

**Building Strong
Development
Cooperation:**

**Partnership Opportunities
between Cooperatives
and the EU**





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Cooperatives are a unique and invaluable presence in today's world. They help to reduce poverty and generate jobs.

*Ban Ki-moon,
Secretary-General, United Nations*

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Abbreviations list

ACP	African, Caribbean and Pacific Group of States
ASEAN	Association of South East Asian Nations
BANSEFI	Banco del Ahorro Nacional y Servicios Financieros, Sociedad Nacional de Crédito
BMOs	Business Membership Organisations
CEDP	Cooperatives Europe Development Platform
CENCOPAN	Central de Cooperativas del Área Nacional
CONFECOOP	Confederación de Cooperativas de Colombia
CoopAfrica	Cooperative Facility for Africa
COPAC	Committee for the Promotion and Advancement of Cooperatives
CSO	Civil Society Organisation
DCI	Development Cooperation Instrument
DESA	Department of Economic and Social Affairs
DEVE	Development Committee
DG DEVCO	Directorate-General for International Cooperation and Development
DGRV	German Cooperative and Raiffeisen Confederation
EAC	East African Community
EALA	East African Legislative Assembly
EC	European Commission
ECHO	European Commission's Humanitarian aid and Civil Protection
EP	European Parliament
EIHDR	European Instrument for Democracy and Human Rights
EU	European Union
EUDs	European Union Delegations
FAO	Food and Agriculture Organization
Federcoopescas	Federation of Fishery and Aquaculture Cooperatives
FOMIN	Fondo Multilateral de Inversiones

ICA	International Cooperative Alliance
ICLS	International Conference of Labour Statisticians
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IRU	International Raiffeisen Union
LAs	Local Authorities
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NAMAC	National Association of Mongolian Agricultural Cooperatives
NGOs	Non-governmental organisations
NSA	Non-State Actors
PATMIR	Programa de Asistencia Técnica a las Microfinanzas Rurales
PFD	Policy Forum on Development
PRIMKOPTI	Indonesian Primary Cooperative of Tofu and Tempe Producers
RESOPP	Réseau des Organisations Paysannes et Pastorales du Sénégal
SCE	European Cooperative Society
SCP	Sustainable Consumption and Production
UCA	Uganda Cooperative Alliance
UN	United Nations
UNDP	United Nations Development Programme

Introduction

In 2000, United Nations (UN) member states recognised the need to build global partnerships for development and the exchange of expertise as one of the Millennium Development Goals. Across the international development field, partnerships are rightly acknowledged as critical to successful development and to achieving sustainable change. However, the term partnership is a broad one. Partnerships can encompass diverse forms of collaboration between different agencies, ranging from informal networking and relationship building to partnerships based on formal project funding and implementation activities. Geographically, partnerships can operate at the local level as well as encompass international networks. They can involve collaborators large and small, formal and informal. From its early years, the cooperative movement has recognised the importance of working in partnership, embedding this practice as one of the core principles of the movement: cooperation among cooperatives.

In this study, we will use a broad brush approach to partnership and explore its many forms, focusing on actual and potential partnerships between the cooperative movement, European institutions and other international organisations engaged in international development. The study draws on the experience and expertise of the members of the Cooperatives Europe Development Platform (CEDP), a network of ten European cooperative organisations which are members of Cooperatives Europe and work on issues of development policy and development implementation. The CEDP members come from diverse sectors and share their expertise in complementary fields, including cooperative financing, agricultural cooperative development, and cooperative law.

This study is part of the ‘Cooperatives in development’ project, led by Cooperatives Europe and cofinanced by the European Commission under the Non-State Actors (NSA) grant scheme. This initiative, which started in September 2012, builds upon the activities of the CEDP and seeks to foster exchanges within the global cooperative network for an impact driven, coordinated, and sustainable cooperative development approach. It also seeks to enhance dialogue with European Union (EU) institutions, providing decision makers with input and data from grass roots cooperatives in order to support coherent EU policy making and strategic planning, and advocating for greater visibility of cooperatives within EU policies.

Within the field of international development, there is growing recognition that there is no ‘one size fits all’ approach; successful and sustainable development is rooted in successful and sustainable partnerships. Effective partnerships involve stakeholders who can bring together different areas of influence, skills and expertise. For international bodies such as the European Union (EU) and the United Nations (UN), effective and sustainable development needs to be a process led by local people which is firmly anchored in civil society. This study demonstrates how cooperatives are natural partners for organisations interested in human, social and economic development in the developing world and breaks new ground by exploring the ways in which cooperatives and European institutions can and do work together to tackle poverty and contribute towards truly sustainable development.

