionary complexity, individual actors, like social organizations, become more dependent on sharing knowledge and working in synergy to reach shared objectives. Therefore it is crucial to relate with partners and stakeholders to identify a process of organizational development that is in everyone's interest.



# Stakeholders Map

In a progressively fragmented world, managing relations with stakeholders is crucial for starting a constructive debate around policies and organizations' strategies. Building moments of dialogue with stakeholders allows understanding of social values evolution, aspirations, and people and organizations waiting for COSV. To obtain a confrontation with them is crucial foremost to identify them: this is why we create the stakeholder map.

The list of COSV's stakeholders comes from "Ethical Code and Behaviour", where the organization's modalities are shown and it practices its values referring to the activity management and stakeholder relation.





The code describes the cluster of rights, duties, and responsibilities of those collaborating, at any title or contract, with COSV, which intends to defend its and the people's reputation working inside it, in Italy or abroad.

The Code describes rights and duties of our stakeholders, which are:

- Subordinates (employees, expatriates, personnel and local subordinates, volunteers, members...)
- Donors and lenders
- Partners
- Beneficiaries
- National, international and local institutions
- Suppliers

**Read more on the Ethic and Behaviour Code**



During the assembly held on 27th October 2020, COSV associates approved a new version of the Charter of Values and the Behavioural Ethic Code, lined-up with the new Italian law arrangement. The stakeholder choice occurs under precise criteria. For instance, workers are chosen without nationality, gender, or religious discrimination and clear processes through public vacancies. The crucial choice of partner stakeholders, especially locals, is based on a few parameters like skills and accountability, and it is also needed as a condition for sharing our Charter of Values principles rather than operational methodologies and organization objectives. The ethic code foresees, also, the duties for every stakeholder's individual class. The choice of providers is also crucial: COSV implements non-discriminatory policies when choosing providers consider as a criteria quality standard, service, and economy. It also requires specific guarantees about job conditions, according to the international standard ILO (International Work Organization) and product quality. Specifically, the COSV's supply organization follows PRAG rules. In the case of Italian cooperation projects, applying the Contract Code rules is crucial.

## EU and International Cooperation Principles

COSV refers to codes and principles in economic, social and environment sectors. Particularly, COSV masters the EU approach to sustainable development for achieving the 2030 UN Agenda.

<https://www.aics.gov.it/home-ita/settori/obiettivi-di-sviluppo-sostenibile-sdgs/>

For what concerns Italy, the guidelines put out by the International Cooperation and Foreign Affairs Minister, for instance the energy guidelines:

[https://www.aics.gov.it/wp-content/uploads/2018/03/Linee-Guida-Energia\\_2018.pdf](https://www.aics.gov.it/wp-content/uploads/2018/03/Linee-Guida-Energia_2018.pdf)





# Social Economy

---

- **Link with Social Enterprises**

p.43

Our participation to the social enterprises link

- **Our Social Economy Program**

p.44

An insight on our Social Economy Program, the objectives and areas where we work

- **CoProfit**

p.45

An insight on CoProfit, a Benefit Corporation founded by COSV with social entrepreneurs and international experts.

# Social Enterprises Link

---

## Linking with the world of Italian and European Social Economy

COSV's strategy for the social economy is based on the merging of knowledge generated by the world of Italian and European social economies and the development of cooperation while practicing the intercultural facilitation skills that our organization grew during many years of activity in different world continents. For this reason, we are constantly creating relationships with our partners, studying and observing with diverse actors.

For what concern Lebanon, we started with the market actors analysis and Lebanese society and then of other realities in which we operate, where we saw and took the opportunity to contribute to an ecosystem construction that facilitates the consolidation and regulation of a social economy.

It's about contexts with a high potential that today faces development challenges similar to the Italian system, for instance, young people recruitment, with only one difference: the absence of a pre-established regulatory framework. This element, which could be seen as an obstacle, instead represented the opportunity to introduce new practices even for the most evolved Western systems. The action on the link and the investment in the partnership and social entrepreneurship are essential features to trigger social innovation processes and objectives like fighting poverty and iniquity for human, sustainable and widespread development.

Along with Diesis Network, for instance, we have worked for the creation of a social economy ecosystem for West Balkans, in particular Albania, collaborating on more projects.



# Our Social Economy Program

In the last years, the situation of some Middle East countries allowed COSV and its local partners to develop a solid methodology of social economy applied in complex contexts where the rule of law is not always present.

Our strategy is based on two pillars:

- **Community Capital**

The *Community Capital Analysis* - also known as Community Asset Assessment - is a tool of social research that inside the Community Capital Framework (CCF) has been an object of renewed interest starting from the mid-2000s among the institutional actors that worked with the rural communities of United States. COSV owns and develops this methodology in a Middle East Region where it has worked for years, even with limited interventions.

- **Social Entrepreneurship Support**

The full support to the social enterprises comes from a profound change in COSV strategy that in 2010 decided to concentrate its action only on the socio-economic development sector. Thanks to the experience capitalized on the 40 years of presence in Africa, the Balkans, and the Middle East, COSV manages to act as an agent of change between local organizations of the countries in which operates.

**Discover our Social Economy strategy**





CoProfit is a Benefit Corporation for International Cooperation born in 2022, conscious that the current legislative system in Italy made it impossible to COSV to realize projects and interventions classified as “profit,” forbidding access to commercial projects.

The growing complexity of international relationships, especially with vulnerable countries, requires different interventions and articulate approaches, something that COSV aims to.

Therefore, we created CoProfit, and we are the funding partner.

## CoProfit Activity

It enlarges advice and assistance services for:

- The idea, project, and development of entrepreneurship project able to generate positive impacts by measuring environment and community;
- Development and implementation of an evaluation system, social impacts measurement, and reporting;
- Building of study activity, research, and staff training



## Vision

Our **vision** is to contribute through profit activities to international cooperation values implementation.

## Mission

Our **mission** is to operate according to the 125/2014 Law, which states that “Italy recognizes and encourages the enterprises contribution to the banks and development processes of country partners”.

[Read more on CoProfit](#)





## Internal Survey on Operators

Along with the Social Report 2022 drafting, COSV followed the stakeholder involvement, starting from 2020 and continuing until 2021, also involving its operators in an analysis of job quality at COSV.

The aim is to analyse the level of COSV enjoyment regarding its subordinates and monitor time progresses. For this reason, this research was raised through a survey used two years prior, which improved thanks to new precautions. You can find the complete text [here](#).

The survey gave qualitative and quantitative answers and allowed anonymity and privacy. There were 20 questions divided between closed-ended and open-ended responses, with the possibility of adding a comment.

The research involved 65 COSV operators among office and displaced personnel, obtaining 22 answers (33%). The answers decrease, considering the previous year, is due to other research going on.

In the next section you will find survey's results.

# Survey Results

## 1. How do you evaluate COSV's ability to involve the community in co-designing?

Excellent	5
Good	15
Fair	3
Poor	0
I don't know	0



65% of operators consider COSV's ability to involve communities in co-planning to be good, and compared to 2021, it has increased by almost 20%. Also, it is worth pointing out that no one answered the question by selecting the "poor" option.

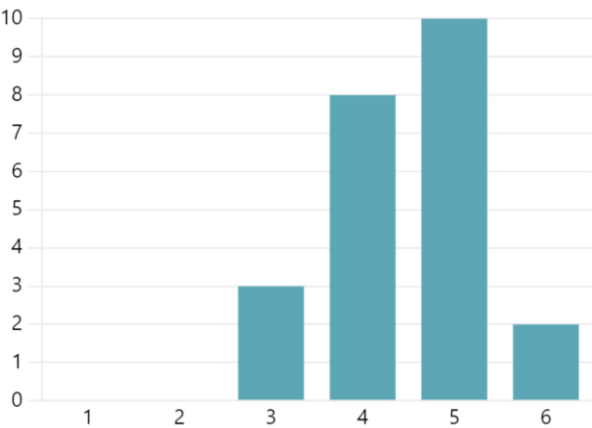
## 2. How do you evaluate the COSV project's impact on the communities?

Excellent	3
Good	18
Fair	1
Poor	0
I don't know	1



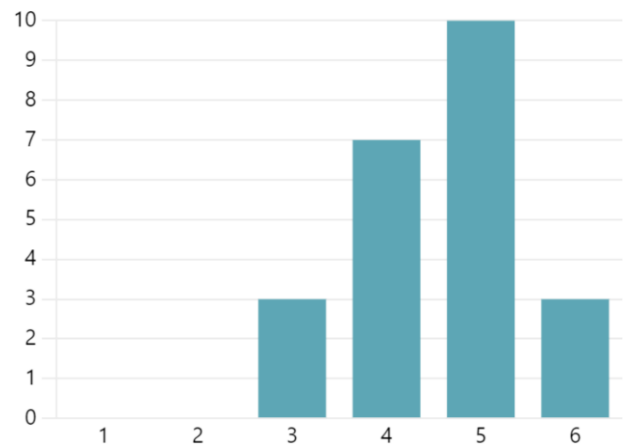
78% of operators consider the impact generated by COSV projects on the communities involved to be good, 10% more than in the survey conducted in 2021, while the percentage of the "Excellent" option has dropped.

## 3. How do you evaluate COSV's ability to work efficiently for coordination and collaboration with other stakeholders?



The operators gave an average evaluation of 4.48 regarding the effectiveness of the COSV working in coordination and collaboration with the other stakeholders. Compared to 2021, in which the score was 4.68, the average rating has dropped by 4%.

**4. How do you evaluate the ability of COSV to build strategic partnerships with other stakeholders?**



Operators gave an average rating of 4.57 on COSV's ability to build strategic partnerships with other stakeholders. Compared to 2021, in which the average rating was 4.51, the score increased by 1.3%.

**5. How do you evaluate the effectiveness of COSV to reinforce local stakeholder skills?**

Excellent	4
Good	16
Fair	3
Poor	0
I don't know	0



70% of operators consider the effectiveness of COSV interventions in strengthening the skills of local stakeholders to be good. Compared to 2021, the "Excellent" option increased compared to "Good," while there were no answers such as "Poor" or "I don't know."

