

**GOOD PRACTICES IN
INTERNATIONAL
COOPERATIVE
DEVELOPMENT:**

**Why creating a knowledge sharing
culture is key for international cooperative
development work**



This publication has been produced with the financial assistance of the European Union. The contents of this publication are the sole responsibility of Cooperatives Europe, and can in no way be taken to reflect the views of the European Union.

Editorial team

Produced by:

Dr. Amanda Benson from The Co-operative College, Camilla Carabini from Coopermondo-Confcooperative, Dr. Elsa Brander from Kooperationen, and Arielle Romenteau from Cooperatives Europe

Graphic Design

Valentina Frare - www.valentinafrare.com

October 2017

Reproduction is permitted, provided that appropriate reference is made to the source.

**GOOD PRACTICES
IN INTERNATIONAL
COOPERATIVE
DEVELOPMENT:**

**Why creating a knowledge
sharing culture is key for
international cooperative
development work**

TABLE OF CONTENTS

1. Introduction	4
1.1 Definition of international cooperative development	5
1.2 What is the CEDP and who are its members?	6
1.2.1. Differentiating types of CEDP organisations	6
1.2.2 Cooperatives Europe and the CEDP	6
1.3 Outline and aims of the research	7
1.4 Brief description of research methodology	7
2. Overview of CEDP development activities	8
2.1 How central is international cooperative development to each organisation?	9
2.2 How is the international cooperative development work structured in each organisation?	9
2.3 Priorities and framework for international cooperative development activities	10
2.3.1 Priorities guiding international cooperative development work	10
2.3.2 Percentage of the international development work focused on international cooperative development	11
2.4 Details on international cooperative development projects and activities	11
2.4.1 Countries where CEDP members are active	11
2.4.2 Sectors in which CEDP members work in cooperative development	12
2.4.3 CEDP members' target groups	12
2.4.4 Urban – rural split of activities	13
2.5 Type(s) of organisational partners involved in cooperative development projects	13
2.5.1 Relations with other CEDP members	14
2.5.2 Relations with local partners	15
2.6 Funding	17
2.6.1 Unique or multiple funders	17
2.6.2 Funder relationships	18
3. Project design and implementation	19
3.1 Project design process	20
3.1.1 Choice of location	20
3.1.2 Factors governing timeframe	20
3.1.3 Project development process	20
3.1.4 Involvement of stakeholders in project design	22
3.1.5 The cooperative component of the project	22
3.2 Project implementation	23
3.2.1 Activities delivered	23
3.2.2 Training and capacity building	25
3.2.3 Consulting and advocacy	26
3.2.4 Institution building	26

3.2.5 Network building and strengthening	28
3.2.6 Social integration	28
3.2.7 Financial support and investment	29
3.2.8 Legal framework and policy reform	30
3.2.9 Technology and knowledge exchange	30
3.2.10 Emergency aid and relief	31
3.3 Stakeholders involved in implementation of cooperative development activities	32
3.3.1 Project implementation – partnership working	32
3.3.2 Project implementation – beneficiary involvement	33
4. Monitoring and evaluation	34
4.1 Monitoring process	35
4.1.1 Monitoring tools	35
4.1.2 Stakeholders involved in the monitoring	36
4.2 Impact Evaluation	36
4.2.1 Internal & external evaluation	36
4.2.2 Stakeholders involved in evaluation	37
4.2.3 Quantitative & qualitative indicators	37
4.2.4 Examples of monitoring and evaluation tools	38
4.3 Assessing the cooperative difference	39
4.3.1 Cooperative advantage	39
4.3.2 Cooperative disadvantage	39
5. Conclusion – Sharing knowledge and good practices as a key to success	40
6. Recommendations	42
6.1 Sharing of expertise	43
6.2 Communication & identity	43
6.3 Trade unions	43
6.4. Strengthening the relationship with NGOs	44
6.5 Developing new standards and strategies	44
6.6 Evidencing the cooperative advantage	44
Appendix 1 – CEDP members	46
A 1.1 CEDP members delivering development activity	46
A 1.2 CEDP members not directly delivering development activity	48
Appendix 2 – CEDP Research survey	49
Appendix 3 – Countries where CEDP members are active	60
Appendix 4 – Example of monitoring and evaluation tools	63

1

INTRODUCTION

DEFINITION OF INTERNATIONAL COOPERATIVE DEVELOPMENT

1.1

Cooperatives play a key role in international development, promoting capacity building, training and education worldwide. It is important to make the distinction for the purposes of this research between ‘traditional’ international development and international cooperative development. International cooperative development is an enterprise tool that fosters economic, social and environmental sustainability. International cooperative development workers share collective business skills and practical cooperative approaches with their cooperative partners in developing countries to create wealth and reduce poverty in a sustainable way. In this way cooperative development moves away from a more paternalistic approach of some international development projects merely based on aid, and focuses on developing people’s capacity to work together to strengthen livelihoods, build communities and improve the infrastructure to support this activity. Where the exit strategies of international development projects can sometimes leave communities unable to sustain project activity once the funding cycle is finished, cooperative development seeks to empower people and communities to develop long-term livelihood-building strategies from the outset.

What is a cooperative?

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise¹.

Owned and run by their members, cooperatives are people-centred and value-driven businesses, guided by 7 principles:

1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training and Information
6. Cooperation among Cooperatives
7. Concern for Community

¹ As defined by the International Co-operative Alliance (ICA). For further information on this and the cooperative principles, please see: <https://ica.coop/en/what-co-operative>

1.2

WHAT IS THE CEDP AND WHO ARE ITS MEMBERS?

The Cooperatives Europe Development Platform (CEDP) is a European network of cooperative organisations active in international cooperation. The CEDP is composed of ten European cooperative organisations², all members of Cooperatives Europe (the European region of the International Co-operative Alliance, ICA) who work on issues of cooperative development policy and implementation. Coming from diverse sectors, cooperative partners meet at least three times a year to share their expertise in complementary fields such as cooperative financing, agricultural cooperative development, cooperative law and cooperative finance. Current CEDP member organisations include: AJEEC-NISPED (Israel), Cera/BRS (Belgium), The Co-operative College (United Kingdom – referred to as UKCC in the present report), Coopermondo (Italy), DGRV (Germany), Euro Coop (EU), Kooperationen (Denmark), Legacoop (Italy), REScoop (EU), We Effect (Sweden).

1.2.1 Differentiating types of CEDP organisations

It was evident whilst carrying out the first stage of this research that some clear structural differences between organisations in the CEDP made it difficult to compare like for like activities across the membership. Some of the organisations, either working themselves or through funding partner organisations on the ground, directly deliver development activities. However, some of the CEDP members are ‘apex’ bodies in their own countries who do not deliver or fund activities themselves, but do have organisational members who deliver a variety of different development activities. See Appendix 1 for further details.

1.2.2 Cooperatives Europe and the CEDP

As the representative organisation for cooperatives across Europe, Cooperatives Europe supported the creation of the CEDP in 2008³ as a result of its members’ interest in international cooperative development. Since then it has acted as a coordinator and facilitator for the CEDP activities. Although Cooperatives Europe is currently involved in a global-scale partnership agreement with the EU to strengthen the capacity and visibility of cooperatives worldwide⁴, as an apex organisation it does not directly undertake development projects in the field, its CEDP members do. Consequently, Cooperatives Europe was not among the direct respondents taking part in the research, but performed the role of research coordinator.

² See Appendix 1 for details of CEDP members

³ For further information about the CEDP background, please read: <https://coopseurope.coop/development/about/project-0>

⁴ This programme is further detailed at: <https://ica.coop/en/media/news/alliance-partnership-european-commission-will-create-better-understanding-co-ops>

OUTLINE AND AIMS OF THE RESEARCH

1.3

The research aimed to form a better understanding of how each CEDP organisation (and/or its members) conducts its international cooperative development work, in particular current methodologies used for activity design, implementation and follow-up. The goal was not to conduct a ‘performance evaluation’ but to analyse the different approaches used by CEDP members, in order to isolate the ‘cooperative factor’ at work in their international cooperative development activities and explore what makes cooperatives’ approach unique. The overall aim of the research was to:

- + Map the activities of CEDP colleagues in international cooperative development, geographically as well as in terms of specialism.
- + Encourage partnerships between members by being more aware of synergies with, and specific skills/expertise of, other members.
- + Enable external actors (policy and funding) to better understand the advantages of cooperative development as an important development approach.
- + Highlight and share good practice and tools used by CEDP members in their cooperative development work.

BRIEF DESCRIPTION OF RESEARCH METHODOLOGY

1.4

The research took place in two stages, the first being a questionnaire⁵ jointly developed by the CEDP research working group with key stakeholders from within the CEDP group. After initial analysis, follow-up interviews were carried out with CEDP members to develop responses and clarify different sections of the questionnaire. Where appropriate, extracts from the interviews are used throughout the study – but are not attributed directly to named individuals.

⁵ See Appendix 2 for CEDP Methodology comparison survey

2

OVERVIEW OF CEDP DEVELOPMENT ACTIVITIES

This section aims to sketch a portrait of CEDP member activity for the benefit of both the group and external organisations, so as to identify possible synergies as well as the range and scope of activity and expertise across the different organisations. In the questionnaire, CEDP members were asked how much knowledge they had of other members' activities and also if they already had established working relationships or conducted joint projects with other members. There were also questions about the importance of international development activities to their organisation, the geographical areas, sectors and activities covered as well as the types of implementation put into practice by each organisation. The responses gathered were extremely detailed and hence the scope of this narrative is to highlight the main findings and key themes rather than give an exhaustive account of all of the information gathered. However, where appropriate, the information was collated and added to the appendices.

HOW CENTRAL IS INTERNATIONAL COOPERATIVE DEVELOPMENT TO EACH ORGANISATION?

2.1

Whilst international cooperative development is important to each of the organisations, the focus on it differs between organisations due to the organisational type. As previously stated in the introduction, three of the organisations are apex bodies that do not directly deliver international cooperative development⁶, namely Kooperationen, Euro Coop and REScoop. However, each of these three organisations still consider international development an important factor in their work, despite the fact that it is not explicitly mentioned in their mission and values, or specifically supported by the board; it is more an inherent feature of the cooperative values and principles of each organisation. For the remaining seven organisations board support is strong, with a clear reference to international development in the vision, mission and strategic objectives. Of these seven, three organisations are wholly focused on international development (We Effect, Coopermondo, BRS – supported by Cera⁷) whilst the remainder have international development as a significant proportion of their work - UKCC 30%, AJEEC-NISPED 33%, with Cera, DGRV and Legacoop stating that it forms the core of the international work undertaken by the international wing of their organisations.

HOW IS THE INTERNATIONAL COOPERATIVE DEVELOPMENT WORK STRUCTURED IN EACH ORGANISATION?

2.2

Due to the diversity of organisational types in the CEDP, it is no surprise that there are differences in the way in which international cooperative development work is structured. Three of the organisations (We Effect, Coopermondo, BRS – supported by Cera) have strategic oversight of the work as this is the main area in which they work, three of the organisations have an international division/department that oversees the international development work (AJEEC-NISPED, Cera, DGRV, Legacoop). The UKCC carries out international development work within its project team.

In terms of field work, the majority of CEDP members carry out field work through partner organisations backed up with financial and technical support. DGRV have in-country regional offices from where they base their activities. For the other three apex organisations, it is their member organisations who deliver international cooperative development activities.

⁶ For the purpose of this report, the parameters used to qualify 'international cooperative development' were in line with the European Union (EU) criteria defining international development in partner countries. In this context, the activities undertaken by CEDP members to support the development of cooperatives within EU Member States were not considered as international cooperative development per se.

⁷ BRS is a joint venture of the cooperative Cera and the Belgian bank KBC. Apart from the support to BRS regarding microfinance and micro-insurance, Cera also develops its own activities in international cooperative development.

2.3

PRIORITIES AND FRAMEWORK FOR INTERNATIONAL COOPERATIVE DEVELOPMENT ACTIVITIES

2.3.1 Priorities guiding international cooperative development work

The main priorities guiding international development of the CEDP members indicate a strong focus on gender and inclusion of young people, and are summarised in the following table:

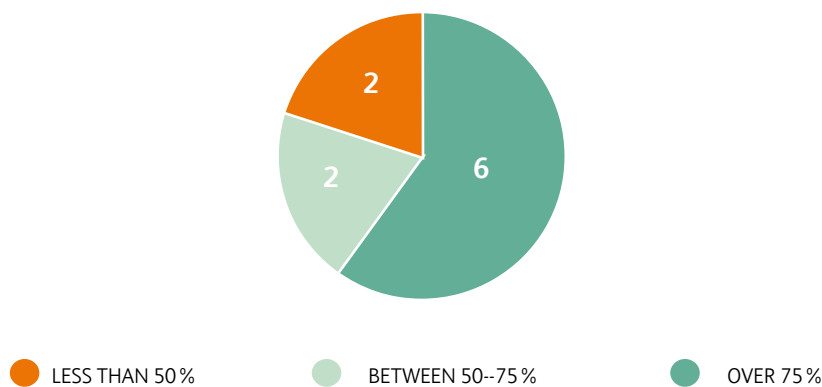
ORGANISATION	PRIORITIES
AJEEC-NISPED	Focus on sustainable development and innovation among cooperatives and rural communities, on education, young leaders and gender empowerment
CERA/BRS	BRS: Supports microfinance and microinsurance projects in the South to help sustainably improve the quality of life of the poorer population in the South. Not merely with cash, but more specifically with advice and in a dialogue with the stakeholders. Cera: Investing in welfare and wellbeing of the rural population through the strengthening of cooperatives with special attention to governance.
COOPERMONDO	Promoting decent work in developing countries, targeting gender and inclusion of youth and indigenous people
DGRV	Supporting member-oriented cooperative systems, entrepreneurial cooperatives, governance, training and adult education, capacity building for sustainable development
EURO COOP	The spreading of the cooperative values and principles, the uptake of the cooperative governance which privileges a bottom-up approach and long-lasting business relationships (e.g. as in the case of Fair Trade)
KOOPERATIONEN	Focus on supporting its members in their respective development work. However, it is up to its members to decide how they will pursue their work - governance, training, education, etc.
LEGACOOOP	Supporting the cooperative movement in developing countries; cross-cutting focus on youth and women; UN SDGs related to food security, access to healthcare and social services, innovative and collaborative economy, sustainable development, poverty inclusion, renewable energy, gender equality; strengthening national apex bodies
UKCC	Democracy and participation, young people and their communities, sustainable development, cooperatives and cooperators all through a lens of poverty and gender
WE EFFECT	Core areas are sustainable rural development and adequate housing with a strong focus on gender equality

Percentage of the international development work focused on international cooperative development

2.3.2

When responding to the question of how much of the international development work is focused on international cooperative development, six of the CEDP organisations reported that international cooperative development constitutes over 75 % of their international development activity, two cited it as between 50-75 % and two as less than 50 %.