The role of cooperatives in partnerships and as natural ‘development actors’ in recent years however, has been largely ‘off the radar’ in development co-operation programmes and from the related research agenda. This is partly due to the existence of overlapping and commonly held misconceptions about cooperatives, including the beliefs that cooperatives are only suited to small scale rural initiatives, represent a ‘failed’ model, or that their numbers are in decline.

Fortunately, these perceptions are changing. There is now a renewed interest in cooperatives and the contribution they can make to both economic and social development and the international development agenda beyond 2015. In developing a post 2015 framework to succeed the Millennium Development Goals (MDGs), the international community is increasingly turning towards the cooperative model to meet the challenge of building sustainable and inclusive development programmes in a world facing the challenges of climate change, food insecurity, growing social and economic inequalities, and urbanisation.

Not only do cooperatives offer a successful model for prosperous times for both small and large enterprises by giving local people ownership, creating jobs and harnessing the power of international networks, they prove to be resilient in times of global crisis^[2]. A new Blueprint for a Co-operative Decade developed by the cooperative movement recognises all of these strengths, and sees the cooperative as a tried and tested model for development. The blueprint outlines a vision for the cooperative form of business to become, by 2020:

- The acknowledged leader in economic, social and environmental sustainability.
- The model preferred by people.
- The fastest growing form of enterprise^[3].

The other focus in this study is the EU, an active and proactive player in the field of international development. The 28 EU countries provide over half of the world’s development aid, whilst the EU by itself is the third largest donor of development assistance. Committed to promoting good governance, human and economic development and

tackling universal issues such as fighting hunger and preserving natural resources, the Commission's Directorate-General for International Cooperation and Development (DG DEVCO) is responsible for building sustainable partnerships for change in developing countries, designing European international cooperation and development policy and the delivery of aid programmes throughout the world.

This study therefore brings together two major actors in development, the cooperative movement and the EU, to explore how stronger and more effective partnership with the EU institutions but also with other international organisations can be built. This will be done by:

- Mapping the role of cooperatives and the EU institutions in international development.
- Providing good practice examples of partnerships between cooperatives and the EU institutions, as well as to other international organisations.
- Proposing guidelines for good practice.

The study *Building Strong Development Cooperation: Partnership Opportunities between Cooperatives and the EU* is divided into two parts:

Part one, *Working with cooperatives*, is designed for people and organisations that want to learn more about cooperatives. This section includes information on cooperatives such as definitions of key concepts, a guide to cooperative institutions and relevant legal and policy frameworks, the benefits of cooperative development, and a number of recommendations for good practice.

Part two, *Working with the EU institutions*, is designed for cooperatives that wish to learn more about how to work better with the EU and other international organisations. This section includes an overview of EU aid architecture, policies and funding instruments of relevance for cooperatives, good practice examples and guidelines for building better partnerships. It also includes examples drawn from existing partnerships with international organisations which can serve as models for future partnerships with the EU institutions.

Methodology



The study was based on desk research and a series of interviews with key stakeholders from within the cooperative movement and from selected international organisations, including the EU. It also draws on the expertise and publications from the CEDP. Where appropriate, extracts from the interviews are used throughout the study - but are not attributed directly to named individuals ^[4].

We hope that this study provides a timely guide to building strong partnerships for development that enables cooperatives and the EU to work together to build a better world.



Part one: Working with cooperatives

The promotion of cooperatives should be considered as one of the pillars of national and international economic and social development.

ILO Recommendation 193

Before examining how cooperatives work in partnership with the EU and other international partners, we need to establish the nature, depth and reach of the cooperative sector and discuss the reasons why, until recently, cooperatives tended to be 'hidden' actors in international development.

Understanding cooperatives

1

The cooperative model is a flexible and diverse one. Given their long and complex history in both the developing and the developed world, it is not surprising that cooperatives can be defined in lots of different ways. For this reason, in 1995

the International Co-operative Alliance (ICA) adopted a 'Statement of Co-operative Identity', which defines a cooperative as:

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 enterprise ^[5].

At the same time, ICA members agreed on a set of global common values: self-help, self-responsibility, democracy, equality, equity, and solidarity.

What is a cooperative?

