



Ministero degli Affari Esteri

DIREZIONE GENERALE PER LA COOPERAZIONE
ALLO SVILUPPO

Aid Effectiveness Action Plan

Approved by the Steering Committee of the
Directorate General for Development Cooperation
in its session of 14th July 2009

CONTEXT

Article 1 of Law 49 of 1987 defines Development Cooperation as “an integral part of Italian foreign policy” that pursues “objectives of solidarity among populations and the full realization of fundamental human rights”.

To enable them to act as an effective foreign policy instrument for achieving these goals, the “**2009-2011 Strategic Guidelines for Italian Cooperation**” (hereafter the “**2009-2011 Guidelines**”) identify improved aid effectiveness as a top priority. This strategic objective espouses the commitments and contributes to the efforts taken forward by the International Community since 2003 with the Rome Summit on Harmonisation and subsequently with the Paris (2005) and Accra (2008) conferences. In their annual review, the Guidelines will include a specific section setting out Italian Cooperation’s approach to aid effectiveness.

The Director General for Development Cooperation issued a work order in September 2008 establishing the “**Aid Effectiveness and Peer Review Working Group**” (*Gruppo efficacia e Peer review*). The Group is chaired by the Director General, with Office 1 acting as secretariat. One of its tasks is to formulate the Plan in order to achieve, by 2010, the aid effectiveness goals established in the Paris Declaration. It represents **an effort centred on the Italian Foreign Ministry’s Directorate General for Development Cooperation (DGCS) and aiming to involve all public actors in the Italian development field with a view to improving institutional coordination to enable “System Italy” to operate more coherently in development cooperation matters.**

In addition to its regular members, the Group also includes officials and experts who are called into play on the basis of the issues on the agenda. A Coordinator from the “**Civil Society Task Force for aid effectiveness**” also takes part in the Group, following an agreement signed in January 2009 between the MFA/DGCS and Non-Governmental Organisation (NGO) representatives. The Coordinator also looks after structured consultations with the Task Force.

The consultations and in-depth analyses carried out by the Group, as well as the input from the civil society representatives, have made it possible to draw up the following Effectiveness Action Plan, which outlines a set of objectives together with the relevant actions, deadlines and responsibilities.

The proposed actions also involve all the competent field offices, including in those countries where the aid effectiveness survey was conducted in 2006.¹

The Group will meet on a three-monthly basis to monitor the implementation of the activities envisaged by the Plan. **With work orders issued by the Director General for Development Cooperation, a number of thematic working groups will be responsible for specific sections of the Plan and for submitting progress reports to the Group. These thematic groups will be open to participation by a representative of civil society with the relevant expertise in the area concerned, in agreement with the civil society Coordinator.**

1) Policy Coherence for Development (PCD)

Aid is a vital element in fighting poverty and global inequalities. It remains crucial in financing access to the world's public goods. Supporting the inclusive and sustainable development of partner countries (development effectiveness) requires a systemic approach that is also consistent with other donors' policies. From 2005 onwards, policy coherence for development has become an objective of all EU member states, as well as a priority in the OECD/DAC (2008) agenda.

Italy is moving in the same direction, along two different pathways. One is the **2009-2011 Guidelines**, through which Italian Cooperation undertakes to contribute to development effectiveness. The other is the Italian proposal, aired at the G8 Summit and defined as the "whole-country approach to development", for a new instrument to assess aid and non-aid policies. The work on policy coherence is broader in scope than that on aid effectiveness as it involves all of "System Italy" and requires closer inter-ministerial coordination and, most likely, the identification of a more targeted policy with pertinent implementation mechanisms. The DGCS is elaborating, and will continue to do so, proposals and considerations along these lines. Pending evaluations by other institutional actors, the Plan sets out initial PCD actions designed to increase knowledge and awareness of policy coherence issues.

Action 1.1)

Collection and dissemination of information, including for other government departments, on the PCD process in the EU and OECD.

- **Lead Office : Office I**
- **Related Offices: all DGCS Offices and Coordinators, other MFA Directorates General, and other Government departments dealing with PCD.**
- **Deadline: December 2009**

2) Sector-based guidelines and effectiveness

The 2009-2011 Guidelines envisage an updating of the existing sector-based guidelines and the drafting of new ones in strategic sectors for Italian Cooperation such as health, education, children and young people, agriculture, disability, gender and poverty. Taking into account the significant role played by decentralized cooperation actors and the progress made towards greater coordination, a methodological document on coordination with local government will be drafted to up-date the guidelines established in 2000. The offices drafting the guidelines for each sector will have the task of embedding aid effectiveness principles and facilitating exchanges of views with civil society, in light also of the points set out in the introduction to this Plan.