## 6. Which are the strengths of COSV projects?



The questionnaire revealed that the three main strengths concern:

- The ability to involve communities
- Relations with local partners
- Inclusivity and Innovation

Compared to 2021, "Inclusivity and innovation" have replaced the answer "Strategic approach to projects."

## 7. Which are the weakness that COSV need to improve for a better approach to projects?



The survey revealed that the three main areas for improvement concern:

- The design process, which should involve more staff
- The capitalization of the wealth of experience gained in the various countries
- The involvement of local communities and the local context

Compared to 2021, all three answers have changed, which instead concerned:

- Internal knowledge management and sharing
- Internal communication between the various offices of the organization
- Teamwork and task management in the team

## 8. How many years have you worked at COSV?

More than five years	7
More than three years	6
More than one year	8
Less than one year	2





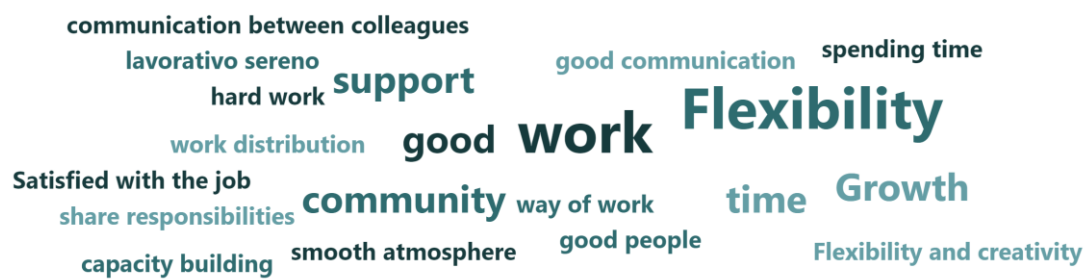
35% of operators have been working at COSV for more than a year; 30% for more than five years; 26% for more than three years; and 9% for less than a year. Compared to 2021, the percentage of people who have been working at COSV for more than a year has significantly decreased, and the percentages relating to people who have been working at COSV for more than three and five years have increased.

### 9. Where do you work?

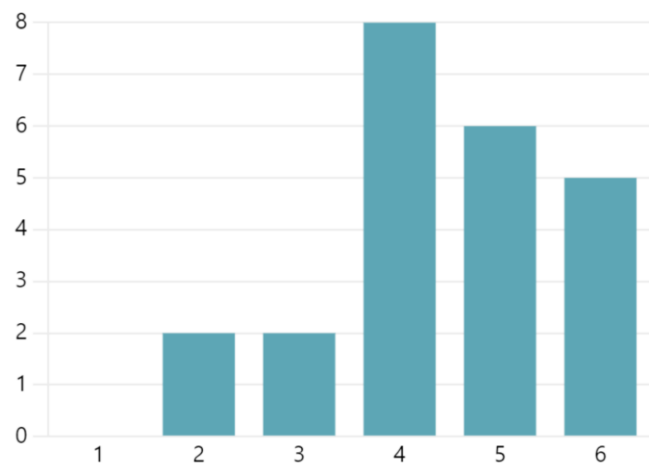


83% of the operators, who replied to the survey, work in one of the COSV foreign branches. As of 2021, the vast majority of respondents are currently working abroad.

### 10. What’s the first thing you think of when reflecting on your work at COSV?

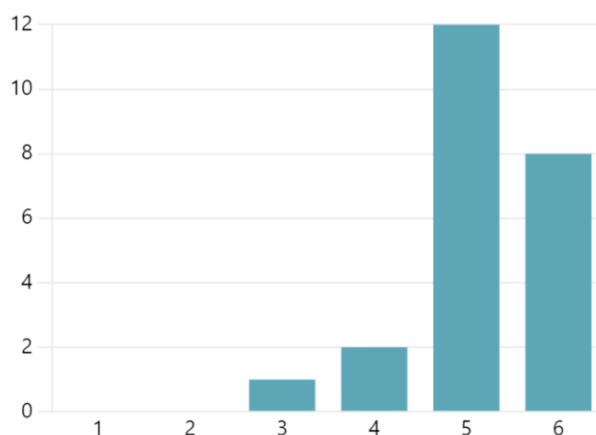


### 11. Before starting to work at COSV, have you received adequate training to hold your position?



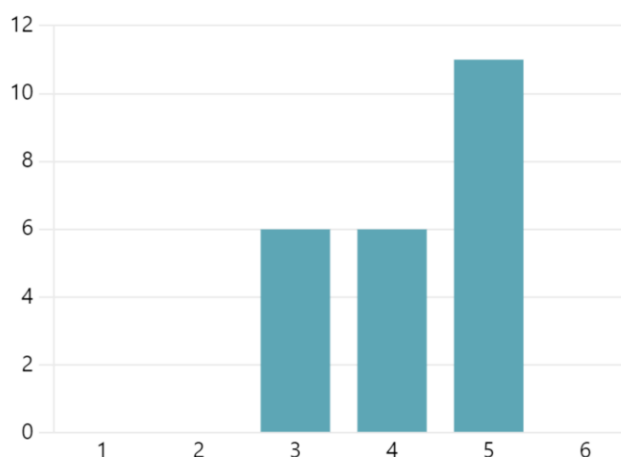
On a scale of 1 to 6, the average response is 4.43, and this is a positive result. Compared to 2021, the average rating has remained the same.

**12. How do you evaluate the work atmosphere in the group you are part of?**



The average of the answers, on a scale from 1 to 6, stands at 5.17. A largely positive result that increased by 8% compared to 2021 (4.78).

**13. How do you evaluate the organizational structure referred to the work management at COSV?**



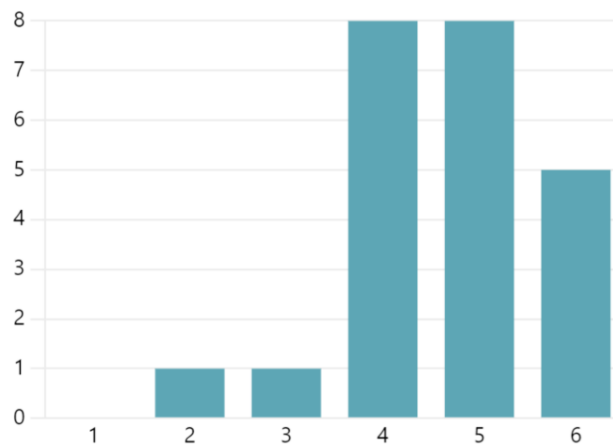
On a scale from 1 to 6, 48% of operators rated 5 regarding work management within COSV. Although there are no answers equal to 6 like last year, the average of answers to the question is 4.22 and remained the same as in 2021. It should be emphasized that this year, there were no answers lower than 3, as for 2021.

**14. Do you know the responsibilities and functions of your role?**



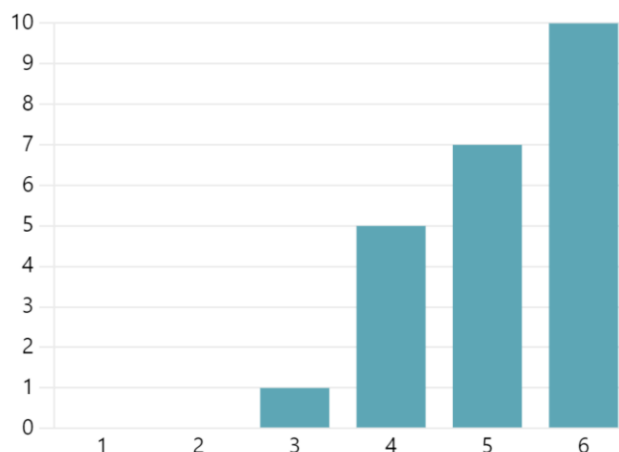
More than 96% of operators answered Yes. Compared to 2021, the answers of Yes have increased.

### 15. Do you receive adequate information to do your work?



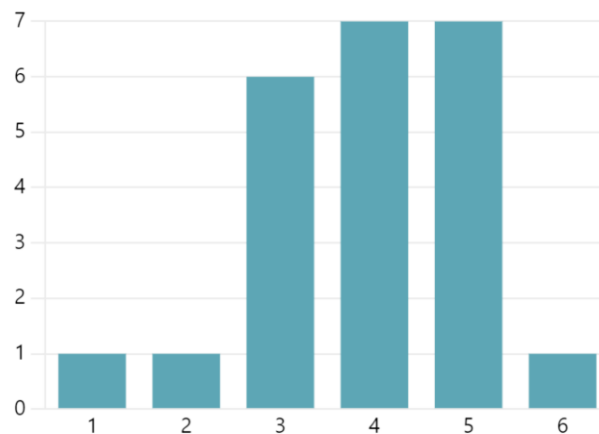
Most of the operators responded positively and the average response, out of one on a scale from 1 to 6, stands at 4.65. The average rating has decreased compared to 2021, in which it stood at a score of 4.92.

### 16. Are your referents available in case of conflicts inside the team?



On a scale of 1 to 6, the average rating stands at 5.13, a positive result. Compared to 2021 (4.92), the average score is 4% higher.

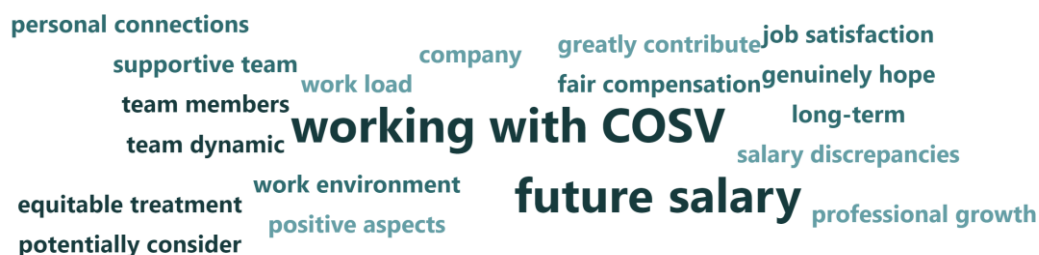
### 17. Do you think your salary is adequate for the role you hold?



On a scale from 1 to 6, the average rating stands at 3.91, slightly above the average and slightly lower than the 2021 result (3.97). In this regard, the results are more varied than on the other questions.