1.1

These values are embedded in seven principles which all cooperatives aim to put into practice:

1. Open and voluntary membership (without gender, social, racial, political or religious discrimination).
2. Democratic member control (one member, one vote, regardless of shares held).
3. Member economic participation (members contribute equitably to capital and receive limited compensation on this capital).
4. Autonomy and independence (from governments or other external agencies).
5. Provision of education, training and information to members and others.
6. Co-operation among cooperatives.
7. Concern for community (they work for the sustainable development of their communities).

Cooperatives have a dual nature, as business enterprises on the one hand, and as membership based associations organised for collective action on the other. Like any other enterprise, they produce goods and services, but are set up to meet the needs of their members. Many cooperatives produce goods or services for sale in the market, while others focus on providing services for their members. As businesses, cooperatives must be profit oriented. However, a cooperative's primary objective should not be to maximise its own profits, but rather to maximise its usefulness to its members. Profits may be ploughed back into the enterprise and/or returned to members as a dividend, which is often distributed in proportion to members' transactions.

Differences between cooperatives and other organisations

	Trade unions	Cooperatives	Investor owned businesses
Purpose	Representing and defending member needs in workplace and sometimes more widely.	Meeting needs of members: economic, social, and cultural.	To generate profit for shareholders.
How is it run?	Normally democratic, one member one vote. May have elected committee.	Management answers to board of democratically elected members, on one member one vote principle. Non-transferable shares.	Board answerable to shareholders. Votes determined by size of shareholding. Transferable shares.
Ownership	Owned by the members.	Owned by the members.	Publically traded shares. Price can fluctuate.
Where do profits go?	Do not generate much income beyond members' contributions – no profit.	Reinvested in cooperative or community, and/or member dividend, based on trade with and via the cooperative.	To shareholders and invested in business.
Income	Membership fees.	Charges for goods and services.	Charges for goods and services.
Key advantages	Can be part of wider movement. Provides voice. Can change working conditions.	Inclusive business model. Local ownership. Generates income for members. Values based. Part of wider movement.	Focus on profit maximisation. Can raise capital via private investors, markets.
Key challenges	Find it difficult to operate where standard employer-employee relationship does not exist.	Problems raising capital. Historical legacy of government control. Skills deficit among board members. Lack of enabling environment.	Governance challenges. Short term approaches. Profit maximisation can override ethical considerations.

1.2

Cooperatives – becoming visible

Cooperatives provide a successful model of enterprise that can be found in all business sectors. Cooperatives exist in traditional economic sectors such as agriculture, fisheries, consumer and financial services, housing and production.

They can provide a number of different social and cultural services. However, what a 'typical' cooperative looks like can vary hugely from country to country: from a health care provider to a food retailer, from a credit union to a coffee marketer, from a school to urban housing, and from an energy provider to a waste collector.

Because the range of cooperative activities is enormous, it can be hard to see a connection between cooperatives. They are frequently viewed through the prism of a specific enterprise, institutional form or in the context of a single country, rather than as a diverse but interconnected sector with a global reach. The reach and impact of cooperatives is also difficult to quantify, and obtaining reliable and comparable statistical data on cooperatives has proven a challenge in many countries. Those statistics that do exist often cover only a subset of cooperatives in certain industries and sectors.

At country level, the different legal frameworks and definitions of cooperatives have also hampered effective comparative studies, even in Europe. This challenge has been recognised by the European Commission (EC), the EU's politically independent executive arm, which has funded pilot studies to establish a framework for measuring the economic contribution of cooperatives. These studies seek to create new satellite accounts (used by the UN to measure the size of economic sectors that are not defined as industries in national accounts), to update, improve and/or adapt already existing satellite accounts and to encourage international cooperation and the exchange of experience and good practices. As a result of these efforts, a manual has been developed on how to construct satellite accounts on cooperatives ^[6].

A second initiative relates to the developing world, where obtaining reliable data on cooperatives has been even more of a challenge. The UN General Assembly has recommended the production of statistics on cooperative and mutual societies in order to profile their importance in social development. The International Labor Organization (ILO), another UN organization, has also recommended that governments ensure that national policies seek to improve national statistics on cooperatives with a view to the formulation and implementation of development policies.

Finally, at the 19th International Conference of Labour Statisticians (ICLS), held in Geneva in October 2013, governments, workers' and employers' representatives reaffirmed the importance of having more comprehensive and internationally comparable statistics on

cooperatives. A resolution passed at the conference recommends that the ILO, in cooperation with the ILO's constituents and interested national statistical offices, carry out further developmental work on the measurement of cooperatives through administrative registration or household surveys.