¹ This covers all countries where the DAC joint evaluation has assessed, and will continue to monitor, the progress of Italian Cooperation *vis-à-vis* the aid effectiveness indicators, namely: Albania, Bolivia, Burkina Faso, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Senegal, Mozambique, South Africa, Uganda, Vietnam and Yemen.

The 2009-2011 Guidelines establish that Italian Cooperation will reduce project-based aid while increasing programme-based aid. Greater use will be made of General Budget Support (GBS) to achieve closer coordination among donors and foster ownership in beneficiary countries of public expenditure planning and auditing processes.

In this regard, we need to draw up **operational guidelines which standardize and set out explicitly the various stages of participation by Italian Cooperation in the GBS instrument**. The use of GBS by the DGCS will be subject to certain conditions, such as respect for human rights, the evaluation of political objectives in the fight against poverty in the partner country, compliance with EU participation criteria and an acceptable level of fiduciary risk.

The level of fiduciary risk depends on the **evaluation of the quality of partner countries' financial systems** and on the risk thresholds deemed to be acceptable. The quality and acceptable risk threshold of each country-system will be evaluated using diagnostic instruments agreed by donors and partner countries, such as the **Public Expenditure Financial Accountability (PEFA) Framework**.

Where fiduciary risk levels are acceptable², the decision on how to adopt the different aid instruments will be guided by recommendations from the Local Technical Units (UTL), together with the DGCS Country or Regional Desks.

Action 2.1)

Updating of sector-based guidelines, in light also of aid effectiveness criteria

- **Lead office: Head of the Central Technical Unit (CTU)**

For specific sectors:

Ms. Savanella and Ms. Manunta: education

Ms. Gori: university cooperation and training

Ms. Venier: minors

Mr. Guillet: environment

Mr. Canfora: disability

Ms. Pomeranzi: gender

Mr. Carrino: poverty.

Coordinator for Decentralized Cooperation: coordination with regional and local government, to update the guidelines drawn up in 2000.

Others sectors to be defined.

- **Related Offices: Office I**
- **Deadline: February 2010**

Action 2.2)

Elaboration of operational guidelines for General Budget Support and Programme-Based Aid

- **Lead Office: CTU – Ms. Longinotti**
- **Related Offices: Office IV and Office X**
- **Deadline: February 2010**

Action 2.3)

Elaboration of guidelines on the use of “country systems” which clearly indicate the acceptable fiduciary risk thresholds, the aim being to accept the practices agreed by donors

- **Lead Office: Office I**

² A country system with a minimum rate of “B”, according to the PEFA evaluation, is considered by donors to be adequate for effective financial management.

- **Related Offices: Offices III, IV, V, X and CTU**
- **Deadline: December 2009**

3) Country Planning for a restricted number of priority partner countries

The three-year plan includes some basic principles to be systematically implemented in all the partner countries. These include a more transparent and timely dissemination of information, the participation of local civil society, the use of partner countries' financial systems and collaboration between donors and partner countries at the planning and evaluation stages.

The Effectiveness Group, together with the Country/Regional desks, has identified **thirteen priority partner countries³ in which to conduct a three-year planning exercise. The field offices in each country would play a specific and active role in this exercise, with the involvement also of civil society.**

The objective is to approve concise, annually up-datable three-year country strategies. These would be publicly available and agreed with other partners and donors. The following information would be set out explicitly for each partner country: priority sectors of intervention; the approximate amount of aid scheduled under current legislation over the three-year period; evidence from consultations with civil society; expected results; reason, where applicable, for the "non-use" of the partner country's financial and procurement systems; how evaluation results are fed back into the planning procedure.

A model known as "STREAM" has been established in order to standardise and speed up the programming process among partners and bring it into line with effectiveness principles. The country plan, including its financial dimension, will be updated yearly. At the end of the three-year period, the new multi-year plan will also take into account a full consultation with civil society.

Action 3.1)

Three-year country plan and communication – indicative and immediate – of the financial resources earmarked for the partner countries.