Percentage of international development work focused on cooperative development among CEDP partners



DETAILS ON INTERNATIONAL COOPERATIVE DEVELOPMENT PROJECTS AND ACTIVITIES

2.4

Countries where CEDP members are active

2.4.1

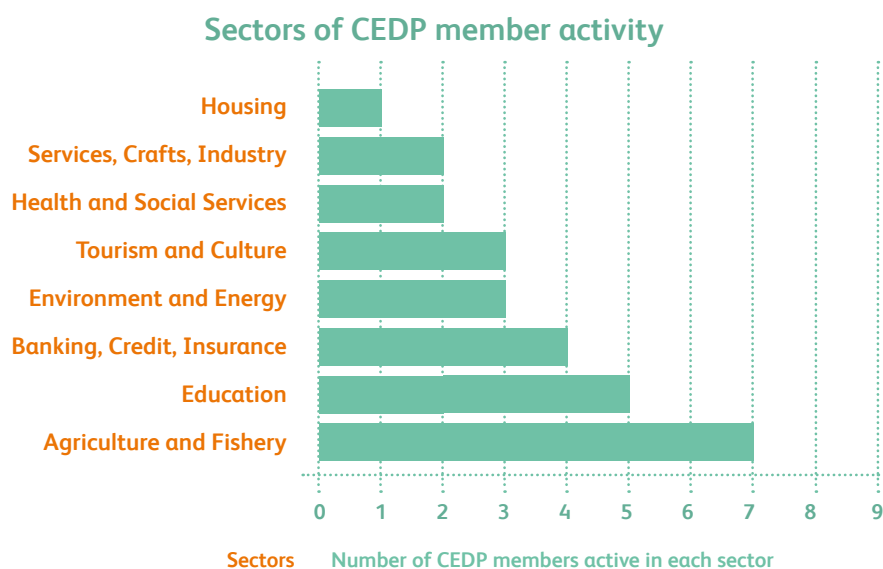
CEDP members are active in 74 countries. Out of these, they are active in international cooperative development in:

- + 28 countries in Africa, with more CEDP members active in Kenya, Mozambique, South Africa, Uganda and Zambia than in other countries.
- + 18 countries in the Americas, of which Colombia, El Salvador, Honduras and Peru have the most CEDP project activity.
- + 13 countries in Asia-Pacific, with the Philippines, Sri Lanka and Vietnam as the most common countries in which CEDP members are active.

In addition, CEDP members are active in 15 European countries, which includes the countries where they are based, with Croatia, Greece and Turkey as the countries that have the most CEDP project activity. For a full list of the countries where each CEDP member is active, please see Appendix 3.

2.4.2 Sectors in which CEDP members work in cooperative development

The following figure demonstrates the range of sectors across which the CEDP members work, with agriculture and fishery as the clear dominant sector supported, which corresponds to the fact that the major economic sector for poorer people in developing countries is farming and fishing. This is closely followed by education and banking, credit and insurance⁸.

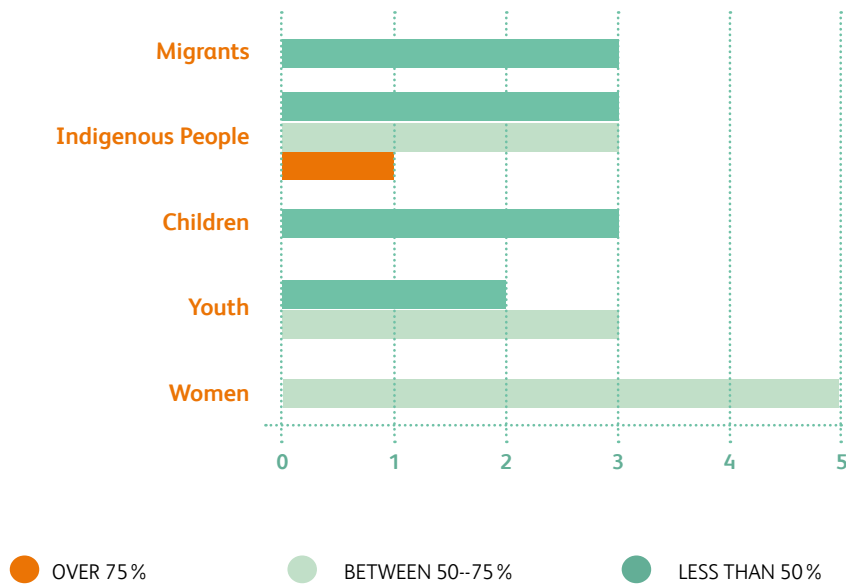


2.4.3 CEDP members' target groups

This section aims to differentiate whether CEDP members work with specific target groups and to establish which groups are the particular focus of CEDP activity. Some CEDP members (DGRV, Kooperationen, Euro Coop, Cera/BRS, REScoop) have no specific target groups for the activities they deliver, but the main target group for the remaining CEDP members is women, closely followed by young people.

⁸ These also represent important sectors for enabling economic development of farmers and fishers.

CEDP Target groups



Urban – rural split of activities

2.4.4

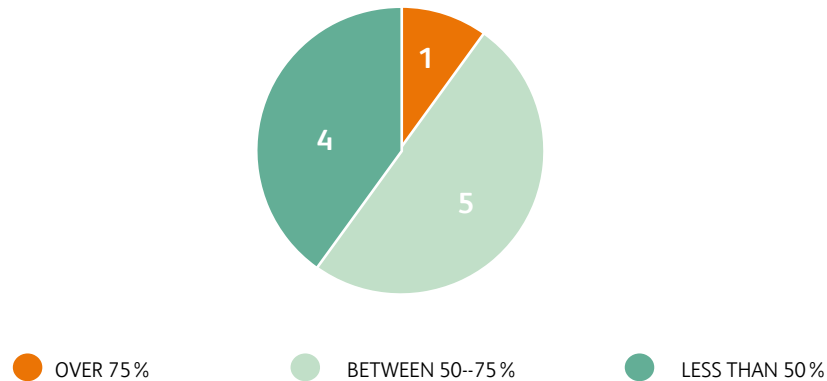
The majority of CEDP members work predominantly in rural areas, with seven members working at least 50% in rural areas, four of which work over 75% in rural areas.

TYPE(S) OF ORGANISATIONAL PARTNERS INVOLVED IN COOPERATIVE DEVELOPMENT PROJECTS

2.5

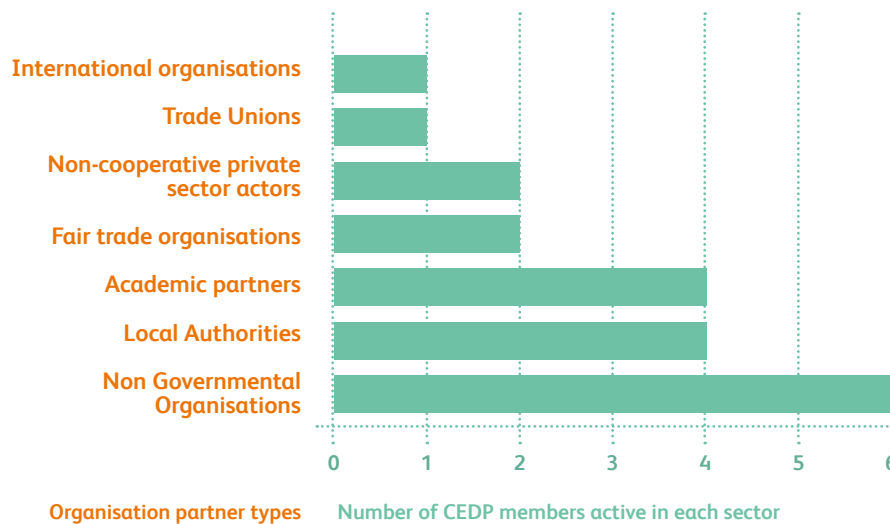
The next section focused on the types of organisations that CEDP members partner with to deliver cooperative development projects. As shown in the figure below, most CEDP members partner with other cooperative organisations for at least 50% of projects.

Percentage worked with other cooperative organisations



In terms of other partnerships, CEDP members work with a number of different types of organisations and each member works within a variety of partnership arrangements, as broadly illustrated by the figure below. In terms of long-standing partnerships, five CEDP members cited they have established external long-term support for their work, namely We Effect, AJEEC-NISPED, Legacoop, Cera/BRS and REScoop.

CEDP organisational partners



2.5.1 Relations with other CEDP members

One of the purposes of the research was to establish the extent to which CEDP members know of each other's work, and also to ensure that there was more knowledge of CEDP members work being shared across the group. The aim of this was not merely to share knowledge, but to encourage more partnership working across the group and to understand the expertise within the group so that CEDP members can consult each other. For example, at a simple level, it may be that one organisation has the opportunity to carry out a project in a country where they have not previously worked; it may be that another CEDP member has contacts and experience in that country and can offer advice and guidance or introductions to appropriate in-country partners. Out of the current members, most

of the organisations had never previously worked together to specifically deliver international cooperative development projects – with the exception of AJEEC NISPED who in the past collaborated with We Effect in sustainable cooperative development projects in Palestine and training projects in Africa. However, UKCC is currently working with DGRV and Legacoop in an Erasmus+ project in Turkey and Legacoop is also working with AJEEC-NISPED on training around earthquake disaster relief. Out of all of the CEDP members, DGRV appears to have the most active connections within the group in five cases, having connections through projects (Erasmus+ with UKCC and Legacoop), joint bids (IFAD bid with BRS) or having advised other CEDP members (advised Coopermondo about a cooperative partner in Mozambique). In terms of knowledge of each other's development approach, CEDP members cite that they have some knowledge of other CEDP members' approach through being involved in the CEDP activities, the shared website and through working on the compendium⁹ as well as observations of other organisations' activities through attending the joint CEDP meetings and learning about each other's projects. Nevertheless, it was a common decision of the CEDP-members to move forward with this joint research, motivated by the ambition to work more closely together in the future.

Relations with local partners 2.5.2

This question focused on whether CEDP members have links with the cooperative movements within the countries in which they work, and how they select partners for projects. The majority of CEDP members stated that they do approach the in-country cooperative apex bodies where they exist and also rely on the local offices of the International Co-operative Alliance (ICA – the apex global organisation for cooperatives, which has four regional offices including Cooperatives Europe), for information on potential cooperative partners. In terms of choosing partners there was no general trend amongst the ways in which partners were sought out, it appears to be based on practicalities and contacts within each setting:

- + Five CEDP members mentioned choosing already known partners.
- + Five organisations said they follow the recommendations given to them by other contacts, such as approaching other known organisations amongst cooperatives, Civil Society Organisations or Local Authorities and four spoke of contacting previous projects' partners.
- + Three CEDP members mentioned searching out partners for themselves, such as travelling to the country to make themselves more known (DGRV), using ICA directories (Legacoop) and directly approaching governmental or social organisations (AJEEC-NISPED).
- + Other approaches mentioned include receiving requests from prospective partners (DGRV and Kooperationen), getting partners through network-building and trust (Coopermondo), and recruiting partners from their training programmes (Cera/BRS).

⁹ The CEDP website and compendium aim to foster exchanges and collaboration for an impact-driven cooperative development approach, and can be found at: <https://coopseurope.coop/development/>

In relation to specific criteria governing the selection of partners, the following table outlines the main features of CEDP members' selection criteria where they were explicitly mentioned:

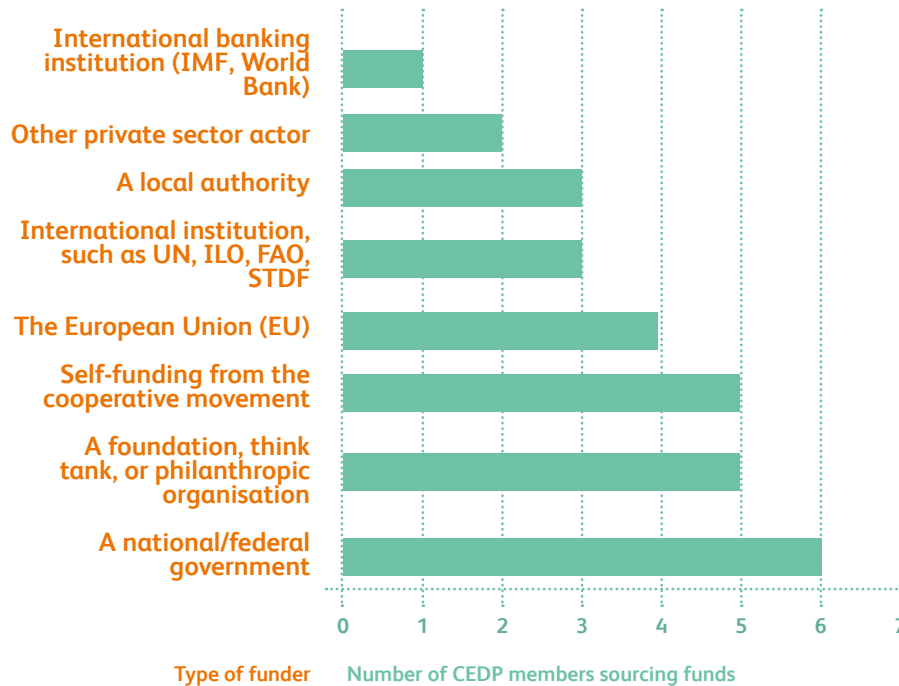
ORGANISATION	PARTNER SELECTION CRITERIA
AJEEC-NISPED	Added value of cooperatives in all projects, prefer to work with cooperatives.
CERA/BRS	Partner organisations should be cooperatives or showcasing a clear cooperative spirit, having a clear vision to become self-sustainable organisations. Microfinance and micro-insurance institutions should have at least 3 years' experience in the field of microfinance and microinsurance, operational self-sufficiency from 70% onwards, minimum size of 5000 to 6000 borrowers, social and financial performance measures. Other selection criteria included whether Cera/BRS has on-going activities in the region, and partnership with NGOs.
COOPERMONDO	Mainly based on relationships and networking built up over time and through contacts it already trusts.
DGRV	To be committed to the promotion of the cooperative sector.
KOOPERATIONEN	To be committed to the promotion of the cooperative sector.
LEGACOOOP	Objectives and the eventual eligibility criteria defined by the donor. A project needs to include: experience and expertise needed for the technical implementation of the project or for its proper management, capacity to mobilise the target groups and local stakeholders and capacity to act for the institutional and economic sustainability of the project.
RESCOOP	They should follow the ICA principles.
UKCC	Proven track record and ability to manage international projects, sound knowledge and contacts with local actors, financial track record of managing large budgets, organisations need to have existing history of employing people.
WE EFFECT	Nine different criteria ¹⁰ , must share We Effect's goals and values (ICA principles), politically and religiously neutral, representative (preferably member based or striving to be). Technical partners ¹¹ have a lower threshold than core partners. Organisational assessment takes place early in the process, if successful partners are asked to include organisational development in their strategic plan.

¹⁰ We Effect uses a different selection process for different categories of partners, with core partners expected to meet the most stringent criteria covering 9 requirements: sharing WE's goals and values, operate legally, within WE's priority working areas, be politically and religiously neutral, committed to democracy, member based or striving to be, manage funds by jointly agreed rules & sustainably, adhere to right-based principles.

¹¹ Technical partners are not usually required to meet the nine criteria as they are likely to be consultants/specialists who have been brought in to fulfil part of a project and are not the lead partners.