### 18. Do you still want to work for COSV in the future?

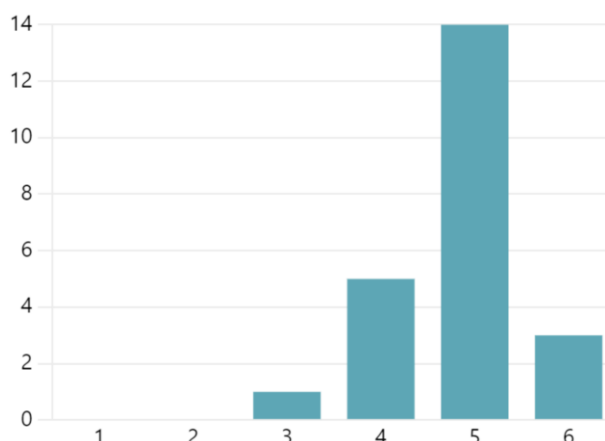
The operators replied that they want to work for COSV in the future. They added in the large position of responses that their working environment is highly valued, but in some cases, they would prefer a higher salary than the current one.



It should be noted that in 2021 5% of the operators had replied that they would no longer work for the COSV.



## 19. How do you overall evaluate your work at COSV?



On a scale of 1 to 6, the average rating stands at 4.83. A positive result also highlights the possibility of further improvements. Slightly down from 2021, in which it was 5.05. However, this year, there were no answers lower than 3 as in the previous year.

## 20. Which suggestions would you give to COSV?

The last was an open-ended question, to which the operators could answer freely by providing their suggestions to COSV. Among the most cited topics by operators are:

- The establishment of a greater number of organizational or HR-related roles for the internal management of work
- The creation of a greater number of decision-making figures and the implementation of a hierarchical structure
- The implementation of weekly meetings between the offices of the various locations

In 2021, however, the suggestions concerned the internal communication process, better management of workloads, and enhancement of the work team.



## Survey on COSV Partners

For the 2022 Social Report, COSV decided to propose again the enjoyment analysis of its stakeholders, and the interviewing of its partners. Compared to the previous years in which we involved even the beneficiaries, this year we preferred to analyse the organization's partners due to the lack of tools for reaching the community. The digital data collection tool is not accessible to all our beneficiaries, and the lack of a structured system for collecting experiences prevents a deepening of this category.

For what concerns partners, we opted for a qualitative evaluation method that involved a little sample.

The research went on through a survey composed of 5 questions related to acknowledging the experience gained during the projects. Questions were open-ended along with the possibility to insert a comment without length limitation.

Following, the survey and the related answers.

**Partners' survey**

**Partners' answers**





# Creating Social Impact

- **The Sub-Granting Mechanism**

p.57

- The Sub-Granting mechanism and our role as community starters

- **Social Innovation**

p.58

- Merging cooperation and social entrepreneurship

- **Monitoring and Evaluation**

p.59

- Evaluating impact between responsibility and innovation, and the importance of accountability

# The Sub-Granting Mechanism

Among the tools that are part of our organization's strategy and used to generate added social value, the Sub-granting mechanism is crucial.

Since 2007 the Sub-granting was one of the options granted by the EU, and COSV used this tool a few times for its effectiveness. Sub-granting is a financial contribution transmitted indirectly from a fund beneficiary to a secondary beneficiary for creating an action aimed at contributing to the achievement of objectives foreseen by the fund contract. In other words, it is a payment aimed at implementing an activity through the sub-concession of an operation whose objective is non-commercial.

This mechanism during these years allowed us to assign economic resources to other organizations of civil society active in the territory in which we work and to transmit our knowledge and technical know-how, generating added social and economic value that will bring long-term benefits.

## Community Starters

One of the crucial aspects of our strategy is participation and community involvement in the project activities. Start the community to take action for creating value, permit them to use their territory and traditions knowledge, and transmit to them the necessary skills for autonomously managing their economic, financial, and natural resources.





# Social Innovation

## Merging cooperation and social entrepreneurship

Our organization's strategy is based on innovation concepts and, more precisely, on **social innovation** processes.

We conduct resources and put in action effective solutions to issues related to the diverse contexts in which we work through involvement and **creation of Community Capital's different relationships**: stakeholders, institutions, private and public actors, and civil society.

Involvement is pivotal in our work: the participation of various actors can contribute to a growth mechanism creation, not only participatory but also sustainable. Social sustainability, but also economic and financial. The adoption of certain approaches, mostly if linked to innovative enterprise models, could guarantee stability and enduring of adopted solutions in the social innovation processes.

Specifically, **our strategy is to merge cooperation experience with social entrepreneurship**. This is where we see innovations explored in diverse contexts and the different actors we work with, creating an existing social impact.

The social innovation impact can't be measured only on financial or results criteria. We mustn't lose the profits coming from community relationships, the solution process, and the resources.



# Monitoring and Evaluation

---

## Impact Evaluation: Responsibility and Innovation

The pivotal role of control mechanisms and the project's internal evaluation is now crucial, allowing to stick to the Result Based Management.

In 2018 COSV created an M&E internal union that coordinates procedures and tools applied in different organizations' projects. The approaches related to the internal and external evaluations, like the monitoring solution that COSV chose, respond to the same regional programmatic framework, which is different in the three regions of intervention: the Middle East, the Balkans, and Africa.

The M&E internal unit benefits from the General Coordinator skills; three Regional Coordinators; and a number of well-trained M&E Field Officers. The intervention results achieved by M&E Unit is a data collection aimed to analyse projects and programs indicators useful in the short-term to acknowledge Upwards Accountability (toward donors and lenders); in the mid-term to identify the best Good Practices and Lessons Learned, crucial for implementing projects that recognize the Downward Accountability (toward beneficiaries and project partners).



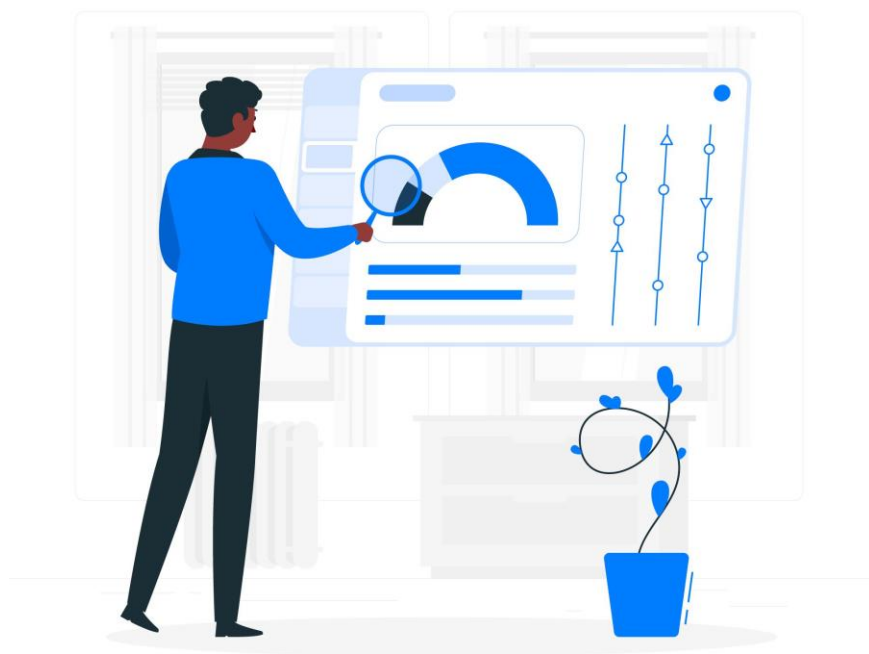
## The importance of Accountability

Accountability intended as analysis and communication responsibility is pivotal in our world projects. Together with Link2007, we signed the accountability chart.

From a technical point of view, COSV combines traditional reports with a set of reports based on projects that collect information with different criteria like sustainability, relevance, efficiency, and effectiveness. Moreover, in 2021 COSV started to experience a set of evaluation methodologies recognized internationally, like the SCORE Index (Social Cohesion and Reconciliation Index) or the SEIE (Social Enterprise Impact Evaluation).

Using these methodologies allows a mid-term measure with a high comparative value that, despite being strictly tied to the activities and projects of our organization, will be matched to a standard measure internationally applied and shared.

### To read our report



# The Balkans

A stylized map of Europe with the Balkan Peninsula highlighted in yellow. The rest of Europe is shown in light gray, and the surrounding seas are light blue. The title 'The Balkans' is written in large blue letters across the top.

**4**

**Countries**

**8**

**Projects**

**19**

**local  
operators**





## • **The Balkans**

**p.63**

- Our program in the Balkans, from an Emergency situation to integration, and our sustainable development objectives in the area

## • **Being in the Balkans**

**p.65**

## • **Montenegro Projects**

**p.67**

- REACH - Improving environmental awareness on circular economy and the natural habitat of Cetinje and Lovcen
- Western Balkans Youth Social Economy Alliance - WB SEA

## • **North of Macedonia Projects**

**p.69**

- BAIR - Bitola's joint Action for the Inclusion of Roma
- ENTEG - Entrepreneurship for tertiary education graduates

## • **Albania Projects**

**p.71**

- Kolonja Multifunctional Center Restore
- Green-AL: Empowerment of Civil Society Organizations for Environmental Protection in Albania
- Lakes of Albania: Promotion of sustainable and responsible tourism models for the inclusive development of communities
- Toka Jonë

# The Balkans

---

## From Emergency to Integration

We operate in the Balkans since 1991, where we actualized economic, social, and environmental intervention, starting from emergency projects that developed the region.

In the last years, we questioned the sense of doing cooperation in the Balkans, soon members of the EU. Our role in the Balkans evolved toward mediation and facilitation of the European experience and local contexts, accompanying the Balkan region during the integration process.

In the Balkans, we encourage civil society organizations and local governments to act together, working for community trust improvement and toward the institution. We encourage the active participation of citizens guaranteeing multi-ethnic integration, from the society management to natural resources protection of this area.

Our entry into Albania in 2018 was strategic not only for the geographic connection with Montenegro and Macedonia but for Albania's speed toward EU membership while being an upstanding example of stability in the Balkan area. In Albania, our catalyst function of inclusive development gives a profound knowledge of contexts that improves thanks to the expertise gained in other areas, like social entrepreneurship like a society reinforcement model.