Recent major efforts were initiated to fill this statistical gap. For instance, a UN-supported global census of cooperatives was completed in 2014 and drew on data from 145 countries. Headline statistics from this report include:

- 2.6 million cooperatives have over one billion members and clients - 1 in every 6 people on average in the world has membership or is a client of a cooperative.
- Cooperative employment directly concerns 250 million people in the world (this figure includes directly employed workers and also self-employed producer members).
- Cooperatives hold US\$20 trillion in assets and generate US\$3 trillion in annual revenue.
- Cooperatives are generally locally owned and operated enterprises ^[7].

There are many different types of cooperatives (see box, below), operating in all sectors of the economy. The tremendous reach of cooperatives gives them powerful potential as partners in international development work. Financial and agricultural

cooperatives are the most common types of cooperative globally and can be found in most countries whether in the developed or developing world, but cooperatives are operational in all sectors, including health and social care; housing; energy (including renewable energy); education; manufacturing; retail and creative industries.

Agricultural or farmer cooperatives have a strong presence around the world. Globally, there are more than 1.2 million agricultural cooperatives, with more than US\$134 billion in total assets and more than 122 million members and clients. They provide services for their members, who are usually farmers working their own plots of land. They also include fisheries cooperatives and other forms of animal husbandry. Agricultural cooperatives can focus on a single crop or

**The breadth
and reach of
the cooperative
sector**

1.3

several types of produce. Services offered include the provision of farm inputs such as seeds and fertilizers, extension and training services, marketing, processing, consumer services such as local shops, credit, and sharing of farm machinery. In regions such as Africa, cooperatives remain the most common smallholder farmer institution at village and community level. They contribute to improving food security and market access for millions of farmers. Cooperatives also preserve indigenous food crops and help indigenous people to conserve resources for tackling food insecurity and poverty. ^[8]

Financial cooperatives are also commonly found across the globe and range from large, multimillion dollar enterprises to small, village level micro finance providers and other savings and credit cooperatives. They can be banks, insurance companies, or credit unions. They offer savings and credit facilities and insurance services plus a range of other financial services, including credit cards.

Worldwide, cooperatives and mutual insurers have a 27 % market share and constitute the fastest growing segment of the global insurance market. Credit cooperatives provide saving and loan facilities for their members. Globally, they play an important role in improving financial access. There are active credit union sectors in 103 countries, including almost 57,000 credit cooperatives and more than 208 million credit union members ^[9]. There are over 4,200 cooperative banks in Europe with 205 million customers and 78 million members ^[10].

Cooperatives also support businesses' transition from the informal to formal economy ^[11]. They have a diverse membership, resulting in different types of cooperatives.

A cooperative typology

There is no single accepted typology of cooperatives but they are often divided into four basic types of cooperatives: consumer, producer, worker and multi-stakeholder.

Consumer cooperatives – also called users cooperatives – give members purchasing power, enabling them to save money by buying in bulk and to set policy about what is being sold. The consumers who make up the membership decide. User cooperatives also include account holders of credit unions and cooperative banks, as well as users of utility services (water, electricity, energy, etc.)

Producer cooperatives are businesses in which people in the same trade or industry (for instance forest products, agriculture, or arts and craft) jointly purchase supplies and share work and storage space, equipment, or services such as accounting and marketing. Agricultural producer cooperatives are prevalent worldwide, providing everything from tea and coffee to grains and vegetables.

In a worker cooperative, membership is made up of the workers of the enterprise. Worker cooperatives bring cooperation to an activity that constitutes a large part of our lives – work itself. Like other cooperatives, worker cooperatives put people rather than capital and profit at the centre of their business. Worker-ownership and control is the distinguishing feature of such an enterprise; worker-members democratically determine how work is conducted, how the surplus is redistributed, as well as how policy is set and day-to-day decisions are made. They usually operate in services as well as production.^[12]

A last type, multi-stakeholder cooperatives, is one in which different types of stakeholder, e.g. worker, producer or consumer, are involved in the governance of the cooperative. This model is becoming more common and the social cooperatives of Italy provide a very successful example.^[13]

Cooperatives operate as part of complex, cooperatively owned networks that combine diverse functions such as auditing, marketing, education and advocacy at national and international levels.

How cooperatives are networked and organised

1.4

Members are the heart of all cooperatives. A cooperative society whose members are individuals is known as a primary cooperative. Primary societies can range in size, but in the context of developing countries, they are usually small and operate at the village or local community level.