The next section asked questions about each of the organisations’ funding arrangements for cooperative development projects and activities, and covered a range of different options, which are broadly illustrated in the figure below:

Sources of funding for cooperative development projects



Unique or multiple funders 2.6.1

In terms of whether or not there are unique or multiple funders for projects, one CEDP member stated that they have unique funders for less than 50% of their projects, whereas five stated that they had unique funders for between 50 and 75% of projects, and one organisation that they have a unique funder for more than 75% of projects. This correlated with the question about multiple funders where four organisations said they had multiple funders for less than 50% of projects, and two organisations said they had multiple funders for over 75% of projects. When asked if the presence of multiple funders affected the work, CEDP members all stated that raising funds from multiple sources or providing match funding was a requirement for funding bids, but this can be positive as it helps to develop partnerships and relationships. In addition, most funders have clear guidelines for implementation and administration of projects which can be helpful, but one stated downside of multiple funders is that it can affect reporting processes as it puts a heavier reporting burden onto projects due to different financial monitoring requirements for different aspects of projects.

2.6.2 Funder relationships

The majority of the CEDP members do not receive annual grants from funders, however four members do receive annual long-term support from national development agencies (We Effect), foundations and civil rights organisations (AJEEC-NISPED), the national cooperative movement (Coopermondo) and corporate support (Cera/BRS). Three members stated that their activity is funded through responding to calls for funding.

As to whether the relationship with funders shapes their cooperative development work, there were mixed responses. For the majority of organisations, it is the mode of implementation that may be affected by the funders' requirements in terms of monitoring, financial reporting or evaluations. Whilst this does not affect the core strategic work of the organisations, there are inevitably some examples where funders have specific priorities which need to be addressed, for example working with a specific target group. There was not a significant difference noted between the delivery of self-funded projects and externally funded projects.

PROJECT DESIGN AND IMPLEMENTATION

3

3.1

PROJECT DESIGN PROCESS

This section aims to show how different CEDP members design international cooperative development projects in such aspects as choice of location, timeframes, developing aims and objectives and deciding which stakeholders are involved in project design.

3.1.1 Choice of location

CEDP members were asked about what guides project location, and the most common factor influencing choice of location were historical links between headquarters and project countries in three cases (Legacoop, DGRV and Coopermondo) and being largely dependent on opportunities showing up (UKCC, AJEEC-NISPED and REScoop). Other factors influencing choice of project location are selection criteria determined by board members (We Effect), requests for support by local partners or funders (Legacoop and Coopermondo), economic opportunities for their members cooperatives (Coopermondo), focal regions and where the organisation in receipt of services is active (Cera/BRS).

3.1.2 Factors governing timeframe

None of the CEDP members set a specific timeframe in which to carry out projects and this is partly dependent on project or funders' requirements. In terms of extending or building on existing projects, this is dictated by ongoing need and also building long-term relationships, but with the ultimate aim of cooperatives becoming self-sustaining.

3.1.3 Project development process

CEDP members use a range of methods to develop projects, which include scoping visits and working with in-country partners, with the most common planning tool being the log frame¹². The following table aims to summarise the factors guiding the different aspects of the project design process for CEDP member organisations:

¹² A log frame is a tool for improving the planning, implementation, management, monitoring and evaluation of projects by structuring the main elements in a project and highlighting the logical linkages between them.

ORGANISATION	ASPECTS OF PROJECT DEVELOPMENT			
	CONCEPT DEVELOPMENT	DEFINITION OF AIMS	SPECIFIC APPROACH	REGULAR REQUIREMENTS OF EACH PROJECT
AJEEC-NISPED	Always have local partner, added value of cooperatives present in each project	Defined together with partners	Develop varied programmes in areas of cooperative leadership, community, human and economic resource, innovative development	Prefer to work with cooperative leaders due to added value of cooperatives. Analysis to ensure cooperatives benefit farmers through the entire value chain.
CERA/BRS	In dialogue with cooperative/MFI ¹³	In dialogue with cooperative/MFI	Workshop and tools to assess financial and social performance as well as cooperative score ¹⁴	Work with cooperatives or organisations with strong cooperative spirit
COOPERMONDO	Based on identified needs	Based on beneficiary needs, founder priorities, in-country priorities/ guidelines	Depends more on partners/funders	Counterparts must have propensity towards cooperative business model and non-profit sector sector/social & solidarity economy (SSE)
DGRV	Concepts are defined by the needs of project partners and target groups	Communicated between project partners and target groups	Logframe is used for concept development, planning activities and setting indicators	Financial or personal contribution from partner organisations
LEGACOOOP	Local partner carries out needs assessment	Responding to identified needs, objectives defined together with local partners	Logframes as an underlying approach	That the local partner already has an open connection with stakeholders
UKCC	Scoping visit to identify needs, then work up logframe	Worked backwards from need using Theory of Change ¹⁵	Logframes and Theory of Change to prompt and guide project thinking	Quarterly, 6 month and annual reporting
WE EFFECT	Programme level defined by We Effect, project level based on context analysis and defined by partner organisation	Come from partner organisation and joint definition of expected results	Develop different steps of Logframe with partner organisations	Relating project to regional and global strategy and visibility of mainstreaming perspectives (gender and environment)

13 MFI: a microfinance institution is a financial institution that provides small loans to people who would otherwise have no access to credit

14 See Appendix 4 for more details

15 Theory of Change (ToC) is a specific type of methodology for planning, participation, and evaluation that is used to promote social change by defining long-term goals and then mapping backward to identify necessary preconditions.

3.1.4 Involvement of stakeholders in project design

As can be seen in the following table, CEDP member organisations work with different combinations of stakeholders in project design.

ORGANISATION	WHO IS INVOLVED IN PROJECT DESIGN?				
	HQ STAFF	FIELD STAFF	PARTNERS	BENEFICIARIES	EXTERNAL SUPPORT
AJEEC-NISPED					Sometimes
CERA/BRS					
COOPERMONDO					
DGRV					
LEGACOOOP					
UKCC					
WE EFFECT					Sometimes

Stakeholders are involved in project design in a variety of ways. We Effect and AJEEC-NISPED state that stakeholders or their representatives are involved in all aspects of the project cycle (referred to as the basis for a human rights based approach). The UKCC works with stakeholders to develop draft project design, but identifies this is not always as much as desired if deadlines are tight. Legacoop describes how the level of stakeholder involvement correlates with their relevance to project goals, from informal exchanges to full involvement. DGRV usually carries out a consultation on prospective activities with project partners, sometimes based on evaluations from a previous project. Coopermondo uses a three-stage evaluation process¹⁶ to define aims and ongoing project development. Cera/BRS use exploratory workshops¹⁷ to define long-term objectives.

When asked about how central capacity building of partners was, all CEDP members stressed that this was a key element of the work that they carry out. CEDP members emphasised that this is part of ensuring the sustainability of projects on the ground and crucial for the long-term success of cooperation with the target country. DGRV underlined that this is a key element of promoting the inclusion of marginalised people in the overall financial and economic development of a country. In addition, Coopermondo talks about the double impact which results from capacity building as the beneficiaries become partners and train new beneficiaries.

3.1.5 The cooperative component of the project

In terms of how much influence the cooperative principles¹⁸ have in project design, all of the organisations defined them as being central to their work, Legacoop labelling them as “the bones of our work”. When asked to describe if there were any specific or unique elements in their approach linked to their cooperative identity, CEDP members comments are summarised below:

¹⁶ A first evaluation where Coopermondo and the partner decide where to work, followed by a second evaluation in the field focusing on the sector to be developed. Finally a third where Coopermondo defines directly with beneficiaries the steps they want to develop for the following year of programme.

¹⁷ During an exploratory visit BRS offers some workshops through which both parties get to know each other and define the long-term objectives of the collaboration.

¹⁸ The 7 cooperative principles are: Voluntary and Open Membership; Democratic Member Control; Member Economic Participation; Autonomy and Independence; Education, Training and Information; Co-operation among Co-operatives; Concern for Community. For further details, see also: <https://ica.coop/en/what-co-operative>

ORGANISATION	SPECIFIC ELEMENTS OF APPROACH LINKED TO CEDP MEMBERS' COOPERATIVE IDENTITY
AJEEC-NISPED	Sustainability of cooperative businesses and spreading technological and economic success stories, for example using expertise from irrigation and production in arid landscapes
CERA/BRIS	Self-help of people in the South through cooperation. Using principles of F.W. Raiffeisen ¹⁹ focusing on entrepreneurial approach of cooperatives and strengthening self-determination of cooperatives
COOPERMONDO	Cooperative principles used as a starting point, particularly principle 7 concern for community, but also education and training (principle 5) and principle 6 cooperation amongst cooperatives
DGRV	Strong focus on governance and self-help promoted through training of trainers
KOOPERATIONEN	Creating synergies and amplification of the cooperative identity to promote the benefits of cooperatives.
LEGACOOOP	Using collective enterprise development to both improve livelihoods and increase confidence and esteem of members
UKCC	Proven track record and ability to manage international projects, sound knowledge and contacts with local actors, financial track record of managing large budgets, organisations need to have existing history of employing people.
WE EFFECT	Strengthening member-based organisations and cooperative business development/member benefits are central elements

PROJECT IMPLEMENTATION

3.2

This section aims to more closely examine the different sectors in which CEDP members work as well as build up a more detailed picture of the methodologies and approaches of members in carrying out their cooperative development work. Concerning CEDP apexes, in some cases examples from their members organisations, who are conducting implementation work, were used.

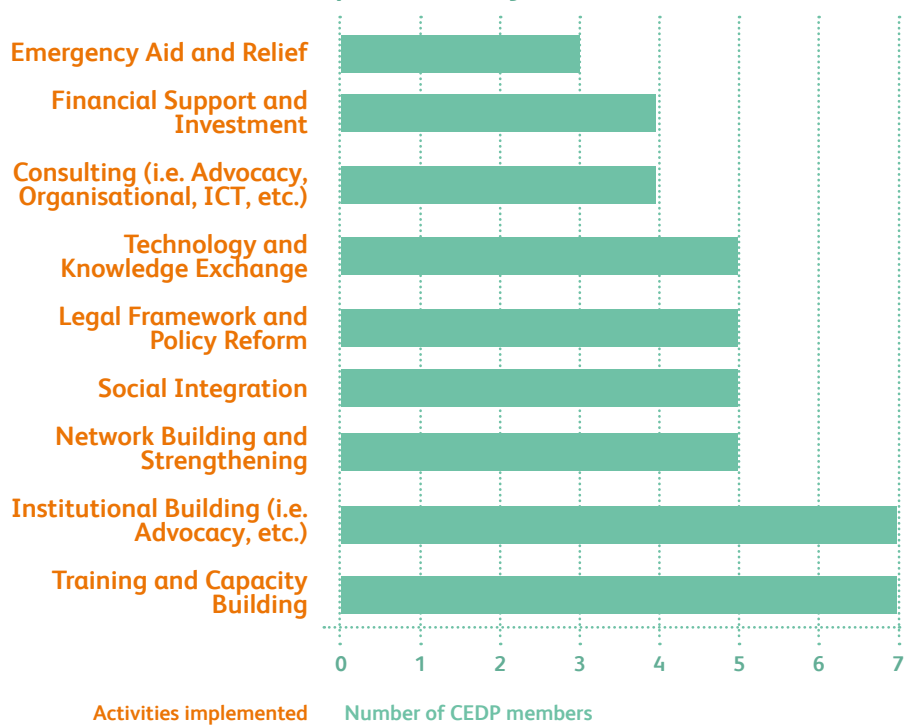
Activities delivered

3.2.1

As illustrated in the figure below, the majority of CEDP members carrying out international cooperative development work have a strong focus on training and capacity building and institutional building, which are key elements in strengthening the cooperative infrastructure to become self-reliant. This is further backed up by the emphasis on network building and strengthening, which is consistent with the approach of self-help and sustainability inherent in international cooperative development.

¹⁹ The traditional Raiffeisen values of social solidarity, self-help and sustainability form the foundation for the activities of all Raiffeisen organisations

Activities implemented by CEDP members



CEDP members were asked to list the two or three types of activities that they implement the most:

- + The UKCC described their core work as to educate, train and capacity build cooperative members in cooperative good governance, business skills, value chain addition as well as influencing cooperative policy and supporting institution building.
- + For We Effect, organisational capacity development, local business development and advocacy are their most frequently delivered activities.
- + AJEEC-NISPED focuses on training and capacity building, technology, innovation, consulting and knowledge exchange as well as emergency aid and relief.
- + For Legacoop the emphasis is on training and capacity building cooperative apex organisations, legal framework and policy reform through supporting foreign Ministries in revising their policies and legislations on cooperatives, and emergency aid and relief by coordinating emergency aid raised by cooperatives in case of disasters.
- + For DGRV, Kooperationen and Coopermondo, training and capacity building, consulting, institutional and network building and strengthening are their most important activities.
- + Cera/BRS describe their most common activities as long-term coaching and capacity building with a focus on microfinance, micro-insurance and cooperative governance.
- + REScoop listed best practice exchange on renewable energy and energy efficiency as their most frequent activity.
- + The Midcounties Cooperative, which is within the Euro Coop’s membership network, listed training and capacity building, social integration and ethical trade as their most common activities.

Training and capacity building 3.2.2

The key activity of CEDP members in their international cooperative development work is training and capacity building, the following table aims to give a brief summary of these activities. It is also anticipated that a much more in-depth description of CEDP member activity in this sphere will be an important output of this research in order for members to share expertise and knowledge more effectively in the form of a database of activity.

ORGANISATION	TRAINING AND CAPACITY BUILDING			
	PARTICIPANT SELECTION	HOW ARE THEY CONDUCTED?	PRIOR PREPARATION	FOLLOW-UP/ EVALUATION
AJEEC-NISPED	Leaders of cooperative organisations in Africa and from partner organisations in Asia	Start with theoretical idea and content, then field visits and demonstrations, then financial and project planning	Writing detailed programmes with partners and participants	Each participant prepares a coop development project, continued consultation, support to access resources/finance and evaluation
CERA/BRS	BRS selects long term partners, Cera offers services on cooperative entrepreneurship on request. The participants of trainings are chosen in dialogue with the partner.	Range of participatory methods (break-away spaces, role play, simulations...), also train the trainers on financial performance management	Through analysis of situation	This depends on the assignment. During the programme, follow-up is done by on-site visits and online meetings.
COOPERMONDO	Usually between partners and Coopermondo on the basis of project priorities. Participants are multipliers	Using slides and summaries, participatory techniques such as games and simulations, role play and group work	Development of materials and resources related to local context and expertise	Expectations sheet and evaluation feedback to organisations and beneficiaries. Periodic verification of results
DGRV	Partner organisations and people from strategic area, from many different levels	According to topic and participants' needs. Practical exercises, supporting documents, presentations/ lectures	Announcement and registration but no thematic preparation of target group needed	Evaluation forms. Follow-up done in co-ordination with project partners
LEGACOOOP	Target groups selected by local partners, priority given to youth and women	Presentation and analysis of best practice, devising local strategies	Sharing objectives of training with participants	Evaluation forms and maintaining linkages with partners post-project to ensure long term success

ORGANISATION	TRAINING AND CAPACITY BUILDING			
	PARTICIPANT SELECTION	HOW ARE THEY CONDUCTED?	PRIOR PREPARATION	FOLLOW-UP/ EVALUATION
UKCC	Guided by partners and during scoping/ needs analysis	Participatory, often using drama/story telling	Visit to assess participant needs	Evaluation sheets and follow-up visits
WE EFFECT	Partners select and prioritise participants	Using study circles and participatory methods (plenary space and break-away spaces)	Always part of a larger project so needs to fit with project objectives	Partner is responsible for follow-up activities

“Capacity building and knowledge sharing must be a consistent theme throughout our members’ projects, enabling people, local communities and organisations to jointly strengthen their skills and implement effective development. What’s more, they improve Kooperationen’s ability to better respond to specific critical areas such as gender and youth where expertise and support are most needed.”
Kooperationen (Headquarters)

3.2.3 Consulting and advocacy

Of the partners delivering projects on the ground, four stated that they do consultancy and advocacy activities:

- + AJECC-NISPED describe how they work on agriculture, education, cooperative and community economic development with partners, beneficiaries and cooperative organisations at both leadership and operational level.
- + Legacoop provides organisational and policy consultancy for overseas cooperative apex organisations which can also trickle down to benefit partner organisations and beneficiaries, consultancy usually takes place over a few days with long-term long-distance support using ICT.
- + DGRV focuses on institution building and good corporate governance mainly with project partners, but sometimes with state-level actors, mainly in leadership and is usually quite flexible and designed depending on the needs of partners or target group.
- + Coopermondo provides consultancy on cooperative models, agriculture, aquaculture and fishery as well as tourism usually to development agencies, training and education organisations, cooperative apexes, banking organisations and universities. They generally target partners or beneficiaries and rely on a range of experts from the Confcooperative system²⁰ and work as a bridge between the experts and beneficiary organisations.