## COSV Program for the Balkans

Our COSV Balkans Program is a three-year strategic program implemented in Albania, Montenegro, and Macedonia. It was born while analysing our long experience in these territories, our contacts, and the government's strategic priorities of institutions and key actors that bring change in societies. Through this analysis, we outlined a three-

year program to support these States and their communities in the European integration process, using a transversal methodology of social enterprise.

We believe that social entrepreneurship can be an approach toward change for society since, through this methodology, we can merge the various social sectors to achieve sustainable and equal development. Because of social entrepreneurship, it is possible to conciliate the economic aspect with social responsibility.

The classic entrepreneurship aspect meets the creation of a social value and a sustainable environment, helping the natural and tourism development and preservation. Therefore, we identified three crucial sectors: the natural capital (environment and eco-tourism); the social inclusion of vulnerable groups, for a fair and rightful society; and a more inclusive and sustainable economy. Crucial for the strategy is the results measure we expect to bring in the next years through an M&E system set up and implemented on the project and program. Hence we can show how efficient, effective, and sustainable we are.

## Our sustainable development objectives in the Area



To promote sustainable, economic, and inclusive growth, we worked in Montenegro to create new employment programs for young people and disadvantaged groups, women and the disabled in particular. We have offered our experience promoting social entrepreneurship for the activities developed in various sectors, like biological production.



To reduce social inequalities, we work in the North of Macedonia contributing to the construction of a rightful and peaceful society, respectful of the community members' dignity, regardless of ethnicity, religion, or political position. Our program sustains inclusion and participative development, working on inclusive education, human rights protection, capacity building, and job access, putting us near the community and Roma communities.



To encourage consumption and sustainable products, we work in Albania and Macedonia to train entrepreneurs and farmers on sustainable product techniques, reducing the use of polluted products and materials. Moreover, we support local communities in using natural resources responsibly as income and implementing economic development in the area.



To protect nature and its resources, we work to make possible its co-existing with man. For over a year, along with the southwest Albania community, we brought on awareness campaigns, environmental education, and capacity building, building environmental acknowledgment and participation. Moreover, in the past, we have worked in Montenegro and Bosnia Herzegovina to encourage sustainable and respectful development.

# Being in the Balkans

## Being in Montenegro

In the last years, we have worked in Montenegro to strengthen relationships with ONG, CSOs, and local public institutions, offering support in writing and project management focusing on the development and improvement of social policies, on work integration of vulnerable groups, and the promotion of sustainable tourism. In the social sector, the need for new employment programs has increased for young people and disadvantaged groups, women, and the disabled.

We have offered our experience promoting social entrepreneurship through a project that introduces social economy and cooperative system rehabilitation. Moreover, we have worked to promote sustainable tourism development and environmental protection.

## Being in the North of Macedonia

Since 2009, we have worked in the North of Macedonia, contributing to the construction of a rightful and peaceful society, respectful of community members' dignity, regardless of ethnicity, religion, or political position. Our program aims at inclusion and participative development, specifically in inclusive education interventions, human rights, capacity building, and job access, supporting the Macedonian community, Roma communities, Civil Society Organizations, and supporting emerging enterprises and local institutions. In the past years, we have worked on projects about quality improvement for Roma's primary schools, introducing new environmental protection practices and inter-community relationship improvement.





## Being in Albania

Since 2018, along with southwest Albania, we brought on awareness campaigns, environmental education, and capacity building, building an environmental knowledge of participation. A simple element with a significant meaning, which shows how in the natural reserves, men's activities, like nurture, can live compatibly with the wild nature. Currently, we are working on various projects regarding the defence and conservation of the protected area in the south. We operate in different national parks where we realize, along with local community, parks, and civil society organizations, intervention in economic development and environmental defence.

Moreover, we promote an awareness campaign on environmental topics reaching the Albanese community, starting from students of technical and professional schools. In Albania, we are implementing a program designed to create economic development, rural development, social inclusion, and sustainable tourism projects.



# Montenegro Projects

## REACH - Improving environmental awareness on circular economy and the natural habitat of Cetinje and Lovcen

GEOGRAPHIC AREA	BALCANS
COUNTRY	Montenegro
LOCATIONS OF THE ACTION	Prijestonica Cetinje; National Park; Lovcen
SECTOR	Culture; Rights; Economic Development
AMOUNT	113.280,90 €
PROJECT START	01/04/2021
PROJECT END	31/07/2022
LEAD MANAGER	COSV
DONORS	EU/EDF: 90.000 EURO
PARTNERS	MOJ PUT (MY WAY); OLD ROYAL CAPITAL CETINJE /ASSOCIATE)
<b>OBJECTIVES:</b>	
The REACH - Raising Environmental Awareness on Circular Economy and Natural Habitats of Cetinje and Lovcen project aim is the promotion of Montenegro's alignment with the Environmental and Climate Action Acquis, through circular economy pilot initiatives, and awareness-raising actions locally in Cetinje.	
<b>RESULTS OBTAINED IN 2022:</b>	



1 CIRCULAR ECONOMY PROJECT for organic waste involving 2 schools and 600 students



TRAINING IN ENVIRONMENTAL EDUCATION for 900 students and 15 teachers



CREATION OF THE "Friends of Lovcen" BRAND



1 ONLINE CAMPAIGN on Biodiversity, Circular Economy, Environmental and Climate Policies



# WB SEA - Western Balkans Youth Social Economy Alliance

<b>GEOGRAPHIC AREA</b>	BALCANS
<b>COUNTRY</b>	Macedonia
<b>LOCATIONS OF THE ACTION</b>	Bitola, North Macedonia
<b>SECTOR</b>	Human Rights
<b>AMOUNT</b>	111.964,06 €
<b>PROJECT START</b>	28/10/2020
<b>PROJECT END</b>	27/10/2022
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	ERASMUS+: 111.964,06 EURO
<b>PARTNERS</b>	SOCIJACIJA ZA DEMOKRATSKI PROSPERITET (ADP) – ZID; DIESIS COOP; ASSOCIATION FOR EDUCATION MLADIINFO INTERNATIONAL; PARTNERET SHQIPERË PER NDREYSHIM DHE ZHVILLIM; LENS, CENTER FOR THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP "GLOBE", MLADI AMBASADORI

## OBJECTIVES:

The WB SEA - Western Balkans Youth Social Economy Alliance project aim is to represent the social economy as a catalyst for talent acquisition in the Western Balkans; develop the capacities of youth organizations in the region to incorporate the social economy in a strategic position; and work on social economy programs development and advocacy initiatives. Furthermore, the project intends to create an environment for youth employment through self-employment promotion and social entrepreneurship practices; promote regional cooperation through capacity building and know-how exchange between the Balkan countries and the EU, aiming at developing a regional approach toward the social economy. Finally, it intends to strengthen existing social economy ecosystems by supporting the economic and social development of the region by offering a strategic approach to the social economy by including young people in the regional aspiration context for EU membership.

## RESULTS OBTAINED IN 2022:



CREATION OF 1 REGIONAL NETWORK dedicated to promoting the Social Economy in the Western Balkans



1 STUDY VISIT TO MONZA to allow participants to get to know the ecosystem of the Italian social economy

# North of Macedonia Projects

## BAIR - Bitola's joint Action for the Inclusion of Roma

GEOGRAPHIC AREA	BALCANS
COUNTRY	Macedonia
LOCATIONS OF THE ACTION	Bitola, North Macedonia
SECTOR	Human Rights
AMOUNT	902.619,90 €
PROJECT START	01/01/2021
PROJECT END	31/12/2023
LEAD MANAGER	COSV
DONORS	EU: 799.992,02 EURO
PARTNERS	MUNICIPALITY OF BITOLA; FOUNDATION FOR SUSTAINABLE ECONOMIC DEVELOPMENT PREDA PLUS

### OBJECTIVES:

The BAIR - Bitola's Joint Action for the Inclusion of Roma project aim is to encourage the socio-economic inclusion of the Roma community living in Bitola, North Macedonia. While the specific objectives are the opportunity for the Roma community to integrate into the community of Bitola; the living conditions improvement of the Roma community in the Bitola settlement; lastly, increasing access to health, socio-educational, and employment services for the Roma community.

### RESULTS OBTAINED IN 2022:



The BAIR HUB PREMISE has been fully equipped and set up to accommodate the community



1 CULTURAL EVENT dedicated to the celebration of International Roma Day



1 REPORT dedicated to the equality of social groups



1 TECHNICAL ASSISTANCE PROGRAM dedicated to the urban transformation of the BAIR district



# ENTEg - Entrepreneurship for tertiary education graduates

GEOGRAPHIC AREA	BALCANS
COUNTRY	Macedonia
LOCATIONS OF THE ACTION	Cross-border areas of North Macedonia and Greece
SECTOR	Education
AMOUNT	551.840,00 €
START PROJECT	20/05/2022
END PROJECT	20/11/2023
LEAD MANAGER	COSV
DONORS	UE: 469.064,00 EURO
PARTNERS	TECHNICAL CHAMBER OF GREECE/SECTION OF CENTRAL YOUTH CULTURAL CENTER-BITOLA; COSV, BRANCH IN R. NORTH MACEDONIA

## OBJECTIVES:

The ENTEg - Entrepreneurship for Tertiary Education Graduates project aim is to promote, in a responsible and integrated way, entrepreneurship training of higher education graduates in order to improve the entrepreneurial mindset of young scientists to enable them to be self-confident and more creative in whatever they undertake and to enhance their attractiveness as employers; encourage the start-up of innovative businesses; improve their role in society and the economy, in accordance with the European Green Paper on Entrepreneurship in Europe (2003), the Small Business Act for Europe (2008), the Communication on Rethinking Education (2012), the Entrepreneurship 2020 Action Plan (2013) and the New Skills Agenda for Europe (2016); and finally involve at least 60 participants and at least 12 highly educated young people in the world of work, setting up facilities that support graduates, and have a virtual entrepreneurship lab for participants to collaborate on new ideas. The specific project aim is to reach out to North Macedonia's graduate Roma since they are a vulnerable group with increased barriers to entering the labor market as employees or setting up new businesses.