Lead Offices: Offices I, III, IV, V

Related offices: CTU, Local Technical Units (LTU)

Deadline: October 2009

4) Development cooperation through international organizations

The multilateral channel has always been a crucial instrument in achieving the fundamental objectives of Italian Development Cooperation. In the 2008 progress report on the Paris Declaration, multilateral organizations were found to perform better, on average, than bilateral agencies.

The 2009-2011 Guidelines set out various criteria to concentrate Italy's multilateral commitment. **The *ad hoc* guidelines on the multilateral channel, approved by the DGCS Steering Committee in March 2009,** reiterate the goal of concentrating Italy's multilateral investment by applying principles of effectiveness, incisiveness, comparative advantage and operational complementarity with respect to the bilateral channel. This concentration will also draw on evaluations by the Permanent Missions to the International Organizations.

³ These countries are: Albania, Morocco, Lebanon, Palestinian Territories, Mozambique, Ethiopia, Niger, Senegal, Sudan, Afghanistan, Peru, Vietnam and Bolivia.

The next step in Italian Cooperation's strategic approach to the international organisations of priority in its activities would be based in part on informed evaluations of the effectiveness of the multilateral organizations. These would be agreed by Italian field offices, partner countries and other donors, and in particular by the Multilateral Organizations Performance Assessment Network (MOPAN)⁴.

Action 4.1)

Consideration of Italian Cooperation's possible participation in MOPAN.

Lead Office: Office II

Related Offices: Coordinator for Multilateral and Emergency Affairs (CME), Office VI, CTU (Ms. Longinotti)

Deadline: October 2009

Action 4.2)

Elaboration of specific strategic approaches with respect to international organizations representing the greatest investment for Italian Cooperation and standardization of aid commitment arrangements for all multilateral organizations

Lead Office: Office II

Related Offices: CME, CTU, Offices VI and VIII

Deadline: December 2009

5) Emergencies, fragile states and effectiveness

In order to ensure that the ongoing work on aid effectiveness is as coherent and complete as possible, we need to focus increasingly on the issues of humanitarian assistance and emergency relief. In this context, the "Good Humanitarian Donorship" (GHD) initiative is of crucial importance because it includes the most virtuous practices for donors in the humanitarian assistance field. At the EU level, Italy has already agreed to these principles, which also represent a DAC assessment criterion in the peer review.

Action 5.1)

Elaboration of guidelines on the implementation of GHD principles and good practices, in consultation with representatives of Italian civil society

Lead Office: Office VI

Related Office: CTU (Mr. Senatori)

Deadline: January 2009

6) Efficiency and simplification of procedures

The objective is to ensure that the regulation of procedures adheres as closely as possible to the commitments undertaken by Italy in the context of the 2005 Paris Declaration on aid effectiveness and the 2008 Accra Agenda for Action.

The aim of simplifying and standardizing is to pursue the 5 pillars of the Paris Declaration (ownership, alignment, harmonisation, managing for results and mutual accountability), including the consequent corollaries in issues such as predictability, untying, coordination (adoption of

⁴ MOPAN is a body formed by a group of donors. Since 2003, MOPAN has evaluated, using agreed criteria, the effectiveness performance of the International Organizations, on the basis of information from the competent embassy/TLUs of each partner country.

common procedures and joint support programmes) and technical cooperation. The procedures on the financial initiative cycle – identification, adoption and approval – will adhere to those principles as they are simplified and standardized.

Over the last two years, a DGCS working group has catalogued and classified the legal procedures involved in Italian Cooperation's financial initiatives.

Of these procedures, the simplification of **project-based loans / aid credits** is at the most advanced state of progress. The standardization of related procedures will be completed in the near future.

Article 15 of Presidential Decree (DPR) 177/1988 is the legal base used by Italian Cooperation to channel funds to partner countries' financial management systems. Over time, **art. 15 will enable greater ownership by partners**. The complete simplification of its use would make it possible to improve Italian performance *vis-à-vis* the Paris indicator on the use of partner countries' financial systems, and reduce transaction costs for the DGCS and partner countries.

The revision of art. 15 will be inspired by DAC criteria to establish whether or not aid flows use the financial systems of a partner country (for example, the acceptance of partners' budgetary, accounting and auditing procedures). This will be achieved in compliance with certain fundamental principles of Italian Law, especially where calls-for-tender are concerned.