3.2.4 Institution building

In terms of institution building, the following table summarises the methods and focus of CEDP members’ activities, such as how they are conducted, whether and how they transfer knowledge around efficient advocacy and good governance as well as the most effective methods used to strengthen the target organisations.

²⁰ Confcooperative is the Confederation of the Italian Cooperatives, see Annex 1 for further details on their links with Coopermondo.

ORGANISATION	INSTITUTION BUILDING		
	HOW CONDUCTED	TRANSFER OF KNOWLEDGE CONCERNING EFFICIENT ADVOCACY/ GOVERNANCE METHODS	METHODS TO STRENGTHEN TARGETED ORGANISATIONS
AJEEC-NISPED	Bringing partners to the registrar in Israel to show them how it works and how the cooperative movement works	Highlighting things such as the benefits and the problems	Show the benefits of an apex body and regional cooperatives
CERA/BRS	Training on cooperative governance, resulting in an action plan tailored to the cooperative involved	Preparation in close collaboration and using the knowledge from the long-term relationship + follow-up	Strengthening governance as a key element for the realisation of the mission, vision and objectives of the cooperative
COOPERMONDO	Engaging beneficiaries with local institutions: facilitating dialogue through meetings, joint training and conferences	Training on good governance and advocacy using best practice examples from other work	Good governance and regional/territorial model of representation, strengthening the cooperative model
DGRV	Focuses on partners' corporate governance as basis. Uses training and consultancy to strengthen partners' governance and use joint events to enhance interaction between institutions	The aim of our activities focusing on institutional building is to encourage knowledge transfer	Strengthening governance, administrative & financial procedures, management of human resources etc.
LEGACOOOP	Trying to have private sector representatives and competent authorities working together directly as joint commitment is the most powerful tool for improving mutual confidence and knowledge, toward the future policy dialogue	Transfer of knowledge on efficient advocacy/ governance methods based on best practices adopted in Italy	Early identification of issues requiring priority intervention. Use gradual, target focused approach. Supported organisation should see easy-win goals to be motivated to start implementing the change
UKCC	Supporting the establishment of national apexes and cooperative colleges	Always use in-country partners to do delivery, after they have been through a College induction (i.e. Train the Trainers)	Network building; good governance; mentoring
WE EFFECT	Not one single model, sometimes advocacy work, sometimes partner organisations more involved	Dialogue about responsibility of duty bearer and their capacity to comply. In combination with holding partner organisations accountable	Use annual organisational assessments (OA) to measure the development of organisational development. OA result used as basis of strategic plan to improve

3.2.5 Network building and strengthening

CEDP members were asked how they carry out network building and strengthening as well as whether their focus is usually centred on building new networks or reinforcing existing ones:

- + The UKCC both builds new networks and strengthens existing ones by employing teams on the ground focused on training and capacity building cooperatives. The College does some direct delivery, usually through consultants and using College learning materials that are usually tailored for each individual project.
- + We Effect uses a mix of supporting networks through the partners, for example SACAU networks (regional agriculture), directly supporting the secretariat at lower level, gathering partners together every year to network, offering cross-network learning and additional funding.
- + Legacoop tends to work with existing networks where they exist on the same subject, to reinforce it and avoid duplication and the costs (including time) of managing the network, supporting with staff time.
- + DGRV work with existing and new networks by fostering network building between its partners from the macro, meso and micro level by holding joint events and meetings, etc.
- + Coopermondo mainly works on strengthening networks and sensitising people on the added value of networking. The key to success is building trust, by generating knowledge and creating memoranda of understanding between the networks and the institutions being itself a guarantee of the trustworthiness of the new network.

3.2.6 Social integration

ORGANISATION	SOCIAL INTEGRATION		
	VALUE OF COOPERATIVES IN SOCIAL INTEGRATION	MAIN TARGET GROUPS IN COOPERATIVE DEVELOPMENT WORK	HOW THEY PROMOTE SOCIAL INTEGRATION
AJEEC-NISPED	Very high as provides opportunities for education and working more inclusively	Cooperative leaders and managers as this then percolates down through the cooperative	Focus on awareness raising, education, leadership and training women
COOPERMONDO	Cooperatives promote social inclusion and cohesion to get people together and create a community, guarantee an equal distribution of incomes and a better education for people	Women, youth, rural people, and indigenous people	Fieldwork with institutions so that the organisations get appropriate recognition and get the place they deserve in society
DGRV	Cooperatives offer disadvantaged groups access to markets/ entrepreneurial activities/ training etc.	Small scale farmers and entrepreneurs, rural population, women	Awareness raising and capacity development through training activities

ORGANISATION	SOCIAL INTEGRATION		
	VALUE OF COOPERATIVES IN SOCIAL INTEGRATION	MAIN TARGET GROUPS IN COOPERATIVE DEVELOPMENT WORK	HOW THEY PROMOTE SOCIAL INTEGRATION
LEGACOOOP	Specific social cooperatives important for social integration, however all cooperatives in different sectors have impacts in terms of social integration for members and stakeholders	Definition of marginalised groups depends on the local situation. It could concern youth and women, but in some cases also indigenous people or disabled people, etc.	The selection of target groups can be one of the many tools for contributing to social integration. Involvement in project decision-making process makes this even more effective
UKCC	Core work as cooperatives seen as 'Schools for Democracy', the values and principles driving social inclusion and integration	Tend to be primary cooperatives and their members as well as cooperative unions. Strong focus on youth and women's empowerment and sensitising men to issues of gender	Targeted training followed by advocacy work with youth and women, also ensuring inclusion of marginalised groups

Financial support and investment 3.2.7

Under this heading CEDP members were asked what kind of financial support and investment they provide, whether they support the creation of saving and loans groups and/or micro-finance institutions and what challenges they face in implementing the cooperative financial models. Four CEDP members stated that they are involved in financial support and investment activities:

- + AJEEC-NISPED assists organisations by sharing information on funds that help them on to first stage of their planned projects, not only national funds but also international, plus information on ICA organisations, as well as by providing loans.
- + DGRV establishes credit funds if there is the opportunity to do so as part of their general cooperative development work, they also provide loans. They identify acceptance by the financial sector as being a challenge to cooperative finance.
- + Coopermondo partners with a pool of Italian cooperative banks to support the development of micro-finance institutions in Togo. Those MFI prioritise loans to cooperatives working with Coopermondo and the Confederation of Agricultural Producers (CTOP). They support the creation of savings and loans groups to promote mutual aid and entrepreneurial activities. Through partners and their methodologies promote collective and community savings to improve credit inclusion.
- + The non-profit part of BRS mainly offers in-kind support (training and coaching), although in some cases a financial contribution is made available. BRS Microfinance Coop provides loans to mature MFIs and microinsurance with at least 3 years of activities. The main challenges are around governance and ensuring all stakeholders understand cooperative governance and the division of 'power' between the central and local level.

3.2.8 Legal framework and policy reform

Five CEDP members stated that they carried out legal framework and policy reform activities, and described the process they use to assess legal and policy frameworks to develop recommendations.

- + The UKCC tends to look at the country's laws around cooperatives to give feel for how cooperatives are viewed. UKCC has written a number of publications around cooperatives and legal policy frameworks, the last being with the UK Department for International Development (DFID), which listed a series of recommendations²¹.
- + We Effect normally does an analysis together with partners as part of capacity building and uses advocacy work through partners to present alternatives.
- + Legacoop uses a combination of both existing and new analysis as existing documents can be outdated. Recommendations are normally developed by Legacoop experts, but also by the cooperative movement. For sector-specific issues external expertise is required where it cannot be found inside the movement.
- + DGRV always checks legal issues as they need a legal framework for cooperative development through consultations with legal experts and conferences with lawmakers, etc.
- + Coopermondo assesses what exists in terms of legal framework and evaluates the potential for cooperative development with local partners and local cooperatives. They develop recommendations on national policies for the promotion of the cooperative movement through dialogue with the institutions engaged with the sector. They also participate in discussion panels at national level as experts of international cooperation²².

“Kooperationen support their members to strengthen cooperative legal frameworks in developing countries as they see this as the most effective way to promote equitable and inclusive livelihoods.” Kooperationen (Headquarters)

3.2.9 Technology and knowledge exchange

Five CEDP members stated that they were involved in technology and knowledge exchange activities, the areas in which they work and the mode of implementation summarised in the following table:

ORGANISATION	TECHNOLOGY AND KNOWLEDGE EXCHANGE
AJEEC-NISPED	For example irrigation technologies and innovative use of resources (both human and material) in agriculture, promoted through both field visits in Israel and also expert visits to developing countries
CERA/BRS	Financial management, the model of BRS is an exchange of staff, banker to banker and insurer to insurer coaching (from colleague to colleague). This is possible thanks to the special link between Cera/BRS and KBC Bank and Insurances. The large know-how on banking and insurances of this financial group is mobilised for the microfinance and microinsurance partners in Africa and Latin America. This programme, named 'KBC4BRS', provides technical assistance in a number of technical fields. For example KBC has supported the digitalisation process of the organisation CamCCUL in Cameroon.

²¹ See: http://library.uniteddiversity.coop/Cooperatives/Co-operatives_for_Development/Briefing-Paper-No-5-Working-with-Co-operatives-the-legal-and-policy-environment.pdf

²² For example for in the development of the Colombian “Plan Nacional de Fomento de la Economía Solidaria y Cooperativa Rural” Coopermondo worked with Confecoop Colombia to give advice and recommendations to develop the policy.

DGRV	DGRV provides IT tools to the financial cooperative sector fostering the financial sustainability of cooperative banks including, among others, an early warning system, a credit rating tool and a social balance rating tool. DGRV also offers workshops on requested topics in the financial and business sector on basic economic knowledge important for the development and sustainability of a bank or an SME, e.g. on the balance sheet inspection and client relationship, e-business, etc.
LEGACOOOP	Can be in any economic sector, both technologies as well as organisational issues. Normally it requires a direct exchange between a Legacoop member cooperative adopting the technology and a cooperative from the partner country. Can be field visits by Italian experts, but mostly study visits to Italian cooperatives.
WE EFFECT	Introduce new technology in all programmes, differs from project to project. Can be methodology, E-information on agricultural prices etc., attached to investments, connecting partners to IT, providing a platform to meet other service users. Innovative companies to showcase their technology, such as solar power

Emergency aid and relief 3.2.10

CEDP members were asked in which types of contexts they are involved in emergency aid and relief, how the aid is delivered and how they manage to engage in a cooperative way with the affected population. Three CEDP members described how they are engaged in emergency aid and relief:

- + We Effect gives financial support but does not directly engage with the target group. The humanitarian support is not handled in a specifically cooperative way, but follows humanitarian principles.
- + AJEEC-NISPED responds to conflict situations, natural disasters and refugee crises. They send out professional teams experienced in emergency situations to provide emergency relief and assistance as first response and then build tailor-made projects. They support the ongoing needs of population to move from crisis to reconstruction, rehabilitation, and eventually, to sustainable living through cooperative development expertise.
- + Legacoop has been involved in emergency aid (sending emergency supplies), together with post-emergency recovery interventions (which can include mobilising experts), mainly after natural disasters. They normally work in partnership with local or international organisations already operating in the area to avoid duplication and maximise coordination.

3.3

STAKEHOLDERS INVOLVED IN IMPLEMENTATION OF COOPERATIVE DEVELOPMENT ACTIVITIES

3.3.1 Project implementation – partnership working

Organisations involve partners in a variety of different aspects of project implementation as follows:

ORGANISATION	PARTNER INVOLVEMENT		
	CONTACT	SUGGESTING CHANGES	FUNDING
AJEEC-NISPED	Cooperative organisations and community leaders become trainers of their members, twice a year	The responsibility is on partners, so they can suggest changes	Activity based financial support
CERA/BRS	Try to meet twice a year and monthly Skype calls	Try to create open dialogue, so changes can be suggested any time	Direct funding or activity based – both are possible
COOPERMONDO	Colombia: monthly partners meetings. Africa: meetings 3 times per year	Partners can suggest changes during ongoing evaluation process	Depends upon negotiations as the project develops
DGRV	Constant interaction with project partners though weekly exchange, meetings in person or phone several times per month	Limited to project guidelines as approved by funder.	Almost exclusively activity based financial support
LEGACOOOP	In standard projects, steering committee every 2-3 months	Through democratic involvement in steering group	Activity based financial support
UKCC	Annual visit and monthly phone calls	Depends on funder – if grant, needs to be detailed rationale for any changes	Funding restricted to project activities, organisational overheads covered
WE EFFECT	Partners implement with monitoring (visits and dialogue) from We Effect	We Effect needs to approve changes if included in budget allocations	Financial support to partner relates to an implementation plan

Project implementation – beneficiary involvement 3.3.2

The seven CEDP members delivering projects reported a range of ways in which beneficiaries are involved in project implementation, which are summarised in the table below:

ORGANISATION	BENEFICIARY INVOLVEMENT		
	IN NEEDS ASSESSMENT	GIVING FEEDBACK	SUGGESTING CHANGES
AJEEC-NISPED	Surveys and questionnaires community/social/economic training needs assessment	Participant questionnaires	Lots of flexibility, feedback through evaluation surveys
CERA/BR	Try to work on an equal basis in which MFI in the South can communicate needs at any time.		
COOPERMONDO	Needs assessment, participatory diagnosis, surveys, interviews, focus groups, field visits	Ongoing evaluations to analyse progress and improvements	Open to suggestions, ongoing dialogue with beneficiaries
DGRV	Target group directly involved	Frequent feedback collection	Feedback is included in new activities
LEGACOO	Needs assessment carried out by local partners	Target group feedback, final beneficiary feedback	Stakeholders (including the final beneficiaries) consulted at different levels, according to their level of involvement in project.
UKCC	Through monitoring reports	Interviews and feedback sheets	Can be hard during a project due to grant constraints
WE EFFECT	Projects are defined by the partner organisations and their memberships	Feedback can be provided at any time but also through reporting, evaluations	Changes can be suggested at any time, but also through reporting and evaluations

4

MONITORING AND EVALUATION

This section aims to describe the monitoring and evaluations tools used by CEDP members in their international cooperative development activities. This will include a closer examination of some of the different methods and tools used by CEDP members in the monitoring and evaluation of their work. Once again it is worth differentiating between the CEDP members who directly implement projects and those who do not. The apex organisations described previously in Section 1.2.1 of this report (REScoop, Kooperationen and Euro Coop), are not directly involved in monitoring international cooperative development projects²³, and so will not feature in this section.