## RESULTS OBTAINED IN 2022:



1 KICK OFF MEETING to launch the project



LAUNCH OF 1 PUBLIC CALL for participation in the entrepreneurial skills improvement programme

# Albania Projects

## Kolonja Multifunctional Center Restore

<b>GEOGRAPHIC AREA</b>	BALCANS
<b>COUNTRY</b>	Albania
<b>LOCATIONS OF THE ACTION</b>	Kolonje (South-est of the country)
<b>SECTOR</b>	Culture; Rights; Economic Development
<b>AMOUNT</b>	343.858,00 €
<b>PROJECT START</b>	07/07/2020
<b>PROJECT END</b>	06/07/2022
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	IADSA: 31.274,289 EURO
<b>PARTNERS</b>	KOLONJA MUNICIPALITY

### OBJECTIVES:

The Revitalization of the Kolonja Multifunctional Center project's objective is to revitalize the existing building and expand its functionality by providing multifunctional shared spaces, thus enabling sociability and inclusion. While the specific objectives, are the reconstruction of the existing building, thus ensuring an integrated development that will help facilitate access to services by vulnerable groups (e.g. new communities and Roma populations) in the Kolonja area through the improvement of local services and infrastructure; increasing the number of beneficiaries attending the services provided in the reconstructed building by approximately 10%; increasing the number of young people from disadvantaged groups and minority communities, in the attendance of the premises of the building through the activation of adequate infrastructures in line with their needs; and finally the increase of cultural/artistic/local knowledge of the beneficiaries by carrying out activities in the premises of the reconstructed building.

### RESULTS OBTAINED IN 2022:



1 TRAINING ACTIVITY  
on Marketing and Production  
of local agro-food products



1 PROCESSO DI INCUBAZIONE  
dell'Economia Sociale



1 INCUBATION PROCESS  
of the social economy



1 CULTURAL EVENT dedicated  
to the young people of the  
community

# Green-AL: Empowerment of Civil Society Organizations for Environmental Protection in Albania

<b>GEOGRAPHIC AREA</b>	BALCANS
<b>COUNTRY</b>	Albania
<b>LOCATIONS OF THE ACTION</b>	Albania (National)
<b>SECTOR</b>	Enviroment; Economic Development
<b>AMOUNT</b>	1.173.660,00 €
<b>PROJECT START</b>	01/01/2021
<b>PROJECT END</b>	31/12/2023
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	SIDA: 1.173.660,00 EURO
<b>PARTNERS</b>	CO-PLAN; CISP, VIS
<b>OBJECTIVES:</b>	
<p>The <b>Green-AL</b> project's aim is to contribute to the improvement and factorization of environmental CSOs to address the environmental challenges in Albania. While the specific objectives are the capacity improvement of the Albanian local environmental CSOs through capacity-building strategy implementation.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



**1 PROCESS** of upgrading skills and work related to environmental issues



**IMPROVEMENT OF ENVIRONMENTAL ISSUES** reported by Albanian CSOs



**CAPACITY DEVELOPMENT** of CSOs in influencing environmental policies



# Lakes of Albania: Promotion of sustainable and responsible tourism models for the inclusive development of communities

GEOGRAPHIC AREA	BALCANS
COUNTRY	Albania
LOCATIONS OF THE ACTION	Scutari Municipality, Malesi and Madhe, Pogradec
SECTOR	Enviroment; Economic Development
AMOUNT	2.590.647,00 €
START PROJECT	09/12/2022
END PROJECT	09/12/2025
LEAD MANAGER	COSV
DONORS	AICS: 2.460.760,63 EURO
PARTNERS	VIS, KALLIPOLIS, ANRD, AITR, DIESIS, STUDIO AZUE, UBT

## OBJECTIVES:

The Lakes of Albania - sustainable and responsible tourism models promotion for the inclusive development of communities project aims at inclusive economic growth in Albania. While the specific aim is to improve the skills of local actors and the tourist ecosystem in the Scutari and Pogradec/Ohrid lakes area. The expected results of the project are the strengthening of the governance of the two target area in terms of inclusiveness, sustainability, and connectivity with other European and international realities; strengthening of community ownership in designing interventions to support the sustainable and responsible tourism sector; and finally the renewal of sustainable and accountable, tourism operators offer in the target areas.

## RESULTS OBTAINED IN 2022:



1 COORDINATION MEETING with the partners for the start of the project



KICK OFF MEETING for the official launch of the project



## Toka Jonë

GEOGRAPHY AREA	BALCANS
COUNTRY	Albania
LOCATIONS OF THE ACTION	Tirana and Durres regional areas
SECTOR	Enviroment; Economic Development
AMOUNT	400.175,65 €
PROJECT START	01/02/2022
PROJECT END	01/08/2024
LEAD MANAGER	COSV
DONORS	UE: 380.000 EURO
PARTNERS	CONSORZIO NAZIONALE CGM ANRD - RETE ALBANESE PER LO SVILUPPO RURALE CONSORZIO LA RADA

### OBJECTIVES:

The general objective of the Toka Jonë project is to contribute to the sustainable reuse of confiscated assets in Albania from organized crime by civil society for social purposes. While the specific objective is to strengthen social enterprises in the management of confiscated goods based on models of social agriculture for the employment of vulnerable groups in the Tirana and Durres areas.

### RESULTS OBTAINED IN 2022:



5 Memorandums of Understanding (MoU) have been signed with public institutions responsible for the management of confiscated land



6 VISITS to confiscated land together with agricultural experts to identify local beneficiaries and produce an agricultural report on the condition of the land

# Zimbabwe

A map of the African continent is shown in a light gray color. The country of Zimbabwe is highlighted in a bright yellow color, located in the southern part of the continent. The map includes the outlines of all African countries and some major bodies of water like the Indian Ocean to the east and the Atlantic Ocean to the west.

**1**

**Project**

**6**

**local  
operators**





## • Zimbabwe

p.77

- Our program in Zimbabwe from the emergency intervention focusing on the development, to the sustainable development objectives in the area along with Mozambique's relationship.

## • Zimbabwe Projects

p.78

- Value Chain Alliance for Livestock Upgrading and Empowerment (VALUE)

# Zimbabwe

## Emergency, focusing on Development

We have been in Zimbabwe since 1980 to contribute to creating a resilient growth system to Climate Change. It is an emergency work focusing on development, relationship building, skills, and innovative sustainable infrastructures. We started with emergency interventions which, since 1985 by the local Ministry of Health's request, were focused on one County's region, the Mashonalad West, where for years we conducted specific programs aimed at HIV/AIDS reduction, according to the prior national Programs. Since the 2000s, keeping in mind the Country's happenings, we focused on civil society changes, specifically through support and reinforcement of participation modality to the social-political national policies. In the past years, we have realized emergency projects responding to the severe drought provoked by the climatic phenomenon called El Nino, also worsened by an enduring financial crisis. Meantime, we questioned the development, realizing educational training and introducing new infrastructures, like solar-powered water systems.

## Our sustainable development objectives in the Area



To reduce poverty, we work by helping the agriculture and nurture sector in Zimbabwe to produce a positive economic impact, creating new job employment and better conditions for farmers and breeders.



To reduce hunger in Zimbabwe, we train breeders and farmers to use new production techniques resistant to climate change, allowing communities to increase production levels and their food security.



To achieve gender equality, we involve women in development training activities, valuing their work and transmitting their knowledge and skills to work in relevant roles inside the community.



To promote economic, sustainable, and inclusive growth, we create economic or job opportunities for more than 8.000 goat breeders and 56.000 cattle breeders, mostly producers of small and medium scale, for which their economic development is currently stuck in non-optimal phases of marketing and growth.



To reduce inequalities, we transfer the skills to people and poor communities by implementing consortiums and organizations for giving farmers and breeders the right price for their products, reducing the poor-rich gap.



# Zimbabwe Projects

## Value chain Alliance for Livestock Upgrading and Empowerment (VALUE)

<b>GEOGRAPHIC AREA</b>	AFRICA
<b>COUNTRY</b>	Zimbabwe
<b>LOCATIONS OF THE ACTION</b>	Manicaland, Matebeleland South, Matebeleland North, Mashonaland Central, Mashonaland East and Mashonaland West.
<b>SECTOR</b>	Enviroment; Economic Development
<b>AMOUNT</b>	7.340.546,00 €
<b>PROJECT START</b>	01/02/2019
<b>PROJECT END</b>	31/01/2023
<b>LEAD MANAGER</b>	ACTION AID INTERNATIONAL
<b>DONORS</b>	UE: 6.080.434,00 EURO
<b>PARTNERS</b>	ACTION AID ZIMBABWE; MERCY CORPS; SHAMISO; BRADFORD; MICHVIEW; ZVIKOMBORERO
<b>OBJECTIVES:</b>	
<p>The Value Chain Alliance for Livestock Upgrading and Empowerment (VALUE) project aim is to improve production and organizational efficiency, and market competitiveness in the commercial supply of safe animals, pigs, and goats, guaranteeing the quality of the products meat-based from eco-sustainable VC; and to improve the national agribusiness environment through organizational development of stakeholders, capacity building for strategic planning and evidence-based policy dialogue with the government to achieve the right national policy and regulatory frameworks for growth and development of the livestock and meat industry.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