The review of tender procedures will need to maximize the use of partner-country tender procedures, including in cases of direct management, while also applying the principles of the Italian Code for tenders. Italian Cooperation will as far as possible harmonize its evaluation of the suitability of local tender systems with other donors' evaluations, including by making use of **the parameters most widely employed by donors**.

Finally, in the context of fragile states and those affected by conflict, in which Italian Cooperation uses funds *in loco*, the procedures will have to be simplified, not least to ensure an easier transition from emergency assistance to ordinary development management.

As they are completed, all the procedural reforms will be subject to approval by the DGCS Steering Committee. To ensure that procedures remain as closely aligned as possible with the changing context of international aid, their monitoring will continue to be linked to activities and proposals formulated by the Inspection, Monitoring and Evaluation Unit.

The number of Italian Cooperation Parallel Implementation Units (PIUs), a reduction of which is a Paris Declaration indicator, actually increased by one third between 2005 and 2007, a poor result for Italy. It is possible that their classification did not fully reflect their real functions and actual mandate. Hence the need to revise the mandate of the Italian units, especially in those countries where progress with respect to the Paris declaration goals has been monitored since 2006. We also need to modify the terms of reference of these support units to make them neutral *vis-à-vis* the DAC definition of PIU.

To ensure that more missions and joint analytical work can be carried out, **it will be necessary, for every mission, to explain (if applicable) why it needs to be organised independently rather than jointly with other donors.** It is important to note that Decentralized Cooperation missions also play a part in determining Italy's performance with respect to this goal. This highlights the need to include effectiveness as one of the coordination topics for the DGCS/Decentralised Cooperation system (i.e. which includes the Regions and local authorities).

Action 6.1)

Completion of the simplification of procedures for project-based **loans / aid credits and for the application of article 15, as well as a review of tender procedures, in line with the aid effectiveness agenda and the relevant legislation (*).**

Lead Office: Office X

Deadline: November 2009

Action 6.2)

Formulation of a roadmap for the simplification of remaining procedures, funds *in loco* included (*)

Lead Office: Office X

Deadline: October 2009

Action 6.3)

Analysis and review of the terms of reference for parallel units (*)

Lead Office: CTU (Ms. Longinotti and Mr. Palma)

Deadline: December 2009

Action 6.4)

Approval of a work order establishing an obligation to declare whether a mission is being organised jointly and, if not, requiring the appropriate justification (*)

Lead Office: Office X

Deadline: October 2009

(*Work Order no. 11, issued on 4 August 2009, established a Procedures Harmonisation and Alignment Group, with responsibility for implementing the abovementioned tasks. The Group includes Office X and the CTU, as well as Offices I, III, IV, V, VI, VIII, the Inspection, Monitoring and Evaluation Unit and DGCS's legal advisors.

7) Evaluation and effectiveness

The Group has drawn up a first draft of up-dated evaluation guidelines, which also takes aid effectiveness principles into account.

The new evaluation guidelines will establish that **partner countries should play an active role in planning and implementing all the evaluations, and in selecting their timescale, objectives, indicators and monitoring formats.** In its evaluations Italian Cooperation will aim to favour and lend added force to partners' choices and the opinions expressed by local civil society and by the main beneficiary groups of development cooperation activities.

The evaluation plan, which will be submitted to the DGCS Steering Committee together with the above-mentioned guidelines, will need to consider the possibility of planning and conducting **joint evaluations with other donors**, and of delegating responsibility for them to a lead donor. Evaluations and recommendations from other donors will always be taken into account during Italian Cooperation's geographical and sector-based planning stages.

To increase their transparency and relevance for subsequent policy and planning purposes, the findings of completed **evaluations will be widely disseminated, including for use in the on-going evaluation plan.** This information, along with an English version, will be available on-line to all stakeholders.

Action 7.1)

Adoption of guidelines and first structured Evaluation Plan

Lead Office: Monitoring and Evaluation Unit
Related Office: CTU, Office I
Deadline: October 2009

8) Democratic ownership and Non-Governmental Organizations (NGOs)

The 2009-2011 Guidelines emphasize the essential role of NGOs and their ability to reach partners directly, to ensure their participation, accountability and ownership, and to foster democratisation and capacity-building processes. When drafting multi-annual cooperation strategies and country programmes, the active involvement of civil society is crucial. To maximise Italian NGOs' capacity to promote democratic ownership of development processes, actions designed to favour country/region programmes, implemented by different NGOs working together, will be taken into consideration, with the added objective of enhancing capacity-building by southern countries.