²³ As defined in footnote n°6, i.e. not taking into account cooperative development support provided within the EU.

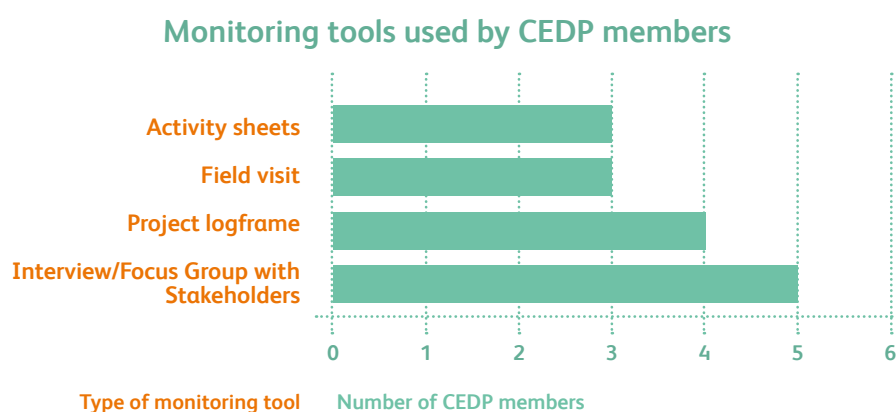
MONITORING PROCESS

4.1

Under this heading, CEDP members were asked to outline the different methods with which they monitored their projects, detailing any tools that they used and also describing the different stakeholders involved in the monitoring process.

Monitoring tools 4.1.1

The following figure illustrates the different monitoring tools used by CEDP members, with project log frames the dominant tool used for monitoring projects.



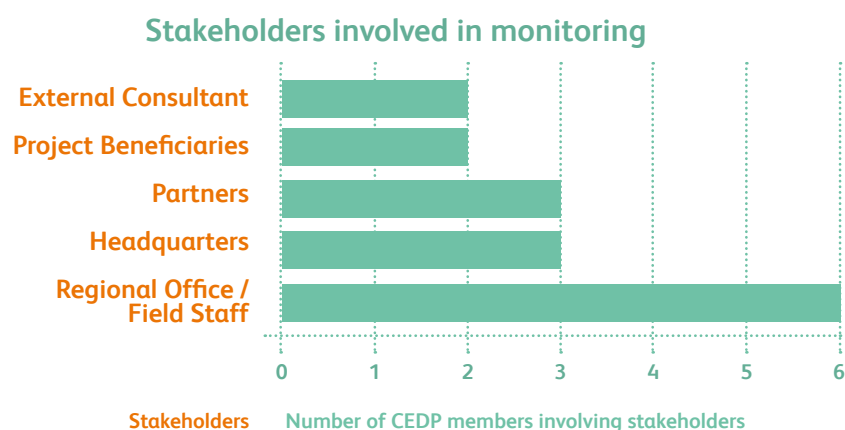
Of the CEDP members who do carry out monitoring, only one out of seven uses specific standardised monitoring tools such as standard matrix, indicators and excel sheets developed with a specific methodology and used for different projects. Cera/ BRS works with micro-finance institutions and it has developed a simple and user-friendly Excel factsheet in order to monitor both the financial and social results, the MFI Factsheet²⁴. On the other hand, five out of seven of the organisations use project-specific tools. From the analysis of all the documents submitted by CEDP members, it is clear that there are no specific cooperative monitoring tools used by CEDP partners. CEDP partners frequently use reports in their monitoring, written for instance by regional and headquarter staff, which include content collected through different tools. The following table outlines the most common project-specific monitoring tools used by CEDP members:

TOOL	DESCRIPTION
PROJECT LOGFRAME	Monitoring is implemented based on the project logframe indicators
STAKEHOLDER DISCUSSIONS	Qualitative and quantitative discussions among stakeholders in order to monitor the activity implementation
EVALUATION FORMS AND GRIDS OF SINGLE ACTIVITIES (I.E. ACTIVITY SHEETS)	Monitoring is based on the answers given by beneficiaries on the effectiveness of the activity they took part in
INTERVIEWS AND FOCUS GROUPS WITH PARTNERS AND BENEFICIARIES	Single interviews can be helpful to understand problems and obstacles that are limiting the activities
FIELD VISITS OF THE HEADQUARTERS AND FIELD STAFF	Field visits are key in order to monitor the real status of activities in the field

²⁴ See: www.microfact.org

4.1.2 Stakeholders involved in the monitoring

Cooperation starts with partnerships and CEDP members are keen to understand what happens in the field by involving partners at many different levels. In international cooperative development, giving a variety of stakeholders an opportunity to express their own view on the project implementation is an important way to ensure that projects are managed democratically, as demonstrated by the following figure:



In light of this, this research has shown that a number of different actors are involved in the monitoring process. The majority of CEDP members use either their regional offices or field staff to implement the monitoring, as well as partner organisations and beneficiaries. As one CEDP member claimed:

“Partners are the main source of information when it comes to monitoring and evaluating our projects”. DGRV (Headquarters)

4.2

IMPACT EVALUATION

The three CEDP members that are apex organisations do not currently have an impact or evaluation system to evaluate the work of their members who do carry out international cooperative development projects. The evaluation activities of the remaining CEDP members that do implement projects is described in the following sections.

4.2.1 Internal & external evaluation

Most of the CEDP members that directly implement projects consider that carrying out an internal evaluation is a key factor in improving the quality of their work, in addition to the external evaluation usually done by donor organisations. One of the organisations which does not carry out an internal assessment, Legacoop, does however use an external process by which they can measure their success:

“According to the results of the external evaluation report, also comparing with other different previous projects, we can identify success factors in our projects.” Legacoop (officer at Headquarters)

Stakeholders involved in evaluation 4.2.2

When implementing their evaluations, CEDP members are eager to involve partners, beneficiaries and stakeholders in a clear democratic and participative way, in line with the cooperative principles. In addition to external consultants (who can access all the project documents and interview stakeholders, project staff and beneficiaries), working groups with partners and beneficiaries are also used by the majority of the CEDP members. Interviews and evaluations conducted by local staff with partners and beneficiaries are key for CEDP members to understand if the project has met its goals, as described below:

“Beneficiaries’ evaluation means beneficiaries’ empowerment because they take part in saying what can be improved. They should have the knowledge that they can tell, discuss and choose with us what they believe is best for them. Moreover this is key to improve our work: every year we make mistakes but our aim is not to make the same mistake for two consecutive years.” Coopermondo (local officer)

Quantitative & qualitative indicators 4.2.3

All the CEDP members evaluate both qualitative and quantitative parameters. In this instance it is quite difficult to provide examples as CEDP members use a variety of different types of ways in which to measure the outcomes of projects. The findings indicate that there are no specific cooperative impact measurement tools that are used by the CEDP members.

“Theory of change is at the basis of our evaluation. The first thing we do is try to understand the number of beneficiaries we reached; secondly we look at people’s behaviour change.” AJEEC-NISPED (Headquarters)

Coopermondo provided an indicator on the sustainability of cooperatives, which is the only cooperative indicator used by CEDP members (see table below and subsequent Appendix 4). Some CEDP partners have underlined the importance of using evaluation as a tool for improving future strategies and implementation processes. In particular, We Effect carried out an external evaluation on its global gender programmes in order to develop a new results framework for the coming programme period (see table below and Appendix 4). Evaluation for internal change can be a useful tool:

“Until some years ago we used evaluation mainly to evaluate reports, and to provide evidence of results for donors. In the last two years we started to use evaluation as a tool for internal learning.” We Effect (Headquarters)

DGRV and Legacoop stressed that evaluations are usually conducted in line with the DAC criteria (relevance, effectiveness, efficiency, impact, sustainability).²⁵ Another interesting tool used by We Effect is to measure positive development of partner organisations. The Octagon Model for example, measures eight variables within organisations, every year (see the table below and Appendix 4).

²⁵ The Development Assistance Committee (DAC) of OECD has drawn up a series of recommendations addressing key areas of aid programming and management, including evaluation, see: <http://www.oecd.org/dac/evaluation/49756382.pdf>

4.2.4 Examples of monitoring and evaluation tools

The following table gives a brief overview of some of the specific monitoring and evaluation tools used by CEDP members. A more thorough description of these tools can be found in Appendix 4.

ORGANISATION	TOOL NAME	DESCRIPTION
CERA/BRS	MFI Factsheet	The Microfinance and Microinsurance Factsheet ²⁶ is an Excel workbook containing visible sheets and a number of hidden sheets. The seven visible sheets together provide an easy to use tool for monitoring the financial and social performance of an organisation, consisting of tables and graphs. It is fully compliant with best practices of the micro-finance industry and simple to use.
COOPERMONDO	Indicator on Coop Sustainability	Coopermondo developed an impact indicator to measure the sustainability of cooperatives or farmers organisations. The indicator gives a measure of a situation at the end of a training and technical assistance process of at least two years. Coopermondo tracks the progress in term of sustainability made by the groups by considering 3 main aspects: good governance, membership, business.
WE EFFECT	Gender Analysis	We Effect has undergone an external impact evaluation on gender equality to design a new results framework that is aligned to the organisations new global strategy. The evaluation supported the development of global instructions for the development of the 2018-2022 programmes.
WE EFFECT	Octagon Model	The Octagon is a tool used by We Effect to assess strengths and weaknesses of partner organisations. It can function as an instrument to structure dialogue with a partner organisation when the aim is to obtain an overall picture of the organisation and to get to know it well. It can also serve as an aid for the selection of partners; for grouping partner organisations in relation to their needs of internal organisation development; or for identifying the point in time when We Effect, as the financier, should phase out its support for organisation development.

²⁶ It is freely downloadable via www.microfact.org

Cooperative advantage

4.3.1

CEDP members indicated that the key advantage of cooperative international development is that there is more ownership and participation from the bottom-up. By using a cooperative model there are more possibilities to interact with members, to act in partnership with local governments and have an impact on the community. It is a business model that enables people to help themselves through cooperation and keep the created value in the local community. It combines business and social inclusion to promote the sustainable development of the community as a whole, as expressed in the following comments:

“Being a cooperative organisation opens a better interaction with our target group: cooperative or pre-cooperative organisations and associations. We believe that cooperation between cooperative organisations is easier due to shared values and aims. Especially, public authorities frequently are involved in our systematic approach and do benefit from the cooperation (enhanced know-how etc.)” DGRV (Headquarters)

“The cooperative approach is seen by the donor, the partners and the other stakeholders as a guarantee that the action is based on values and that the project has a comparative advantage especially in terms of long term sustainability. Moreover, the solidarity within the cooperative movement often opens up for obtaining additional support for the action from other local or international cooperatives, boosting the project impact.” Coopermondo (local officer)

“In being a cooperative itself, Cera understands the specific nature of a cooperative. Cooperatives offer many possibilities for individuals to ameliorate their lives themselves.” Cera/BRS

“We work with cooperative producers in Asia, in Africa, all over the world... and from all the examples we saw we can tell it is not only beneficial for economic results but also from a social point of view because of the cooperative principles and democratic values. We do believe that cooperatives are more sustainable.” AJEEC-NISPED (Headquarters)

Cooperative disadvantage

4.3.2

Throughout the course of carrying out this research it was suggested that there are instances where being a cooperative can be perceived to be a disadvantage. It can reduce the source of financing due to the fact that some grants and financial assistance are not available to cooperatives. There are some territories where the idea of cooperatives is unpopular, for example as a result of too much historic state control and regulation. In addition, it can create complications where cooperatives are poorly understood as a model for development and poverty reduction.

5

CONCLUSION – SHARING KNOWLEDGE AND GOOD PRACTICES AS A KEY TO SUCCESS

This report has shown that the CEDP members have prolific and wide-ranging experience of international cooperative development, from planning stages through to evaluation, and the passion and knowledge of the group clearly shines through in this research. As a group, the fact that CEDP members are active in 74 countries and across such a wide range of sectors from agriculture and banking to tourism, environment and energy, means that there is a vast pool of expertise from which to draw. In addition, as the main priorities guiding the work of the CEDP in international cooperative development focus predominantly on youth and gender equality along with training and education, it is clear that CEDP members are strong advocates of inclusion and empowerment. The group also stressed the importance of capacity building in order to strengthen the skills, competencies and abilities of people and communities in the global South.

The fact that CEDP members partner with other cooperative organisations in at least 50% of projects demonstrates that the promotion of the cooperative sector is a key selection criterion, and underscores the cooperative principle of cooperation amongst cooperatives. With a few exceptions, the majority of the member organisations have not yet worked together in international cooperative development projects. Nevertheless, most members are aware of the work done by other CEDP member organisations through their participation in CEDP meetings and activities and are keen to pursue joint actions.

Cooperative international development aims to be inclusive in its approach and CEDP members are evidently advocates of involving a range of people in different stages of project implementation. There is a strong focus on training and institutional building as well as the implementation of legal frameworks and policy reforms. Beneficiaries are involved in project implementation through surveys, monitoring reports and needs assessment. Furthermore, CEDP members rely on network building and strengthening to build trust between the partners and the local community. In the context of international cooperative development, shared learning and expertise on an equal footing with other cooperative organisations, subcontractors and CSOs will promote and contribute to the CEDP's search for new operational methods and innovative tools for the future.

This research shows that acknowledging and exchanging different experiences and good practices can promote new synergies between partners, foster new alliances and provide a better understanding of the use of diverse working approaches within cooperative development. One of the main purposes of this research was to encourage knowledge sharing in order to build more resilient partnerships.

Building on this, the CEDP can be considered as an expert platform for prioritising partnerships where different actors participate with their respective resources, and can thus more effectively contribute to promoting the Sustainable Development Goals.

A common thread through most of the work done by the group relates to the significance of the cooperative values and principles in international cooperative development work. The cooperative values and principles are not only crucial for social integration and inclusion of minorities and underprivileged groups but also provide a guiding light in times of social, politic and economic upheaval. This research shows that empowering people by strengthening their livelihood is at the heart of international cooperative development.

6

RECOMMENDATIONS

SHARING OF EXPERTISE

6.1

The research revealed that there is a need to share training expertise and technical knowledge more effectively. Although CEDP members are somewhat aware of each other's expertise and practices, we as the CEDP Research Group recommend a knowledge sharing platform. It could be a database which will allow a quick and easy search for content, streamline the training and encourage CEDP members to contribute with new ideas. It could also be achieved by sharing information face-to-face. This would enable CEDP members to build up a repository of information and tools so they can share best practice on international cooperative development, whilst also encouraging partnership working and linkages.

COMMUNICATION & IDENTITY

6.2

This research exposed a need to improve the communication between the CEDP partners, since poor communication strategies can affect the effectiveness of development projects. To ensure there is long-lasting cooperation and trust among CEDP members and more efficient networking skills, new communication processes should be established to provide a regular flow of information to key stakeholders. We recommend a set of joint PR strategies, including branding the CEDP as an expert group working in international cooperative development work within Cooperatives Europe, the ICA Region of Europe. We believe that developing and conveying key messages, recognising communication opportunities, providing useful information and targeting relevant information to the group will help the CEDP to reach out to external audiences and stakeholders.