1 VACCINATION CAMPAIGN  
for the goats implemented by farmers

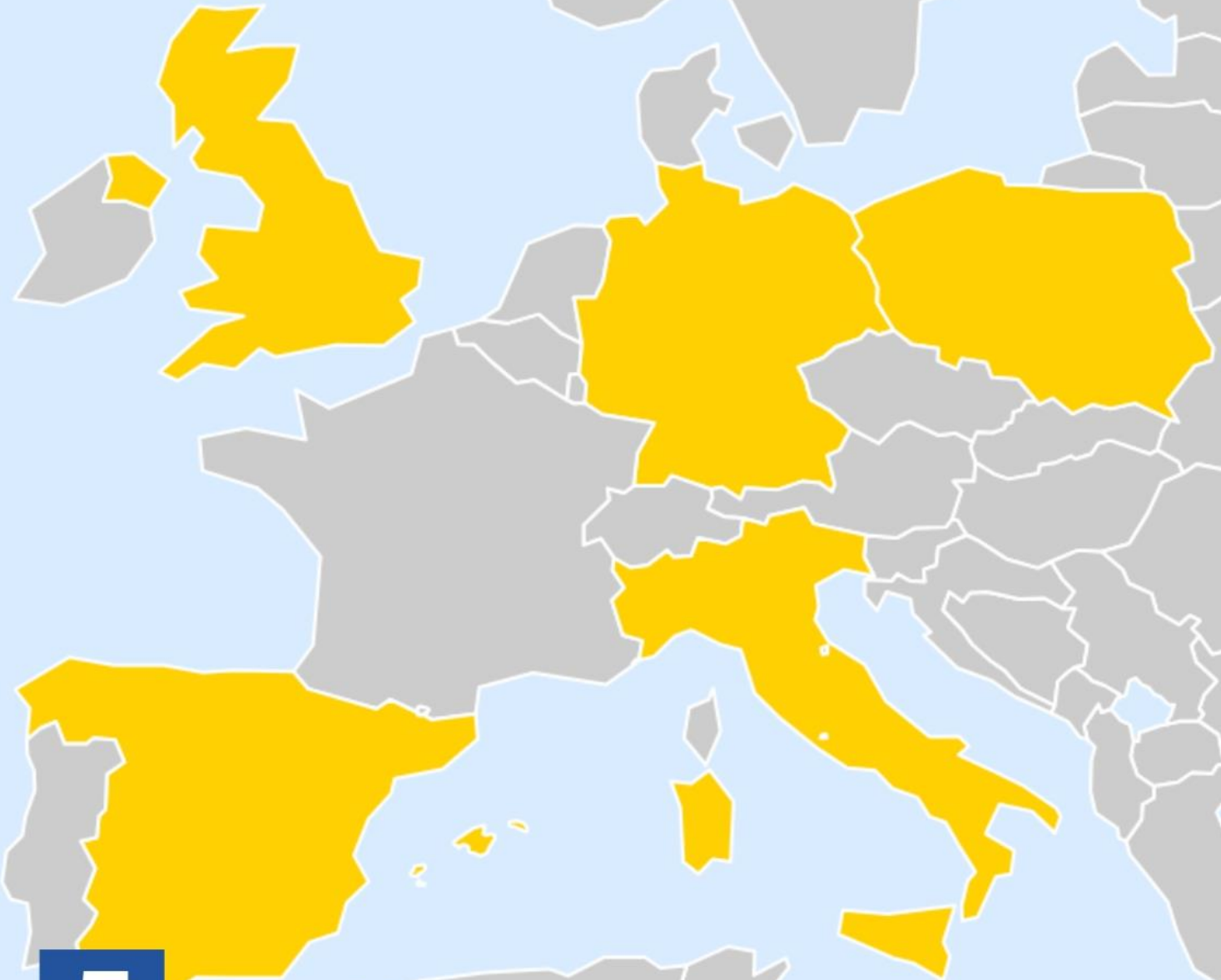


1 INCOME INCREASE thanks to  
the sales



+ MORE THAN 2000 "BETTER" GOATS  
ARE BORN

# Europe



**5**

Countries

**1**

Project



- **Europe**

**p.81**

- We are in Europe to contribute to the exchange of skills and collaborate with the partners; our objectives of sustainable development in the area.

- **Europe Projects**

**p.82**

- Narratives of Impact

## Contributing and Collaborating

In Europe, we work to contribute to the exchange of skills and methodologies for positive social impact growth. This action context allows us to create a strategic partnership with stakeholders and decisions-maker, amplifying the network of actors and working on new projects.

Being European means having higher benefits, protection, and equality in opportunities worldwide. Therefore, staying in Europe is an opportunity to take advantage of this privilege by connecting and sharing skills, tools, and approaches. Since the beginning of our activity, we have seen in the European context a compelling sector where we could animate an international cooperation debate and bring to the attention of stakeholders, partners, and public opinion the good practices that emerged in the field. After an enduring activity in Italy, in the last years, we have participated in pan-European projects that brought together civil society organizations of different countries in opening methodologies and approaches to comparison and involving stakeholders, like decision-makers. Strong relationships and solid partnerships were born from some pilot experiences, that now, we design for strategic networking.

## Our sustainable development objectives



To improve quality education in Europe, we create inter-sectorial and multi-modules used by educators to teach different groups. The curriculum we develop together with our partners concerns the use of digital storytelling as a method for telling and sharing stories among people, bringing them to interact and change their routines.



To promote economic, sustainable, and inclusive growth, we help people develop digital skills and giving to projects value in terms of qualitative data. We train new professional roles like Digital Curators that will transmit their knowledge and skills to future students.



To reduce inequalities, we transmit knowledge to people and the community helping them to tell their experiences, raising their voices, and telling the difficulties of the social context in which they live.



We collaborate with our partners to reach major objectives, developing strategic international partnerships all over Europe, which sustain and improve the network in the countries, thanks to the experience sharing, skills, and expertise gained during the years.



# Europe Projects

## Narratives of Impact

<b>GEOGRAPHIC AREA</b>	MEDITERRANEAN AREA
<b>COUNTRY</b>	Italy
<b>LOCATION</b>	Regional (Italy, UK, Germany, Spain, Poland)
<b>SECTOR</b>	Culture
<b>AMOUNT</b>	173.882,00 €
<b>PROJECT START</b>	01/09/2020
<b>PROJECT END</b>	31/08/2023
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	ERASMUS+: 173.882,00 EURO
<b>PARTNERS</b>	PEOPLE'S VOICE MEDIA, SNDE - STOWARZYSZENIE NA DRODZE EKSPRESJI, FUNDACION INTRAS, CRN - COMPARATIVE RESEARCH NETWORK
<b>OBJECTIVES:</b>	
<p>The NOI - Narratives of Impact project aims the knowledge increasing of how digital stories create impact at local, national, and pan-European levels. Also, it investigates how activist groups use stories to realize communities for change; designing and overseeing the implementation of stakeholder engagement strategy; understanding how experiences create connections between social services and its users; researching and analyzing how storytelling can measure change and impact. The expected results are the production of the report Using Digital Storytelling for Impact and Change Measurement, which will outline the different existing practices and case study examples through which storytelling is used for this purpose through a methodological approach, and also, a toolkit will be developed to support civic educators in working with citizens, community groups and organizations to use storytelling for positive and creative social change.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



WRITING OF THE "NARRATIVES OF IMPACT TOOLKIT", a project manual dedicated to measuring impact through storytelling



CREATION OF 5 VIDEO GUIDES dedicated to publicizing the TOOLKIT and raising awareness on the uses of storytelling



4 PROJECT MEETINGS dedicated to meeting partners and working on the 2 expected results of the project



1 TRAINING dedicated to train partners on the activities present in the TOOLKIT and evaluate their quality

# Middle East

A stylized map of the Middle East region. The landmasses are shown in light gray, and the surrounding bodies of water (Mediterranean Sea, Red Sea, Persian Gulf) are in light blue. The country of Iraq is highlighted in a solid yellow color. The map shows the outlines of major countries in the region.

**1**

**Country**

**1**

**Project**

**81**

local  
operators





## • Middle East

p.85

- The difference between our reality and the Middle East situation, among development factors and issues; COSV program in Middle East and our sustainable development objectives in the area.

## • Middle East Projects

p.87

- Social Entrepreneurship Ecosystem (SEE) Change

# Middle East

---

## Differences: development factors and common issues

We have been in the Middle East since 2003, contributing to building a more inclusive and cohesive society, enhancing cultural differences, and focusing on new models of enterprise and networking. We encourage and support opportunities for fruition and relationship among young people, communities, enterprises, markets, and institutions. The region, victim of crisis and major instability, often catches people's attention only for violence, terrorism, and wars. It comes naturally feeling outraged and sad: feeling different and distant. Also, it comes naturally focusing on the differences while ignoring the sense of working, like COSV does, in the Middle East, meaning the possibility to cooperate actively near those who share our challenges.

The Middle East is a different articulate context, but we have access to it due to historical, economic, political, and social reasons, more than you think. To us, cultural differences are a resource and urge to work together and find solutions to similar issues. Being in the Middle East and working with civil society to promote general socio-economic growth means working to promote shared values of cohesion and civilization, merged with cultural differences for cooperation and sharing future, the only one sustainable.

## Lebanon COSV Program

In 2022 COSV worked from its office in Beirut to continue its programs and projects supporting local communities and civil society and supporting, also, social and economic development, sustainable and inclusive. Through programs financed by the EU and Italian cooperation, COSV tried to develop models of social innovation related to region and country dynamics. COSV promoted on different levels the research of economic development forms that responded to local issues from a less national perspective despite the crisis.



Through support ideas and initiatives of university students, we tried to encourage potential innovations for the community's benefit.

Moreover, we worked to support providers and actors that, in the social-economic system, can encourage local development by trying not to focus on singular initiatives only but instead trying to grow the overall ecosystem by supporting the sector development. COSV work focused on advocacy actions brought by local partners, strategic and related to projects, aiming to create a law framework sector, born from the consciousness of the various actors about the challenges and necessities of the sector's evolution.

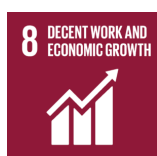
## Our sustainable development objectives



To reduce poverty, we work with beneficiaries and partners to create new job positions and activities that generate social and economic value through the social enterprise model. We offer training courses to transfer job skills and competencies.



To achieve gender equality, we involve women in development training activities, valuing their work and transmitting their knowledge and skills to work in relevant roles inside the community.



To promote economic, sustainable, and inclusive growth, we help people develop digital skills and giving to projects value in terms of qualitative data. We train new professional roles like Digital Curators that will transmit their knowledge and skills to future students.



To reduce inequalities, we transmit knowledge to people and the community helping them to tell their experiences, raising their voices, and telling the difficulties of the social context in which they live.



To make cities and communities sustainable, we work for the empowerment of vulnerable groups, fighting against stereotypes. We sustain social enterprises that allow socio-economic development and cities' environment.



To guarantee peace, justice, and strong institutions, we work with local authorities and the government to transfer competencies, new expertise, and managing skills. We have close contact with institutions to protect the natural heritage, natural resources, and biodiversity.



We collaborate with our partners to reach major objectives developing strategic partnerships that sustain and improve networks inside the country, thanks to the experience, skills, and expertise sharing gained through the years.

