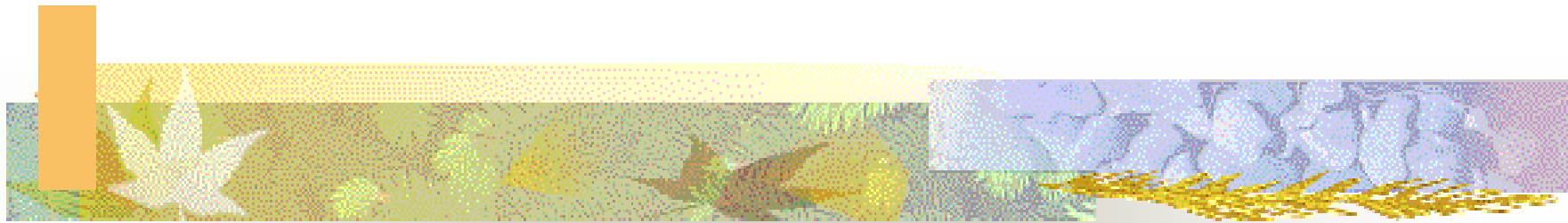


Co-operatives and development co-operation



HIVA-study, sponsored by Cera-foundation
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Contribution of HIVA for BRS Workshop
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Presentation build-up

1. Research questions & historical background
2. Survey coop-to-coop support: results
3. Tendencies



1. Key-research questions

- Who is promoting co-operative development?
- What is the role of co-operatives in the North in the support to co-operatives in the South?
- What are the strategies of northern co-operatives?
- What are the comparative advantages of northern co-operatives supporting southern co-operatives?



Methodology

- Questionnaire to major co-operative development agencies: 35 completed
- document and web-research
- interviews with key-persons



Renewed interest in co-operative development

- Colonial co-operative paternalism
- Post-colonial co-operative hype
- Downfall of the co-ops under SAPs
- renewed interest for co-ops under:
 - “multistakeholdership”
 - “decentralisation”
 - “privatisation”
 - “poverty reduction strategies”
 - “local entrepreneurship”



Institutional recognition

- ILO Recommendation 193
- ACP/EU Cotonou Agreement
- US Support for Overseas Co-operative Development Act
- Belgium, Portugal
- Canada, Germany



2. Survey results

- 45 questionnaires sent out, 35 filled out
- Among these: 9 interviews
- Extra-info: brochures & websites
- Agencies from Western Europe, USA and Canada



Agencies: comprehensive overview

1. National agencies: co-op development as core business
2. International umbrella organisations
3. Social & civil society movements
4. Intergovernmental organisations with special departments for co-operative development



Agencies: typology

	<u>Integrated</u>	<u>Specialized</u>
<u>Centralized</u>	DGRV, NCBA, CCA Co-op group	SCC, BRS, FOS, WSM, Rabo, CICM, DID, Socodevi
<u>Decentralized</u>	Land O'Lakes, Legacoop,	



International agencies

- Co-operative movement (federations)
 - ICA, IRU, WOCCU
- Social movements
 - IFAP, ICFTU, WCL, Oikocredit, FLO...
- Intergovernmental organisations
 - ILO, FAO, World Bank



Human Resources

- “small and medium size enterprises”
 - in terms of staff: : 1 to 100 own staff
- major employers in south:
 - in own programmes
 - in spin-off SMEs
- Implication of personnel of the co-operative movement
 - volunteers: 30 à 40/agency
 - consultants



Resource Mobilisation

- Budget: ranging 2 to 15 mio Euro/agency
- Co-operative philanthropy (10 to 30%):
 - donations from co-op, personnel and members
 - product-linked support (SCC, Co-op Bank, WSM)
 - in-kind support from co-op: infrastructure, personnel..
- From the general public:
 - fundraising
 - lottery



Resource Mobilisation - cont'd

- From co-financing schemes:
 - Special co-operative programme: USA, Canada,..
 - Special “national institutions programme”: Germany, U.K.
 - NGO-schemes: Sweden, Belgium,..
- From tendering:
 - mostly bilateral programmes of home-country
 - increasingly World Bank, regional banks,.. ?



Activities

- In order of importance:
 - technical assistance
 - financial support
 - training
 - co-operative legislation (Germany, Canada)
 - fair trade (U.K., Italy,..)



Who benefits?

- Partner identification
- 80% of the budget goes to the South
- 80% of the partners are co-ops
- apex-bodies and secondary co-operatives
- Network approach
- Final beneficiaries: the poorest? The co-operative response = target mix



3. Strategies - Tendencies

- From charity to projects to programmes
- From short-term to long-term
- From support to co-ops to systems or network approach
- From knowledge transfer to knowledge acquisition
- From social/welfare to economic/business approach
- From aid to trade
- From model co-operatives to social economy enterprises



Co-ordination and collaboration

- Most co-ordinate at national level:
 - with other co-ops and agencies involved in co-operative development
 - with NGO's
- Most are involved in international networks: ICA, IRU, WOCCU, IFAP, COPAC
- But: wish for co-operation clashes with spirit of competition



Not alone....

- Co-operative development is also a very important development strategy for other agencies (coops = goal):
 - international agencies;
 - NGOs, e.g. Oxfam
 - networks: e.g. Oikocredit
- Agencies using co-operatives as vehicles (coops= means)
- New methodologies to achieve the same goals?
 - Micro-finance Institutions
 - CBOs
 - etc.



Comparative advantages

- Co-operatives in North are successful businesses
 - Implications:
 - they “do what they preach”;
 - understand business/management/financial problems + expertise
 - own resource mobilisation;
 - common business opportunities (e.g. trade)



Comparative advantages - cont'd

- Co-operatives belong to the same movement
 - Implications:
 - common vision; core values; principles
 - bottom-up movement approach
 - co-operative principles + co-operative structure
 - real partnership



Challenges

- Visibility
- pro- and only-poor agenda?
- Long lasting but slow starters
- logframe obsession of co-financiers
- proof of added value/plus value
- joint strategy