TRADE UNIONS

6.3

The research has shown that CEDP members and their local cooperative partners have little interaction with trade unions. Despite the fact that cooperatives have often engaged with trade unions in the pursuit of mutual goals such as good working conditions, education, social inclusion and equality, based on the data collected among CEDP members, it seems that there is an apparent resistance between the two. The International Labour Organization's recommendation No. 193 specifically states that measures should be adopted to promote the potential of cooperatives in all countries and the promotion and strengthening of the identity of cooperatives. We need therefore to identify new common paths which will allow both movements to collaborate towards a common set of values rooted in solidarity and poverty reduction and a more effective dialogue on social inclusion and decent working and living conditions.

6.4

STRENGTHENING THE RELATIONSHIP WITH NGOS

Research findings highlight that CEDP members already partner regularly with non-governmental organisations (NGOs), as they work to support the poorest people in developing countries in fields such as social development, education, health, better livelihoods and rural development. We recommend that international cooperative development work keeps strengthening the civil society organisations in developing countries so that their own organisations can take better care of their basic tasks: service provision, policy dialogue and information. In addition, NGOs promote development policy goals that are in line with the CEDP group's priorities by carrying out advocacy and campaign work and providing knowledge. Most importantly, strengthening the relationship with NGOs will build stronger civil societies and create better democratic participation in developing countries. This in turn means that citizens are able to influence international decision-making in accordance with the cooperative values and principles.

6.5

DEVELOPING NEW STANDARDS AND STRATEGIES

By conducting an evaluation of its practices and programmes, the CEDP group has the opportunity to further strengthen its role in developing new standards and strategies that will define the characteristics of effective cooperative development such as a need for a more effective communication and a deeper dialogue on policy issues as well as better knowledge management solutions. We believe that such action will foster a better relationship with civil society in order for it to become an important actor and development cooperation partner.

6.6

EVIDENCING THE COOPERATIVE ADVANTAGE

Through the research it became clear that there are no planning, implementation, monitoring or evaluation tools which are specific to international cooperative development. Whilst it is not necessary to 're-invent the wheel' when there are existing tools that are widely used for project management and evaluation (such as logframes, theory of change etc.), it was suggested that it may be useful to think of ways in which CEDP members were able to demonstrate the 'cooperative advantage' of their international cooperative development projects. Therefore it is proposed that it could be interesting and useful to study the possibility of CEDP members developing and using some standardised indicators to demonstrate the cooperative advantage in their fields of activity. For the CEDP apex organisations that do not directly implement international cooperative development projects themselves, it may be possible for them to consider using similar indicators as a

means to measure the impact of their members' activity. Moreover, stronger evidence of the cooperative advantage can be used to build up a body of evidence for use in advocacy and policy work, in addition to reinforcing the case for major donors to fund international cooperative development as a major tool in poverty reduction and achieving the Sustainable Development Goals.

APPENDIX 1 - CEDP MEMBERS

A.1.1 A 1.1 CEDP members delivering development activity

AJEEC-NISPED (the Arab-Jewish Center for Equality, Empowerment and Cooperation – Negev Institute for Strategies of Peace and Development) is an Arab-Jewish non-profit organisation based in Israel's Negev, dedicated to strengthening active citizenship through education and sustainable economic development and empowerment. AJEEC-NISPED works towards creating equal, inclusive and flourishing cooperatives, communities and societies. Their programming includes an array of strategies including sustainable economic development through formation of cooperatives and social enterprises, volunteerism, quality early childhood education, health promotion, fostering leadership, innovative use of resources, and Jewish-Arab partnership. In Israel they focus primarily on the most marginalised populations, particularly the Negev Arab Bedouin, and act as a knowledge and training centre for the cooperative organisations. In the Middle East they promote a comprehensive peace through people-to-people cross border projects. Internationally they work to advance and support sustainable cooperative economic as well as human development in societies in transition by education, consulting and training projects.

BRS, the Belgian Raiffeisen Foundation, was founded in 1992 by CERA Bank, a fully-fledged cooperative bank set up a century ago by Belgian farmers following Friedrich Wilhelm Raiffeisen's cooperative principles, one of the fathers of savings and credit cooperatives. Since its inception, the ambition of BRS has been to share CERA's experience in cooperative banking with microfinance institutions (MFIs) located in the South by supporting local savings and credit cooperatives. After the merger between the CERA Bank, Kredietbank and ABB Insurances in 1998, a new financial group emerged: KBC Bank & Insurance. Accordingly, CERA Bank has turned into Cera, the main shareholder of KBC Group, and BRS's capacity has been enriched with insurance expertise. Nowadays, BRS – the joint venture of KBC Group and the cooperative Cera – is benefitting from the financial and technical support of Cera and KBC Bank & Insurance and its mission is expressed as follows: "BRS supports microfinance and micro-insurance projects in the South to help sustainably improve the quality of life of the poorer population in the South. Not merely with cash, but more specifically with advice and in a dialogue with the stakeholders."

Cera is a cooperative of around 400 000 members. By joining forces with its members and its partners Cera creates economic and social added value in three areas:

- + As a principal shareholder, Cera ensures the solid foundations of the KBC group.
- + The members of Cera qualify for unique benefits.
- + Cera generates a positive impact in our community through support to projects and services on cooperative entrepreneurship in Belgium and in the South. In the global South Cera focuses on governance of rural cooperatives,

including – but not limited to – microfinance and microinsurance institutions (in collaboration with BRS).

Raiffeisen's cooperative values of 'cooperation', 'solidarity' and 'respect for all' have already underpinned the entrepreneurship of Cera for 125 years.

The **UK Co-operative College** is an educational charity that educates, trains and capacity builds the co-operative movement nationally and internationally. Through its dedicated team, the college focuses its expertise on cooperative education and development, cooperative research, international cooperative development, cooperative history and heritage and cooperative schools.

Coopermondo is the Association for International Development Cooperation supported by Confcooperative, the Confederation of the Italian Cooperatives. Founded on 13th March 2007, Coopermondo aims to enhance the social and mutual character of the Italian Cooperatives at the international level, by promoting a sustainable economic and social development based on the centrality of the human being.

DGRV (German Cooperative and Raiffeisen Confederation) is the national apex / umbrella organisation of the German cooperative sector with more than 18 million members in some 5,500 cooperatives. For many years DGRV, as a specialist organisation, has incorporated the expertise of the cooperative system into Germany's international development cooperation. The organisation is currently working in more than 20 countries to develop and strengthen cooperative systems and structures. Its international projects are mainly funded by the Federal Ministry for Economic Cooperation and Development and the Federal Ministry of Food and Agriculture.

Founded in 1886, **Legacoop**, Lega Nazionale delle Cooperative e Mutue, (National League of Cooperatives and Mutuals) is the oldest Italian cooperative organisation. Legacoop promotes the development of cooperation and mutuality, the economic and solidarity relations of its member cooperatives and encourages the spread of cooperative principles and values. More than 15,000 cooperatives belonging to Legacoop are present in all regions and productive sectors. They can be found in leading positions in sectors such as retailing, construction, agro-food, services and manufacturing. Member cooperatives have also created important companies in the insurance, finance and credit sectors.

We Effect (formerly Swedish Cooperative Centre) works with partner organisations in more than 20 countries, towards the vision of a sustainable and just world free from poverty. Their mission: to strengthen the capacity of member-based, democratic organisations to enable women and men in poverty to improve their living conditions, defend their rights, and contribute to a just society.

A.1.2 CEDP members not directly delivering development activity

Euro Coop is the European apex organisation for consumer cooperatives. Founded in 1957, Euro Coop was one of the first Non-Governmental Organisations (NGO) to be recognised by the European Commission. It has made its expertise available to all European Union Institutions for the promotion of the interests of consumer cooperatives and their consumer-members. Euro Coop is the voice of the cooperative retailers in Europe. Our organisation brings together the national associations of consumer cooperatives in 19 European countries. Together, Euro Coop members are Europe's strongest retail force – accounting for € 79 billion in annual turnover. Today, Euro Coop represents and upholds the structure and ethics of consumer cooperative enterprises at European level.

Kooperationen is the Danish cooperative employers' organisation with a network of 92 member companies and 14000 employees. As the apex organisation for Danish co-operatives, they promote the cooperative alternative across many sectors of the economy. Established in 1922, Kooperationen provides professional legal advice and counselling within areas such as employment law, company law and construction law. Their members represent a wide range of business fields such as the banking and insurance sector to craftsman and construction businesses, conference centres and museums. Furthermore they offer high quality professional legal and governance advice and guidance to new cooperative start-ups as well as to established cooperatives. As a cooperative employers' organisation, they play an active role in the International Cooperative Alliance (ICA) and in Cooperatives Europe.

REScoop is short for renewable energy cooperative, and refers to a business model where citizens jointly own and participate in renewable energy or energy efficiency projects. REScoops are also referred to as community power or community energy initiatives. REScoop.eu empowers citizens and cooperatives in their fight for energy democracy. This is achieved by representing the voice of citizens and renewable energy cooperatives to European policy makers, supporting the start-up of new REScoops, providing services to the European REScoops and promoting the REScoop business model throughout Europe and beyond.

ICA-EU partnership - A2.3 Thematic research for Europe CEDP Methodology comparison Survey, 7 March 2017

Introduction

Cooperatives play a key role in international development, promoting capacity building, training and education worldwide. At the core, cooperative international development workers share with their cooperative partners in developing countries concrete business solutions and practical cooperative approaches to create wealth and reduce poverty in a sustainable way.

This survey is strictly addressed to member organisations of the Cooperatives Europe Development Platform (CEDP). It aims at understanding how each CEDP organisation (and/or its members) conducts its international development work, in particular current methodologies used for activity design, implementation, and follow-up. The goal is not to conduct a 'performance evaluation' but to analyse the different approaches used by CEDP members, their similarities and complementarities, in order to isolate the 'cooperative factor' at work in their international development activities, explore what make cooperatives' approach unique, as well as promote efficient methods.

The scope of the analysis concerns international development activities, i.e. activities implemented in developing countries or education/awareness-raising conducted in Northern countries about international development issues. Activities related to strengthening the cooperative movement within European Union (EU) member states or other developed countries cannot be considered here.

Similarly, the core focus of the analysis is international cooperative development - i.e. supporting the start-up and growth of cooperatives in the South, to enable people to take charge of their own development. However, respondents will also have the opportunity to provide some input on other types (i.e. not strictly cooperative development) of international development work that their organisation is leading (e.g. strengthening of producer organisations other than cooperatives, charity programmes, etc.).

The survey replies will be processed exclusively for the purposes of this research by member organisations of the CEDP Research group (the Co-operative College, Cooperatives Europe, Coopermondo and Kooperationen). However, some of the information will be used to write a report and toolkit on international cooperative development, which might refer to specific CEDP organisations. If there are any

confidentiality issue with some of the replies, please notify it by using the contact address provided at the end of the survey.

To help you reply these questions, please note that:

- + Different parts of the survey can be filled in by different staff members - for example from the CEDP organisation's headquarters office, regional office, country of operation... -however only one survey should be submitted by each CEDP organisation.
- + The term 'You' used in some questions always refers to the respondent's organisation, not the individual level.
- + The regions and their respective countries are listed in accordance with the International Cooperative Alliance (ICA) classification; while the sectors and activity typologies are in line with the classification used for the CEDP Online Platform.
- + A glossary defining some of the terms mentioned is made available in the Annex.

I. Institutional analysis

1.1 Organisational analysis of international development approach

1. How central is international development to your organisation?

- a) Is it at the core of your activities? - Please specify
- b) Is it present in the vision, mission, strategic objectives...? - Please specify
- c) How much support does it get from the Board or members? - Please specify

2. How is it structured/organised?

- a) Who is in charge of the international development work in your organisation?
(For instance: is there a specific department in your headquarters, a main contact person for international development issues, etc.)
- b) How many staff members are involved?
- c) What is the connection with your regional offices (if applicable)?
- d) Is the field work directly done by your organisation, or by its members? - Please specify
If the development work on the field is not conducted directly by your organisation but by your member organisations, please coordinate with them to fill in the answers to the next questions.

3. Your organisation's priorities and framework for international development activities

- a) Which priorities guide your international development work?
(For instance: it is supposed to focus on education, include a gender component, etc.)
- b) How much of the international development work is focused on international cooperative development?
Please provide an estimation:
 Less than 50% Between 50% and 75% Over 75%
Concerning international development work conducted by your organisation that is NOT cooperative development related, please refer to question n°20, as the next questions 4 to 19 will solely focus on international cooperative development work.

4. Details on international cooperative development projects and activities

- a) In which geographical areas does your organisation currently work in cooperative development?
(please focus on ongoing projects and activities)

In the following region(s):

- AFRICA

In which country? Please tick the relevant box(es):

- Algeria Angola Benin Botswana Burkina Faso Burundi Cameroon Cape Verde
- Central African Republic Chad Comoros Congo, Republic of the Congo, The Democratic

Republic of the Côte d'Ivoire Djibouti Egypt Eritrea Ethiopia Gabon Gambia Ghana Guinea Guinea-Bissau Kenya Lesotho Liberia Libya Madagascar Malawi Mali Mauritania Mauritius Mayotte Mozambique Morocco Namibia Niger Nigeria Reunion Rwanda Sao Tome and Principe Senegal Seychelles Sierra Leone Somalia South Africa Southern Sudan Sudan Swaziland Togo Tanzania, United Republic of Tunisia Uganda Western Sahara Zimbabwe Zambia

AMERICAS

In which country? Please tick the relevant box(es):

Anguilla Antigua and Barbuda Argentina Aruba Bahamas Barbados Belize Bolivia Bermuda Bonaire, Saint Eustatius and Saba Brazil Canada Cayman Islands Chile Colombia Costa Rica French Guiana Grenada Guadeloupe Guatemala Guyana Haiti Honduras Jamaica Montserrat Martinique Mexico Nicaragua Panama Paraguay Peru Puerto Rico Saint Helena Saint Kitts and Nevis Saint Lucia Saint Pierre and Miquelon Saint Vincent and the Grenadines Sint Maarten (Constituent Country of the Netherlands) South Georgia and the South Sandwich Islands Suriname Trinidad and Tobago Turks and Caicos Islands Uruguay United States Venezuela Virgin Islands, British Virgin Islands, US

ASIA-PACIFIC

In which country? Please tick the relevant box(es):

Afghanistan American Samoa Australia Azerbaijan Bahrain Bangladesh Bhutan British Indian Ocean Territory Brunei Darussalam Cambodia China Christmas Island Cocos (Keeling) Islands Cook Islands Fiji French Polynesia Guam French Southern Territories Hong Kong India Indonesia Heard Island and McDonald Islands Iran, Islamic Republic of Iraq Japan Jordan Kazakhstan Kiribati Korea, Democratic People's Republic of Korea, Republic of Kuwait Kyrgyzstan Lao People's Democratic Republic Lebanon Maldives Malaysia Macao Micronesia, Federated States of Marshall Islands Mongolia Myanmar Nauru Nepal New Caledonia New Zealand Niue Norfolk Island North Korea Northern Mariana Islands Oman Pakistan Palestinian Territory, Occupied Papua New Guinea Palau Philippines Pitcairn Qatar Samoa Saudi Arabia Singapore Solomon Islands Sri Lanka Syrian Arab Republic Taiwan Tajikistan Thailand Timor-Leste Tokelau Tonga Turkmenistan United Arab Emirates United States Minor Outlying Islands Uzbekistan Vanuatu Tuvalu Vietnam Wallis and Futuna Yemen

EUROPE

In which country? Please tick the relevant box(es):

Albania Andorra Armenia Austria Belarus Belgium Bosnia and Herzegovina Bulgaria Croatia Cyprus Czech Republic Denmark Estonia Faroe Islands Finland France Georgia Germany Greece Gibraltar Holy See (Vatican City State) Hungary Iceland Ireland Isle of Man Israel Italy Jersey Latvia Liechtenstein Lithuania Luxembourg Macedonia, Republic of Malta Moldova Monaco Montenegro Netherlands Norway Poland Portugal Romania Russian Federation San Marino Serbia Slovakia Slovenia Spain Svalbard and Jan Mayen Sweden Switzerland Turkey Ukraine United Kingdom Åland Islands

Does your organisation work essentially in a specific region or a few specific countries? If so, please list the region and/or 2-3 countries (optional)

b) In which sectors does your organisation work in cooperative development?