# Middle East Projects

## Social Entrepreneurship Ecosystem (SEE) Change

<b>GEOGRAPHIC AREA</b>	MEDITERRANEAN AREA
<b>COUNTRY</b>	Lebanon
<b>LOCATIONS OF THE ACTION</b>	Bekaa region, north of the country; Mount Lebanon Region
<b>SECTOR</b>	Economic Development
<b>AMOUNT</b>	2.317.826,00 €
<b>PROJECT START</b>	15/09/2020
<b>PROJECT END</b>	14/09/2023
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	EU REGIONAL TRUST: 2.317.826,00 EURO
<b>PARTNERS</b>	OXFAM GREAT BRITAIN (OGB) BEYOND REFORM; DEVELOPMENT/IRADA GROUP SAL
<b>OBJECTIVES:</b>	
<p>The <b>SEE-Change</b> project aim is to improve the social economy in the Bekaa and Mount Lebanon Region, through a systematic approach that supports the bottom-up SE ecosystem, by increasing the efficiency of community members and institutions, responding to the social and economic situation in the regions. This will enable active community members (Lebanese, Palestinian, and Syrian men and women) to identify, implement, and monitor the impact of existing new social start-up models. Furthermore, the project aims to carry Social Entrepreneurship Support Organizations (SESOs) in providing accessible, coordinated, and quality services to institutions through expertise transfer between local and international SESOs.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



LAUNCH OF 1 SOCIAL JUSTICE  
INCUBATION PROGRAM for New Start-  
Up Models

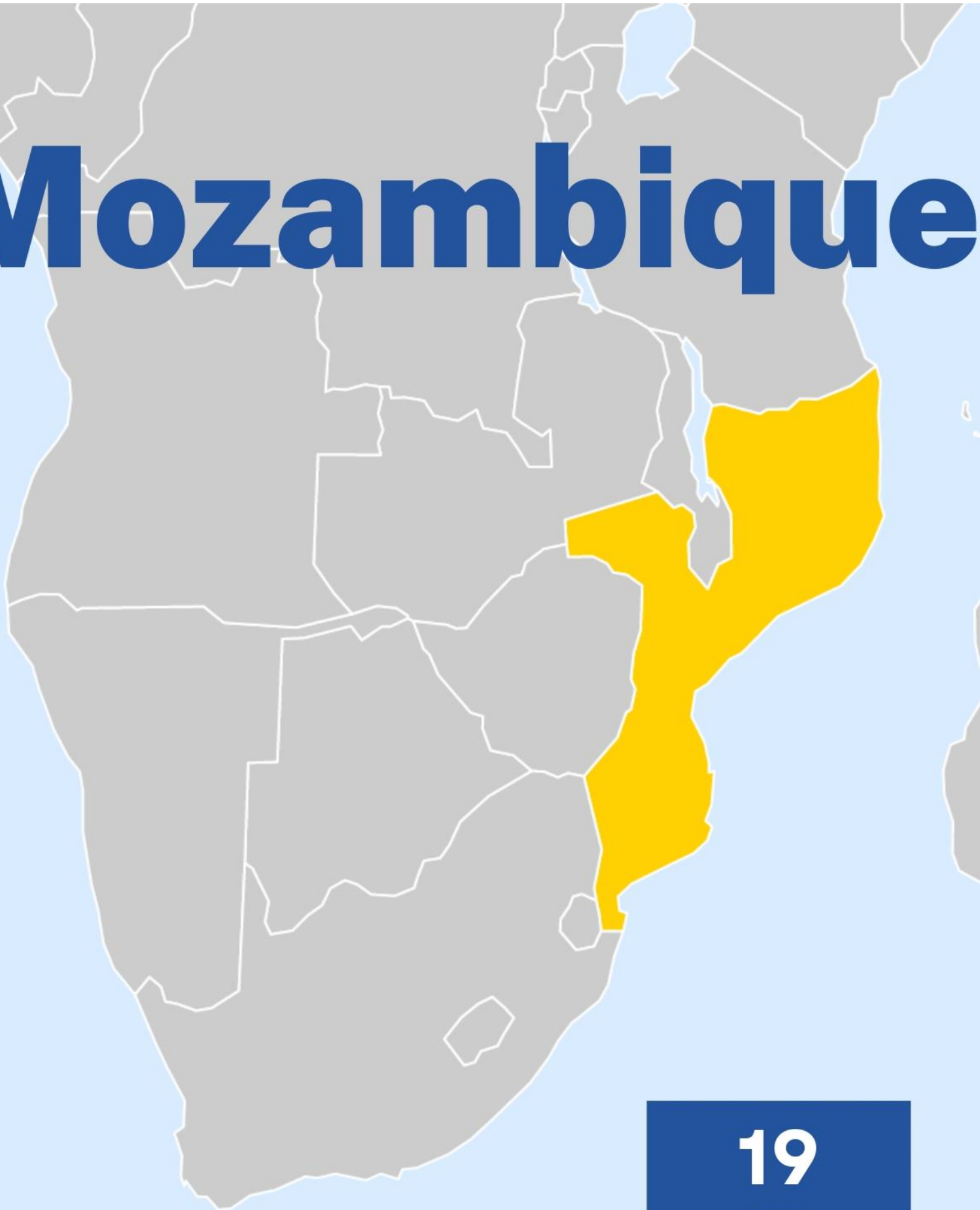


1 SELECTION CALL for 21  
participants in the Incubation  
program



MAJOR PROGRESS in involving public  
administrations in the co-management  
of social enterprises

# Mozambique



**5**

**Projects**

**19**

**local  
operators**



## • Mozambique

p.90

- COSV program in Mozambique, among climate change fighting, Eco-Governance and our sustainable development objectives in the area

## • Mozambique Projects

p.93

- CLIMA - CLimate Improved Model for Agriculture
- Agri-SMART: sustain the resilient and inclusive development in the Gilé, Lugela, Derre and Namarroi districts in Zambesia
- MuL<->ER Zambezia - Changing through renewable resources
- E2COM Cabo Delgado – Energy for the emancipation of the female community
- My school is Blue



# Mozambique

---

## Fighting climate changes

We are in Mozambique contributing to creating an inclusive mechanism of resilient and sustainable development for climate change. Resilience and sustainability have been our code words during the activities implementation and new intervention projects. Mozambique is a target region for atmospheric phenomena, and in the last years, they have been increasing due to climate change. For this reason, our commitment focused on local activities' resilience improvement aiming to make them resistant to climate shocks.

Our activity focused, in particular, on the commercial offer competency reinforcement by manufacturers through the creation of multi-service centers and community warehouses equipped with mechanic tools which increased the negotiating power of manufacturers during sales.

Moreover, we reinforced the cultivation and production of farmers through better seed development of cereals and legumes, able to resist climate shocks. The beneficiary communities have learned Climate Smart Agriculture techniques that will increase the results achieved by cultivation. We also made considerable efforts in the renewable energy sector, and we empowered our perspective of mainstream gender transversal in all our projects.

### Eco-governance

The COSV program in Mozambique focuses on one particular objective: Eco-Governance, meaning the necessity to balance between the socioeconomic development of our beneficiaries and the environmental conservation of the ecosystem they live in. Eco-Governance means balancing the increasing agricultural production, product conservation, and implementation of new watering systems with ecosystem conservation and the natural environment.

Through the AgriSMART project, we introduced new ways and innovative systems regarding Climate SMART Agriculture, an approach promoted by FAO in the last years based on balancing production increase (open to new fields) and environment preservation with reforestation of new areas. Furthermore, through the CLIMA project, in collaboration with Università La Sapienza of Rome, we are elaborating a proposal for natural calamities management and impacts on farmers through early-warning and rural micro-insurances systems.

## Renewable Energy

Mozambique suffers from a shortage of adequate infrastructure and electric installation, mainly in the rural areas due to forbidding costs and long distances. All over the country, energy access covers only 24.2% of the population without giving adequate service: blackouts are frequent, and taxes are fixed regardless of consumption. This limitation constitutes a powerful restraint for the development opportunities in the area accompanied by sturdy gender inequalities: women who live in rural areas are bound to agriculture work – the only source of subsistence, from which they do not earn an added economic value – they can't make decisions and do not have the same rights as men.

During 2021 and 2022, supported by AICS (Italian Agency for Development Cooperation) inside our “Ilumina Mulher” project, we started to intervene in some of these elements introducing water systems and food products conservation powered by solar energy in the Zambezia region, one of the poorest in the country. Moreover, we supported the training of two cooperatives in charge of the infrastructure. Particular attention was given to women in the educational phase and to participation in the decisional processes of communities.

Lastly, the introduction of development factors like improved stoves for wood savings and the reduction of carbon emission (ICS); panel solar for domestic use (SHS); training on climate-smart agriculture and training courses on resources management to reinforce resistance and resilience of community when external shocks happen, complete our action.



## Our sustainable development objectives



To reduce poverty, we work for the socio-economic development of communities. We create richness and job placement thanks to the agriculture increase, product trade, and eco-sustainable tourism. Moreover, thanks to renewable resources, we guarantee low prices and major annual savings, besides the environmental respect.



To reduce hunger in Mozambique, we train farmers on using innovative production techniques and resistance to climate change that allows the community to increase production and food safety. Moreover, we use a storage system to help the community to keep the excess surplus to sell or consume later.



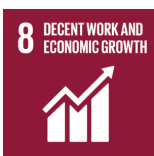
To achieve gender equality, we involve women in educational development activities, enhancing their work and transferring their knowledge and skills to get jobs inside the community, especially when using renewable energy.



To give clean water to all and improve hygienic conditions, we work with local technicians to improve basic services offered and development promotion through supply and good water resources management.



To use clean and sustainable energy, we install solar panel systems and solar energy water systems, substituting polluting obsolete machinery and producing autonomously energy.



To guarantee decent jobs and inclusive, sustainable economic growth, we transfer skills to farmers so they increase production and resist climate shocks. Moreover, we work to acknowledge the correct price and product trade, and we train them to obtain the best quality products which can be sold at a higher price.



To oppose climate change, we install solar panel systems and solar energy water systems, substituting polluting obsolete machinery and producing autonomous energy. We use the Smart Agriculture approach to increase agriculture production, balancing it with the reforestation of vulnerable areas. We protect biodiversity and the natural components of the ecosystem.