Fostering a greater degree of democratic ownership also includes different forms of direct support in developing countries' social networks or interest groups such as trade unions, women's associations and parliaments. This is a question not just of sustaining social actors' demands with respect to their governments but also of promoting and improving interaction by and between the State, intermediary bodies and citizens. We will therefore need to evaluate the possibility of supporting advocacy activities addressed to partner-country governments by local civil society and find ways to promote its initiatives. In carrying out all of the following actions, the DGCS can count on a sort of "enhanced collaboration" with civil society, thanks to the participation of its representatives in the work of the thematic group.

Finally, the possibility of further simplifying the procedures involved in Italian NGO projects under the current legislation, as long as this does not involve amendments to Law 49 of 1987, will also be studied.

Action 8.1)

Elaboration of principles to strengthen country-level consultation with local civil society and undertake actions to reinforce it

Lead Office: Office VII

Related Offices: Offices III, IV, V, CTU, LTU

Deadline: January 2010

Action 8.2)

Assessment of the priority-evaluation criteria under the existing legislation. This will be completed with a written feasibility assessment of changes that would favour country programs conducted by a number of coordinated NGOs with respect to single projects.

Lead Office: Office VII

Related Offices: Offices III, IV, V, X

Deadline: February 2010

Action 8.3)

Evaluation of the possibility, under the current legislation, of further simplifying the procedures involved in Italian NGO projects.

Lead Office: Offices VII, X

Related Offices: Office VI, Monitoring and Evaluation Unit

Deadline: January 2010

9) Untied aid and support for local purchasing of goods and services

In untying aid, different needs have to be reconciled, needs which Italian Cooperation has subjected to transparent and balanced consideration. On the one hand, we need to take into account the vitally important role of foreign markets for an economy such as Italy's, with its large numbers of small- and medium-sized enterprises. In this context, we must not neglect the convergence that often exists between the greater cost-effectiveness of local purchases and procurement and the goal of strengthening and developing partner countries' economies. At the same time, **the Paris Declaration and the Accra Agenda for Action require donor countries to draw up national plans to further untie development aid** and to favour the purchase of local goods and services. The EU approach to aid effectiveness requires member states to ensure that food aid too is untied.

Through its interventions, Italian Cooperation has made a priority commitment to support those local public procurement practices that appear most sustainable in social and environmental terms. In so doing it will foster the creation and strengthening of regional and local markets for high-quality goods and services, thus helping partner countries to tackle non-trade barriers obstructing their access to developed countries' markets, while also improving their offering.

For countries where the OECD/DAC recommendations on untying ODA do not apply, in line with its Accra commitments Italian Cooperation has further increased the maximum percentage share of loans / aid credits intended for purchases made locally or cumulatively in other neighbouring and/or OECD countries. Nonetheless, a proportion of each loan still remains tied to provisions and goods of Italian origin. For these countries, the aim is to increasingly favour local purchases.

Action 9.1)

Proposals for options to further untie loans

Lead Office: Office VIII

Deadline: December 2009

Action 9.2)

Proposal to increase – in percentage terms and to other sectors – purchases made locally.

Lead Office: Office VIII

Deadline: November 2009

10) Training

In line with the approach followed in the Three-Year Guidelines, which stress the need to equip Italian Cooperation with adequate human resources, the Effectiveness Plan envisages a **“refresher” training program for MFA/DGCS officers, focusing especially on diplomatic personnel, experts and LTU directors.** Customised training modules on development cooperation topics – with a particular focus on the aid effectiveness agenda – will be developed in close and on-going liaison with the Diplomatic Institute, which deals with all MFA training activities. The courses will also be included in pre-posting training for LTU directors and in the induction course for Second Secretaries. These modules will also need to be accessible online by LTUs.

Action 10.1)

Organization of cooperation and aid effectiveness training modules, including pre-posting courses for LTU officers.

Lead Office: Head of DGCS Secretariat

Related offices: Offices I, X, TCU (Ms. Longinotti)

Deadline: November 2009

11) Communication

In line with the Strategic Guidelines and with the aim of increasing the predictability and transparency of Italian Cooperation to taxpayers, partner countries' citizens and institutional actors in the development cooperation field, the DGCS feels that a communications strategy on aid effectiveness issues needs to be developed to disseminate information on the progress achieved.