- Agriculture and Fishery
- Banking, Credit, Insurance
- Education
- Environment and Energy
- Health and Social Services
- Housing
- Services, Crafts, Industry
- Tourism and Culture Other (please specify)

Please mention the 3 main sectors in which your organisation work the most.

c) Does your organisation target some groups more particularly, and if so, which ones?

Women

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Youth

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Children

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Indigenous people

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Migrants

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Other (e.g. the elderly, disabled people...) - Please specify:

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

d) Does your organisation work more in rural or urban areas?

Rural areas

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

Urban areas

Please give an estimate of how much do they are targeted in the projects:

Less than 50 % Between 50 % and 75 % Over 75 %

1.2 Relations with partners

5. With which type(s) of organisations do you partner for cooperative development projects?

Other cooperative organisations

Please give an estimate of how frequently:

Less than 50 % Between 50 % and 75 % Over 75 %

Are they usually your members? Please specify (optional).

Other types of Civil Society Organisations (CSOs):

Non Governmental Organisations (NGOs)

Trade Unions

Fair trade organisations

Local Authorities (LAs) - e.g. regions, cities, federate states...

Please specify which type(s)

Academic partners - e.g. universities, research centres

Please specify which type(s)

Non-cooperative private sector actors: Please specify which type(s)

Others: please specify

If your organisation has any long-standing partners, who are they? Please specify their names.

6. Relations with other CEDP members (including Cooperatives Europe)

a) Did your organisation already do, or does your organisation currently do, international development projects or activities together with other CEDP partners? Please specify (for instance: with which organisation, when and for how long, any information on the project(s) and the outcomes...)

b) Do you know if your organisation and other CEDP organisations work in common areas or sectors, and if so do you already use synergies?

c) How much do you already know about other CEDP members' development approach? Please specify.

7. Relations with local partners

a) Which links (if any) do you have with the cooperative movement in the country or at the regional level?

(For instance: how often do you rely on national or regional cooperative apexes - e.g. ICA regional offices - for information or advice on the local context, to find a local partner, etc.)

b) How are local partners selected? Please provide details on the process:

Choosing already known/past partners

Following recommendations of other contacts, e.g. from:

Previous projects' partners

Other known organisations amongst cooperatives/CSOs/LAs...

Please specify

Searching yourself a partner in the area of interest (e.g. using directories from ICA or other organisations, etc.)

Other – please specify

c) Are there any standard requirements expected from local partners? Please specify.

1.3 Relations with funders

8. Who funds your international cooperative development projects or activities?

The European Union (EU):

Please specify: which type(s) of programme (E.g. Instrument for Development Cooperation, European Neighbourhood Instrument...), which EU institution, body or agency...

Another international institution – such as:

A United Nations (UN) institution (e.g. ILO, FAO...)

A regional interstate institution (e.g. African Union, ASEAN, MERCOSUR...)

An international banking institution (e.g. IMF, World Bank...)

Please specify if possible.

A national/federal government (e.g. from your headquarters country, the country of operation, or any other) - Please specify if possible

A local authority (e.g. a local/federate state, region, city...) - Please specify if possible

A foundation, think tank, or philanthropic organisation - Please specify if possible

Self-funding from the cooperative movement (from your own organisation, another cooperative organisation...) - Please specify if possible

Other private sector actor - Please specify if possible

Other: please specify

9. Is there usually a unique funder or multiple funders for each project?

- Unique funder, for:
 - Less than 50 %
 - Between 50 % and 75 %
 - Over 75 %
- Multiple funders, for:
 - Less than 50 %
 - Between 50 % and 75 %
 - Over 75 %

Does the presence of several funders impact the work? Please specify.

10. Are there regular, consolidated relations with the funder(s), or more ad hoc relations centred on specific projects? (not mandatory)

For instance, does your organisation:

- Receive an annual grant from some funder(s) - Please specify if possible
- Maintain formalised institutional relations with some funder(s): e.g. participation in institutional structures, etc. - Please specify if possible
- Mostly engage with funders by applying for project calls – Please specify how regularly

Several answers are possible, if funding is received from several funders.

11. Does the relationship with funders shape the cooperative development work?

a) If so, how? (e.g. technical requirements, direct involvement of funders in activities, impact of funders' priorities...) - Please specify

b) If your organisation has delivered both self-funded projects and externally-funded ones, can you describe major differences, if any, between the 2 approaches? Please specify.

Reminder: To provide input on international development projects not related to cooperative development, please refer to question 20.

II. Project design and implementation

2.1 The development of projects

12. Context and framework

a) What guides the choice of the project location?

For instance:

- Presence of a regional office there
- Strong historical links between the headquarters and project countries
- It mostly depends on the opportunities showing up
- Other factors – please specify

b) What guides the choice of the project and activities' timeframe:

Does your organisation set a minimum/average duration for international development projects? (e.g. to ensure a longer-term impact of the project)

Or is the duration mostly depending on the calls for proposal's requirements?

How frequently do you extend or build upon previous projects?

13. Project design process

a) How are the concept and objectives of projects developed?

How are the aims defined?

Do you use a specific approach, e.g. a logframe?

Are there some regular requirements to be included in all projects?

Who is involved in the project design:

- HQ staff
- Field staff
- Partners
- Beneficiaries
- External support (e.g. consultants, etc.)

b) How are the different stakeholders involved? - Please specify

(E.g.: Do project's concept and objectives stem from them, are they consulted on a first draft concept note, at which stages of the process are they consulted - how early, one or several times...)

Several examples can be given – corresponding for instance to different categories of stakeholders involved, such as staff from different offices, local partners, partners from Northern countries...

c) How central is it for your organisation to build capacity of partners?

(For instance: is it your organisation's policy to include it in every cooperative development initiative, are there regular indicators used to measure it...?)

d) The cooperative aspect(s) / component(s) of projects:

How much influence do the cooperative principles have in the project design?

Can you describe some specific or unique elements in your approach, linked to your cooperative identity?

2.2 Project implementation

14. Which type(s) of activities is/are implemented in your organisation's international cooperative development work?

Training and Capacity Building
Please specify (e.g. training on good governance, etc.) - optional

Consulting (i.e. Advocacy, Organisational, ICT, etc.)
Please specify - optional

Institutional Building (i.e. Advocacy, etc.)
Please specify - optional

Network Building and Strengthening
Please specify - optional

Social Integration
Please specify - optional

Financial Support and Investment
Please specify - optional

Legal Framework and Policy Reform
Please specify - optional

Technology and Knowledge Exchange
Please specify - optional

Budget Support, Donations
Please specify - optional

Emergency Aid and Relief
Please specify - optional

Other: Please specify - mandatory

Please list 2 or 3 types of activities that you implement the most.

15. Which methodology/approach do you use for each cooperative development activity?

Please provide more information on the activities previously selected in Question 14.

a) Training and Capacity Building

- How do you select beneficiaries? (e.g. who are they – people from a specific area, from partners' organisations, what is the size of the training groups...)
- How do you conduct the trainings? (e.g. how are they organised, do they include practical exercises, written supporting documents, team exercises, story-telling...)
- Which kind of preparation is there beforehand?
- How much follow-up or what kind of wrap-up or evaluation is conducted afterwards?

b) Consulting (i.e. Advocacy, Organisational, ICT, etc.)

- In which area(s), and with which methods?
- Doing consulting work for whom – partners, beneficiaries...?
- Targeting which types of staff members – in the leadership or at the operational level?
- Through which kind(s) of format? - E.g. allocating a few hours per week dedicating a longer period of time at once...

c) Institutional Building (i.e. Advocacy, etc.)

- How is it conducted? - E.g. facilitating contacts with institutions, involving partners in advocacy processes at national/regional/international levels...
- Is there a transfer of knowledge concerning efficient advocacy/governance methods?
- Which methods help to strengthen targeted organisations – E.g. focusing on improving governance, administrative & financial procedures, management...

d) Network Building and Strengthening

- Is it usually centred on building new networks, or reinforcing existing ones?
- How do you proceed? - E.g. providing support by acting as a secretariat (helping with coordination, communication...), providing human resources or material (for instance granting access to a meeting room, etc.)...

e) Social Integration

- What is the value of cooperatives being involved in social integration?
- Who are the main target groups concerned in your cooperative development work?
- How do you promote social integration? - E.g. Focus on awareness raising, education, pushing for institutional changes (for instance through gender/youth quotas in decision-making structures, etc.)

f) Financial Support and Investment

- What kind of financial support do you provide? - E.g. rotating funds, funds dedicated to starting a specific activity...
- What kind of investment do you make? - E.g. equity, loans...
- Do you support the creation of saving and loans groups and/or micro-finance institutions, and if so, how?
- What kind of challenges do you face in implementing the cooperative financial model?

g) Legal Framework and Policy Reform

Please provide more information on the way you proceed:

- Do you assess what exists in terms of legal or policy framework, or rely on existing analysis?
- Do you develop concrete recommendations – and with or without external support outside the coop movement? (e.g. consultant, legal experts including professors, lawmakers...)
- Others – please specify

h) Technology and Knowledge Exchange

- In which area(s) do these exchanges take place? - E.g. Information and Communication Technologies (ICT), Research & Development (industrial/scientific exchanges), Research (academic exchanges), other (machineries, agricultural technologies...)
- How is it implemented? - E.g.: Staff exchange, sharing resources (publications, patents...), sharing 'know-how' (technical processes, etc.)...

i) Budget Support, Donations

- To which organisation, or type(s) of organisation, are they made? (optional)
- How regularly?
- Are there any specific conditions?

j) Emergency Aid and Relief

- In which types of contexts? (e.g. conflict situations, natural disasters, others...)
- In which format(s) is the aid delivered?
- How do you manage to engage, in a cooperative way, with the affected population?

k) Other

Please specify.

16. Who is implementing the cooperative development activities?

a) How are partners involved in the implementation?

- How often do you meet them?
- How easily can they suggest changes during the project?
- Do they receive direct funding for their organisation or only activity-based financial support?
- Other – please specify

b) What is the involvement of beneficiaries in the project implementation? How are their needs evaluated?

- How is their feedback collected?
- How easily can they suggest changes during the project?
- Other – please specify

Reminder: To provide input on international development projects not related to cooperative development, please refer to question 20.

III. Project evaluation and follow-up

17. Monitoring process

a) Does your organisation have a monitoring process in place for its projects?

Yes No

b) If yes, please specify:

- Who is involved in it? - E.g. headquarters or field staff, partners, beneficiaries...
- How is it done? Do you use any specific tools? - E.g. monitoring & evaluation manual...
- If yes, and if the tools were not shared yet with the CEDP Research group: please share them through the contact email provided at the end of the survey.
- Do you have a distinct cooperative methodology to do monitoring? - e.g. co- production...

18. Impact and results evaluation process

a) How do you measure the impact of your project?

- Using mostly funders' evaluation grids or tools? (E.g. EU logframes, etc.)
- And/or using a specific grid, criteria, or indicators specific to your organisation?
- Do you have a distinct cooperative methodology to conduct evaluation?
- How do you single out "success factors"?

b) Whether you use funders' evaluation tools/process, or your own:

- Which elements does it include?
- How precise are the requirements? - E.g. are there exact target numbers, what are they measuring, etc.

c) Who is involved in the data collection process?

- How much are local partners involved in giving feedback?
- How much are beneficiaries involved?

d) How is the data circulated?

- How is learning from the project used within the organisation to improve projects design and implementation?
- How is the data collected in the Monitoring & Evaluation processes fed back and shared with stakeholders (e.g. beneficiaries, field workers, funders...)?

- How is learning from the project used within the organisation to improve projects design and implementation?
- How is the data collected in the Monitoring & Evaluation processes fed back and shared with stakeholders (e.g. beneficiaries, field workers, funders...)?

19. The cooperative advantage in international development work

- a) Does being a cooperative organisation bring an advantage to the project?
- b) If yes, how, and which factors are playing? Please specify.
- c) What does it bring in relation to the non-cooperative partners (e.g. NGOs, public authorities...), if there are any involved in the project?

20. International development work other than cooperative development

If your organisation also conducts international development activities or projects that are not centred on cooperative development, please briefly present them and/or provide here any relevant elements, lessons learned, etc.

Many thanks for your contribution! Shall you have any questions or remark, please do not hesitate to contact the CEDP Research group at: a.romenteau@coopseurope.coop

ANNEX - Glossary

(International) cooperative development: cooperative development consists of activities which supporting the start-up and growth of cooperatives - e.g. through education and training on cooperative principles, governance, technical assistance towards an enabling environment for cooperatives, business planning, financial management, etc. Its goal is to create sustainable livelihoods and enable people to take charge of their own development.

CEDP: the Cooperatives Europe Development Platform (CEDP) is a network of European cooperative organisations which are members of Cooperatives Europe and work on issues of development policy and development implementation.

Civil Society Organisations: according to the EU definition, Civil Society Organisations (CSOs) include all non-State, not-for-profit structures, non-partisan and non-violent, through which people organise to pursue shared objectives and ideals, whether political, cultural, social or economic. They comprise for instance community-based organisations, non-governmental organisations, faith-based organisations, foundations, research institutions, trade unions, women's organisations, cooperatives, professional and business associations and the media

Co-production: as defined by the Social Care Institute for Excellence, co-production refers to 'active input by people who use service, as well as – or instead of – those who have traditionally provided them. It emphasises that the people who use services have assets, which can help to improve those services, rather than simply needs which must be met. These assets are not usually financial, but rather are the skills, expertise and mutual support that service users can contribute to public services.'

Cooperative principles: Although cooperatives take many forms, they follow the same seven international cooperative principles: Voluntary and open membership; Democratic member control; Member economic participation; Autonomy; Education, training, and information; Co-operation among cooperatives; and Concern for community.

Local authorities: as defined by the EU, local authorities (LAs) are public institutions with legal personality, component of the State structure, below the level of central government and accountable to citizens. They include for instance villages, municipalities, districts, counties, provinces, regions, etc.