To guarantee peace, justice, and strong institutions, we work with local authorities and the Mozambique government transferring their skills, new expertise, and management competencies. We have close contact with the institution to protect the natural heritage of Mozambique, its natural resources, and its biodiversity.

# Mozambique Projects

## CLIMA - CLimate Improved Model for Agriculture

<b>GEOGRAPHIC AREA</b>	AFRICA
<b>COUNTRY</b>	Mozambique
<b>LOCATIONS OF THE ACTION</b>	Pebane and Mocubela districts, Province of Zambezia
<b>SECTOR</b>	Enviroment; Economic Development
<b>AMOUNT</b>	43.000,00 €
<b>START PROJECT</b>	01/01/2021
<b>END PROJECT</b>	31/05/2022
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	FONDAZIONE CARIPLO: 43.000 EURO
<b>PARTNERS</b>	DEPARTMENT OF ENVIROMENTAL BIOLOGY - SAPIENZA UNIVERSITÀ DI ROMA

### OBJECTIVES:

The CLIMA - Model of climate improvement for Agriculture in Zambezia, Mozambique project aim is to improve the resilience of the Province of Zambezia population, in particular Mocubela and Pebane, through the monitoring of climatic conditions; weather events; the mapping of the territory; the strengthening of dissemination and alert systems; and the launch of a crop microinsurance scheme. The CLIMA - CLimate Improved Model for Agriculture project strengthens a previously developed model, adapting it to the rural reality of the Mozambican Province of Zambezia with a dual function: to create a database of meteorological data and to increase the resilience of farmers in the districts most affected by extreme climatic phenomena.

### RESULTS OBTAINED IN 2022:



1 TRAINING COURSE for the community  
on the collection of meteorological data



1 TRAINING COURSE ON  
MAINTENANCE of weather  
stations given to the community



WEATHER STATION INSTALLATION



## Agri-SMART: sustain the resilient and inclusive development in the Gilé, Lugela, Derre and Namarroi districts in Zambesia

<b>GEOGRAPHIC AREA</b>	AFRICA
<b>COUNTRY</b>	Mozambique
<b>LOCATION OF THE ACTION</b>	Zambesia Province, Districts of Lugela, Derre, Namarroi and Gilé
<b>SECTOR</b>	Agriculture; food security
<b>AMOUNT</b>	1.998.666,00 €
<b>PROJECT START</b>	01/04/2018
<b>PROJECT END</b>	28/02/2022
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	AICS: 1.797.567,30 EURO
<b>PARTNERS</b>	CELIM, CARBON SINK, ELIANTE, UNIURB, PIME, DPTADERZ
<b>OBJECTIVES:</b>	
<p>The set objectives of the <b>Agri-SMART</b> project, including the contribution to strengthening food security in the province of Zambesia; and the development of sustainable and climate-resilient agri-food fairs in the districts of Derre, Lugela, Namarroi, and Gilé, have allowed the achievement of results such as the enhancement and diversification of agricultural production; improvement of agricultural post-production processes; and improving resilience and climate shock mitigation capacities.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



GREATER FOOD SECURITY through improved agricultural production



REDUCTION OF GREENHOUSE GAS EMISSIONS achieved through CLIMATE SMART AGRICULTURE techniques



GREATER INCOME GENERATED BY LOCAL AGRICULTURE

# MuL<->ER Zambezia - Local changing through renewable resources

<b>GEOGRAPHIC AREA</b>	AFRICA
<b>COUNTRY</b>	Mozambique
<b>LOCATIONS OF THE ACTION</b>	Namanjavira, district of Mocuba
<b>SECTOR</b>	Human Rights
<b>AMOUNT</b>	2.365.000,00 €
<b>PROJECT START</b>	01/11/2018
<b>PROJECT END</b>	31/12/2022
<b>LEAD MANAGER</b>	COSV
<b>DONORS</b>	AICS: 2.365.000 EURO
<b>PARTNERS</b>	AVSI
<b>OBJECTIVES:</b>	
<p>The MuL &lt;-&gt; ER Zambezia project aims the living conditions improvement, and strengthen resilience to natural and non-natural shocks in the vulnerable Zambezia and Cabo Delgado provinces, through access to energy. The specific aim is the promotion of local development and the empowerment of women by improving access to renewable energies. The results achieved have been the increase of access and supply of energy services and technologies for domestic, social, or productive uses; enhancing the skills of local development actors, and socio-economic empowerment for women and men; and finally the strengthening of the technical and managerial skills of the operators of the energy system.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



INSTALLATION OF PHOTOVOLTAIC PANELS AND HYDRAULIC SYSTEMS for better agricultural production



DISTRIBUTION OF SCHOOL MATERIALS to the communities of Namanjavira and Alto Benfica



DISTRIBUTION OF AGRICULTURAL TOOLS to the Casa da Rapariga community



INCREASE OF AGRICULTURAL PRODUCTION and diversification of vegetables

## E2COM Cabo Delgado – Energy for the emancipation of the female community

<b>GEOGRAPHIC AREA</b>	AFRICA
<b>COUNTRY</b>	Mozambique
<b>LOCATIONS OF THE ACTION</b>	Montepuez, Balama and settlements of Pemba Cidade, province of Cabo Delgado
<b>SECTOR</b>	Human rights, women empowerment
<b>AMOUNT</b>	2.364.056,00 €
<b>PROJECT START</b>	19/10/2018
<b>PROJECT END</b>	31/05/2022
<b>LEAD MANAGER</b>	AVSI
<b>DONORS</b>	AICS: 2.364.056 EURO
<b>PARTNERS</b>	COSV
<b>OBJECTIVES:</b>	
<p>The E2COM Cabo Delgado project aim is the improvement of living conditions, and the strengthening of the resilience to both climatic and non-climatic natural shocks of Zambézia and Cabo Delgado population, through access to energy; while the specific aim is the promotion of local development and the empowerment of women by improving access to renewable energy sources.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



DISTRIBUTION OF IMPROVED STOVES



DECREASE IN CO2 EMISSIONS



REDUCTION IN THE USE OF COAL and consequent increase in the economic performance of families



INCREASE OF AGRICULTURAL PRODUCTION and diversification of vegetables

# My school is Blue

GEOGRAPHIC AREA	AFRICA
COUNTRY	Mozambique
LOCATIONS OF THE ACTION	Zambezia, District of Mocuba, Administration of Namanjavira
SECTOR	Education
AMOUNT	121.480,000 €
START PROJETO	01/11/2022
END PROJECT	30/10/2023
LEAD MANAGER	COSV
DONORS	UNIONE BUDDISTA ITALIANA: 121.480,00 EURO
PARTNERS	NAMANJAVIRA SECONDARY SCHOOL
<b>OBJECTIVES:</b>	
<p>The general objective of the My School is Blue project - an innovative path to discover the relationship between water and the environment in Namanjavira, Mozambique, is to improve the health of children in the school environment and positively influence their family environment; and raise awareness among children, teachers and parents of environmental and health issues related to water, sanitation, hygiene, and nutrition, by improving teaching methods in schools.</p>	
<b>RESULTS OBTAINED IN 2022:</b>	



OFFICIAL LAUNCH OF THE PROJECT



# Privacy

---

EU 2016/679 Regulation entered into force 25th of May 2018 has profoundly renewed people's data management, forcing all the organizations that work in the European Union to revise their work's modalities.

The aims are clear: guarantee the safety and protection of people's data, especially private ones. The objective is to protect people not only from call center excesses but also, from the most dangerous and criminal uses of personal data: identity theft, private sensitive data spread, computer and informatics scams.

Therefore, it is crucial for everyone to know the rules and adopt all the protection precautions, especially for those who have access to people's data for work or volunteer service.

COSV, following the rules like the nomination of external managers for the processing of personal data and the activation of the Register of Processing of personal data, inserted in the educational training of his staff a session on Procedures for correct personnel data processing. No incorrect behaviour has been noticed by far.

**Discover our data management regulation**



## Regolamento UE 2016/679

Procedure per un corretto trattamento dei dati

# Safety

---

Following the Italian Law, COSV is equipped with a system that guarantees health and safety for all its operators, availing of a specialized external society. The “Risk evaluation and improving plans” paper is constantly updated to satisfy the different requests (i.e. COVID pandemic). It is necessary to point out that, given the office and the roles of the on-site operators' configuration, COSV has been placed in the low-risk zone. All the on-site operators have achieved the education certificate after attending the courses and undergoing medical visits. Moreover, the Worker's Safety Representative, the Worker's Prevention Officer, Fires, and First Aid Officer have been appointed after the special course. Although the Law does not require it, we tried to create a safe environment in the abroad offices, which suffer a lack of safety skills.

## Safety on the countries where projects are managed

COSV does a great job of “context” security. To achieve a higher level of protection for its operators it is necessary to possess a security system and not only formal rules. This is the case of those countries with particular instability and living situations of conflicts, in which International Organizations, the European Union, or embassies have arranged alert or evacuation plans for its crucial to observe. COSV secretary signs all the operators, leaving for short or long missions, in the portal created by the Minister of International Affairs and International Cooperation called Where We Are in the World, the section dedicated to ONG. Lastly, COSV possesses its own Security Norms. Health safety and the well-being of its operators is a particular commitment for COSV: other than respecting the national community contracts and the condition of adequate insurance, a good part of the pre-departure training is dedicated to the health topic. In collaboration with SISCOS and Link2007, we created a specific [Manual](#).

# Anti Corruption

---

COSV is committed to the fight against frauds and corruptions. In particular, it uses every tool to ensure that the possessed resources for achieving development cooperation and humanitarian aid activities, coming from public or private funds, are used to meet the objectives and purposes of the organization. Contrary acts are not allowed. Fraud behaviour or attempts of corruption noticed by the organization and done by COSV resources, its staff, partner organizations, suppliers or public local/international institutions, are not tolerated:

- They diverge resources aimed to the project beneficiaries
- They contribute to undermine values and ethic of public jobs
- They seriously damage the organization reputation, and specifically:
- They undermine the accountability and stakeholder's trust, which is stressed in the ethic and behaviour code

**Discover our anti corruption code**