Work order 05/2008, adopted following a resolution by the DGCS Steering Committee, has already asked field offices to complete the DAC indicators on gender, Rio and governance. They have also been asked to classify initiatives for which a funding application has been submitted, on the basis of the main MDG/target identified in the project. This has initiated a process designed to enhance Italian Cooperation's transparency and international accountability.

Following this approach, and through precise instructions addressed to field offices, the inclusion of the aid effectiveness dimension will be considered a priority in existing public communication systems. These include the Italian Cooperation website, the DIPCO (the current Italian Cooperation Bulletin), and the Annual Report to the Italian Parliament on Development Cooperation activities. This will help overcome the language barrier which thus far has limited the accountability of Italian interventions to citizens in partner countries, by seeking to make information accessible in English also.

Action 11.1)

Presentation of an aid effectiveness “mainstreaming plan”, to be disseminated through current DGCS public communication instruments

Lead Office: Coordination for Communication activities/Cooperation Website

Related Office: Office I

Deadline: December 2009

12) Monitoring progress in implementing the Plan within the DGCS and at country level

The creation of thematic groups, through work orders, with the inclusion where appropriate of representatives of civil society qualified in the issues under discussion, make it possible to organize a more flexible schedule in response to the difficulties encountered in any given sector. The participation of thematic group representatives in the Group's plenary meetings will make it possible to constantly coordinate and monitor their work.

At the local level, the LTUs will select the person who is to be responsible for aid effectiveness issues.

Office I, which, working closely with the country/region desks, is responsible for monitoring the Plan, will require additional human resources who will have a vital coordination and support role, including in field offices.

To ensure continuity in DGCS-NGO collaboration and ensure that it is kept up to date, the previous agreement, signed in January 2009, will be revised and supplemented.

The DGCS will draw up a yearly progress report on the Aid Effectiveness Plan. This will also include any challenges and obstacles encountered and will provide input to the annual Report to the Italian Parliament on Development Cooperation activities.

Should the DGCS be given the necessary additional human resources, the progress report and future strategic directions will also draw on the results of an annual “stakeholders survey” based on perceptions of Italian Cooperation’s quality and effectiveness.

In order to constantly monitor trends in specific cooperation initiatives and drive the implementation of country programming, the DGCS will approve **aid effectiveness markers**. Compilation of these markers will be compulsory for any initiative requiring a financial contribution (to include information such as: the distinction between project-based and programme-based aid; whether or not the country’s financial systems are used; the constitution of parallel project implementation units – PIUs).

The experience of the **“ODA Technical table”, set up in collaboration with the Ministry for the Economy and Finance**, will be taken into consideration with a view to establishing a **more structured “Coordination Board”**. This would take the form of a technical board, but at a higher institutional level. With the participation of representatives of all bodies dealing with and disbursing ODA and the participation also of NGO representatives, the aim is to create a forum within which to better coordinate the actors of the **Italian Cooperation System** (“*Sistema Italia della cooperazione*”) with respect to the aid effectiveness topics included in the national Plan. One priority of this new coordination body might be to draw up the Cooperation System’s “overarching policy statement”, as previously recommended by the OECD/DAC.

Action 12.1)

Creation of thematic working groups through work orders

Lead Office: Director General, Office I

Deadline: August 2009

Action 12.2)

Notification of the person responsible for implementing aid effectiveness principles in each LTU.

Lead Office: CTU/LTUs

Related Offices: Offices I, III, IV, V

Deadline: October 2009

Action 12.3)

Renewal of the agreement between MFA/DGCS and NGO representatives

Lead office: Office I

Deadline: January 2010

Action 12.4)

Progress report on the Aid Effectiveness Action Plan

Lead office: Office I

Related Offices: Offices III, IV, V, CTU, LTUs

Deadline: September 2009

Action 12.5)

Evaluation of the coordination experience acquired through the “ODA Technical table”, with a view to creating a more specific coordination body for the “*Sistema Italia della Cooperazione*”

Lead office: Office I

Deadline: January 2010

Action 12.6)

Approval of an aid effectiveness marker to be completed for any initiatives requiring a financial contribution

Lead Office: Office I

Related Offices: CTU, Monitoring and Evaluation Unit

Deadline: December 2009