A.3

APPENDIX 3 – COUNTRIES WHERE CEDP MEMBERS ARE ACTIVE

REGION	COUNTRY	UKCC	WE EFFECT	AJEEC- NISPED	LEGACCOOP	DGRV	KOOPERATIONEN	COOPERMONDO	EUROCCOOP	CERA/BRIS	RESCOOP	
AFRICA	Benin							■				
	Burkina Faso									■		
	Burundi			■						■		
	Cameroon							■		■		
	Congo, DRC			■						■		
	Cote d'Ivoire				■							
	Ethiopia			■		■				■		
	Equatorial Guinea											
	Ghana									■		
	Guinea				■							
	Kenya		■	■			■		■			
	Lesotho	■					■					
	Malawi	■	■									
	Mauritania				■							
	Mozambique		■		■	■			■			
	Nigeria			■								
	Rwanda	■		■							■	
	Senegal				■				■			
	Sierra Leone								■			
	South Africa			■	■	■						■
	Southern Sudan			■								
	Swaziland						■					
	Togo								■		■	
	Tanzania		■	■							■	
	Tunisia					■						
	Uganda		■	■			■				■	
	Zambia	■	■	■			■					
	Zimbabwe			■								

REGION	COUNTRY	UKCC	WE EFFECT	AJEEC- NISPED	LEGACCOOP	DGRV	KOOPERATIONEN	COOPERMONDO	EUROCOOP	CERA/BRS	RESCOOP
AMERICAS	Argentina										
	Bolivia										
	Brazil										
	Chile										
	Colombia										
	Costa Rica										
	Cuba										
	Dominican Republic										
	Ecuador										
	El Salvador										
	Guatemala										
	Haiti										
	Honduras										
	Mexico										
	Nicaragua										
	Paraguay										
	Peru										
Uruguay											
ASIA PACIFIC	Cambodia										
	China										
	India										
	Iran										
	Lao PDR										
	Myanmar										
	Nepal										
	Occupied Palestine										
	Philippines										
	Sri Lanka										
	Thailand										
	Vanuatu										
	Vietnam										

REGION	COUNTRY	UKCC	WE EFFECT	AJEEC- NISPED	LEGACCOOP	DGRV	KOOPERATIONEN	COOPERMONDO	EUROCOOP	CERA/BRS	RESCOOP
EUROPE	Albania		■								
	Belgium								■	■	
	Bosnia Herzegovina		■								
	Bulgaria						■				
	Croatia				■						■
	Cyprus				■						
	Denmark						■				
	Germany			■							
	Greece			■							■
	Israel			■							
	Italy			■							
	Macedonia		■								
	Moldova		■								
	Turkey	■					■				
	United Kingdom	■									

APPENDIX 4 – EXAMPLE OF MONITORING AND EVALUATION TOOLS

A.4

Cera/BRS - MFI Factsheet

Background information

The MFI Factsheet is an Excel workbook containing seven visible sheets and a number of hidden sheets. The visible sheets together provide an easy to use tool for monitoring the financial and social performance of an MFI, consisting of tables and graphs. The MFI Factsheet uses to the highest possible extent terms and definitions on which consensus exists within the microfinance industry. Still, as there is no complete standardisation across the industry, some terms and definitions may differ from the ones used at any particular level or location.

Data entry in the MFI Factsheet is straightforward and easy to perform by anyone who has general knowledge of accounting and MFI reporting. It takes about two to three hours to set up a first report in a blank format, and as little as 15 minutes to update a report. The MFI Factsheet is a reporting format that can be used both internally by managers of the MFI, and externally for purposes of analysis and monitoring. It is based on accounting data and other institutional data of the MFI, to provide a set of indicators that cover most of the critical areas of a MFI. A graphical component containing 10 different financial and 8 social graphs enhances the usability of the MFI Factsheet for analytical purposes

The different sheets

The following table outlines the order of the 7 visible sheets in the factsheet:

SHEET	DESCRIPTION
BRS00	Identification Sheet
BRS01	Balance Sheet
BRS02	P&L (Profit & Loss)
BRS03	Extras This information holds relation to several areas: <ul style="list-style-type: none">+ Monetary context: exchange rate to the euro and inflation.+ Institutional information: branches, staffing and clients+ Portfolio information: comprehensive data from the portfolio tracking system

BRS04	<p>Performance indicators</p> <p>This sheet automatically generates a full set of indicators on a one-page report.</p> <p>It provides the user with an institutional scorecard based on best practice performance indicators. The indicators have been grouped in 6 areas, covering:</p> <ul style="list-style-type: none"> + Aspects of growth + The quality of the loan portfolio + The financial structure + The efficiency and productivity + Sustainability + Aspects of profitability
BRS05	<p>Financial graphs</p> <p>These graphs provide the user with a visual representation of ten critical aspects of an MFI, based on one or a combination of several different combinations, resulting in five aspects:</p> <ul style="list-style-type: none"> + Portfolio evolution: growth and loan size + Portfolio quality and risk coverage + Operational self-sufficiency and staff productivity + Portfolio yield and breakdown by costs + Funding structure and savings evolution
BRS07	<p>Social Graphs</p> <p>Together with CERISE²⁷ and TRIAS²⁸, ADA²⁹/BRS have assembled 18 social indicators already in use by the MIX³⁰ and the rating agencies among others. Only quantitative and result indicators have been selected. The selected indicators are shown through a set of 8 graphs.</p> <p>According to the Universal Standards of Social Performance Management, these quantitative social indicators are grouped under 4 areas covering:</p> <ol style="list-style-type: none"> 1. Strategy: define and monitor social goals 2. Products & Services: design products, services, delivery models and channels that meet clients' needs and preferences 3. Client protection: treat clients responsibly 4. Social responsibility: treat employees responsibly

We Effect - Octagon Method

The Octagon methods is an adapted tool originally developed by Sida³¹ that is used by We Effect to assess strengths and weaknesses of partner organisations. It can function as an instrument to structure dialogue with a partner organisation when the aim is to obtain an overall picture of the organisation and to get to know it well. It can also serve as an aid for the selection of partners; for grouping partner organisations in relation to their needs of internal organisation development; or for identifying the point in time when We Effect, as the financier should phase out its support for organisation development.

It is noteworthy that Octagon as a model also identifies the necessary measures to improve the organisation's capacity to perform effectively. And if the same type of analysis is made systematically on several occasions over several years, it is also possible to follow changes in the organisation in question. In this way, the Octagon can then be used both to establish baseline measurements and for measuring changes

27 CERISE is a non-profit service provider based in Paris that promotes ethical and responsible finance as a form of social and economic development.

28 Trias is an international development organisation headquartered in Brussels working to support farmers' and entrepreneurs associations in the global south.

29 ADA, Appui au Développement Autonome, is a Luxembourg based NGO created in 1994. Its mission is to support microfinance activities as a means to alleviate poverty in developing countries.

30 MIX is a nonprofit financial inclusion organisation that has worked with the Social Performance Task Force (SPTF) to develop universal indicators to make financial services safer and more beneficial for clients.

31 The Swedish International Development Cooperation Agency, Sida, is the Swedish government's agency for international development cooperation.

and results of internal organisation development over a certain period of time. The Octagon is a tool for rapid and simple analyses of an organisation's strengths and weaknesses, so not suitable if a more in-depth analysis and change management is required. The Octagon is based on the idea that it is possible to obtain a comprehensive picture of an organisation's capacity and development profile by making systematic reviews and assessments of four basic aspects i.e.

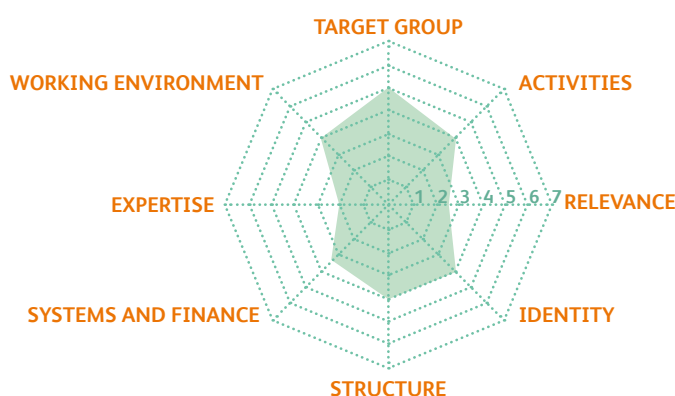
1. The organisation's base
2. The organisation's activities – output
3. The organisation's capacity development
4. The organisation's relations

Each of these aspects has two measurable variables as shown in the table below:

ASPECT	MEASURABLE VARIABLES
1. THE ORGANISATION'S BASE	<p>1.1 Identity: The organisation expresses its basic values and has articulated the reasons for its existence.</p> <p>1.2 Structure: The organisation's management and its division of duties and responsibilities are explicit and visible.</p>
2. THE ORGANISATION'S ACTIVITIES – OUTPUT	<p>2.1. Implementation of activities: The organisation has the capacity to plan and to implement planned activities.</p> <p>2.2 The relevance of activities: The content of activities and the methods used are relevant in relation to the organisation's vision and operational objectives.</p>
3. THE ORGANISATION'S CAPACITY DEVELOPMENT	<p>3.1 Professional skills: voluntary and paid staff and management have the requisite professional skills and qualifications to pursue and develop the organisation's operational objectives and vision.</p> <p>3.2 Systems: The organisation has the financial resources and administrative routines to run its activities.</p>
4. THE ORGANISATION'S RELATIONS	<p>4.1 Acceptance and support of target groups: The target groups' assessment of the organisation and the demand for its activities give the organisation legitimacy.</p> <p>4.2 Relations with its external environment: The organisation is accepted and supported in the community and is able to mobilise support for its vision and operational objectives.</p>

It is the above eight variables that form an octagon. Each dimension is ranked by assessments of two statements/questions on a seven-point scale. When all the variables have been analysed and ranked, the average points are transferred to We Effect Integrated Management System (WIMS) where the organisation's development profile is illustrated in the form of an octagon (see diagram below³²) and by use of a bar graph, the baseline position is compared with subsequent assessments.

Example of the result of a measurement



32 Source: The Octagon: A tool for the assessment of strengths and weaknesses in NGOs (2002), SIDA

We Effect - Gender Analysis

We Effects new global strategy 2017-2021 focuses on the core areas of sustainable rural development and adequate housing, but with a strong focus on gender equality within these areas. In order to define how to achieve the desired results, We Effect has undergone an external impact evaluation in order to design a new results framework that aims to improve We Effect’s impact in the promotion of gender equality. In order to design the new framework, We Effect chose to assess the impact of gender equality in all development programmes across the globe.

The assessment has two components:

COMPONENT	DETAIL
1. LOOKING BACK AND LEARNING WHAT THE WE EFFECT DEVELOPMENT PROGRAMMES HAVE ACHIEVED DURING THE PAST STRATEGY PERIOD	<p>The Assessment Phase consists in reviewing We Effect’s programming, policies and practices and how they have contributed to gender equality. It includes:</p> <ul style="list-style-type: none"> + Interviews with key informants in the headquarters and the regions for a common understanding of achievements and challenges. + Distribution of an online survey for three clusters of respondents (head office staff, regional and country staff, and partner organisations) with backward- and forward- looking questions relevant to the ToR as well as inquiring what changes need to be initiated to implement the 2017- 2021 GS. + Support to the regional offices with a SWOT analysis to scan their internal and external environment, identifying strengths and weaknesses and opportunities and threats. + Analysis of the different data sets and formulation of findings. + Submission of draft model framework.
2. LOOKING FORWARD AND IDENTIFYING WHAT NEEDS TO BE DONE TO PUT WE EFFECT IN THE BEST POSSIBLE POSITION TO IMPLEMENT THE 2017-2021 GLOBAL STRATEGY THROUGH USING A MODEL FRAMEWORK	<p>The model framework will enable We Effect to undertake strategic discussion around whether current programming and operations are fit for purpose in the light of the 2017-2021 strategy. In this context, gender mainstreaming, is presented as a systematic and planned change process within We Effect in order to achieve gender equality both internally and with regard to external results. Subsequently, gender mainstreaming is more than a strategy that simply integrates gender equality into the programme formulation process but it also aims at triggering transformation of the organisation itself. The model framework consists of five dimensions: (i) steering documents (ii) programming (iii) partnerships (iv) resource allocation, mobilisation and core funding (v) organisational structure, management and capacity. Each dimension is presented in the report around (1) findings and (2) recommendations.</p>

Stages

An assessment, with the aim to review the relevance and effectiveness of the current status of the five dimensions in relation to the 2017-2021 Global Strategy is first undertaken. The assessment consists of a data collection phase with key informant interviews, a global survey and a desk review as well as a data analysis phase.

The recommendations encompass examples of good practices in gender mainstreaming which have proven to yield positive results elsewhere. Some recommendations are of long-term nature while others suggest immediate changes. It should be recognised that while the global goals are common (the ‘what’) – the way to reach them will most likely differ (the ‘how’) and hence a

flexible approach may be most useful (avoiding a blueprint solution). While a full-fledged scenario approach (“if you choose to do A, B will happen, if you choose to do C, D will happen”) will not be possible, the model framework, however, identifies the common parameters for successful gender mainstreaming while still recognising the complexity of gender equality in development and the society at large. Taking this approach corresponds to the recognition among many development actors (among them SIDA) that development cooperation needs to take an adaptive management approach. Recommendations are given without consideration to cost implications for We Effect, an aspect which the organisation will have to further consider when moving forward.

We Effect has accepted the recommendations and defined how to take them forward, including the sequencing of actions, in order to achieve the goals set out in the 2017-2021 strategy.

Coopermondo - Indicator on Coop Sustainability

Coopermondo developed an impact indicator to measure the sustainability of cooperatives or farmers organisations. The indicator gives a measure of a situation at the end of a training and technical assistance process of at least two years. Coopermondo tracks the progress in term of sustainability made by the groups by considering 3 main aspects, as described in the table below:

ASPECTS	BASIS OF MEASUREMENT
GOVERNANCE	<ol style="list-style-type: none"> 1. If the group is formally legalised 2. The cooperative/organisation statute 3. Respect of the roles of the board members as defined in the statute 4. The auditing process used by the organisation
MEMBERSHIP	<ol style="list-style-type: none"> 1. Number of women elected in the board 2. The existence of a member register 3. The existence of reports and minutes of the General Assembly or ordinary meetings
BUSINESS SUSTAINABILITY	Measured through an economic evaluation of the capacity to generate profits: <ol style="list-style-type: none"> 1. The elaboration of a business plan 2. The evaluation of the financial reports 3. External auditing report

Each aspect should be developed with local partners according to the local laws and the development of the groups. The methodology for the data collection is an interview with a board member of the group and the analysis of the documents requested and provided to the data collector. The indicator is currently being tested in Togo and Mozambique. It will be also implemented in Colombia in 2018.



Cooperatives Europe (Development Team)

Avenue Milcamps 105, 1030 Brussels, Belgium

www.coopseurope.coop

+32 (0) 2 743 10 33

development@coopseurope.coop

Do you want to know more?

Check our website www.coopseurope.coop/development

and follow us on  [#coops4dev](https://twitter.com/CoopsEurope)



twitter.com/CoopsEurope/

www.facebook.com/coopseurope/



[linkedin.com/company/3197588/?trk=tyah](https://www.linkedin.com/company/3197588/?trk=tyah)

www.flickr.com/photos/coopseurope/



The Cooperatives Europe Development Platform (CEDP)



investing together
in prosperity
and welfare