In both developing and developed countries, it is common for primary societies to join together to set up a secondary cooperative, usually called a cooperative union. In these instances, the members of the secondary cooperative are the primary cooperatives. The basic principles remain constant: one member one vote; fixed share capital; and a share of profits based on the quantity of trade the primary cooperative has with the secondary cooperative. Secondary

cooperatives are often formed to provide consolidated marketing, transport, financial and/or other services to their society-members. In addition, there can be sector specific secondary bodies, operating at regional and national levels and addressing the needs of cooperatives dealing with particular commodities or in sectors such as housing or finance.

National apex bodies

In most countries, there is a national apex body to represent and articulate the needs of the cooperative movement. It draws its membership from across the different cooperative sectors. Its role is to support, coordinate and give a voice to member needs. In some countries, the roles and responsibilities of the apex body are enshrined in national law; in others, apex bodies define their own roles. For example, some apex organisations perform an auditing role for primary societies.

Effective apex bodies can make a substantial difference to the profile of the cooperative movement and provide a valuable gateway to the wider cooperative movement. For national level agencies such as European Union Delegations (EUDs), building partnerships with apex bodies can prove to be of great value.

A good example: The Uganda Cooperative Alliance (UCA) ^[14]

Within Africa, Uganda stands out as a country with an effective and well respected national apex body, the Uganda Cooperative Alliance (UCA). It has spearheaded the revival of the cooperative sector in the country, and worked in a number of ways to create an environment conducive to cooperatives.

This has included mobilising resources to support different types of cooperatives, lobbying government, providing legal advice and publishing information about cooperatives in Uganda. It also has well established relationships with a number of donors and provides an advisory service to cooperatives wishing to break into non traditional export commodities.

International apex bodies

At the international level, the International Co-operative Alliance (ICA), established in 1895, is the largest body representing cooperatives ^[15]. It is a nonprofit international association established to advance the cooperative enterprise model. As the apex organisation for cooperatives worldwide, the ICA represents 293 cooperative federations and organisations across 95 countries, providing a voice for one billion cooperative members. The members

of the Alliance are national level cooperative apex bodies and federations, individual cooperative organisations and institutional or research offices concerned with cooperative development. Many ICA members look to the Rochdale Pioneers, who set up the first successful consumer cooperative in the UK in 1844, and to Friedrich-Wilhelm Raiffeisen, who founded the first savings and credit cooperative in Germany in 1864, as the main founders of the movement.

The ICA works with global and regional governments and organisations to create the legislative environments that allow cooperatives to form and grow. To the public, the ICA promotes the importance of cooperatives' values based business model, most recently in its *Blueprint for a Cooperative Decade strategy*.

Operating from a global office in Brussels, Belgium, the ICA has four Regional Offices in Europe, Africa, the Americas and Asia-Pacific.

Cooperatives Europe

Cooperatives Europe's members represent 123 million individual member cooperators owning 160.000 cooperative enterprises and providing jobs to 5.4 million European citizens. On behalf of its 83 member organisations from 32 European countries and across all business sectors, Cooperatives Europe promotes the cooperative business model across the region^[16]. One key action is the Roadmap 2020 initiative, aiming to contribute to cooperative education and training, financing modalities for cooperatives and business development services. The work is supported by a permanent group of cooperative experts and the European Commission. The main policy topics covered by Cooperatives Europe include:

- Entrepreneurship and the social economy.
- Regulatory framework for cooperatives.
- Cooperative development.

ICA Africa

The ICA Africa Region serves, unites and represents ICA member organisations across the continent. It has 29 members from 17 countries. ICA Africa promotes and strengthens autonomous and viable cooperatives throughout the region by:

- Serving as a forum for exchange of experience and a source of information on cooperative development, research and statistics.
- Providing technical assistance for cooperative development.
- Collaborating with national governments, UN organisations and African regional organisations^[17].

ICA Asia and Pacific

The ICA's Asia and Pacific region represents 80 member organisations in 25 countries^[18]. It presently has the following main functions:

- Capacity building and human resource development programmes.
- Facilitating an enabling environment for sustainable growth of cooperatives.
- Creating cooperative awareness.
- Gender, youth and health programmes.

Co-operatives of the Americas (formerly ICA Americas)

Co-operatives of the Americas currently has 101 member organisations from 21 countries in the American region ^[19]. The main objective of Co-operatives of the Americas is 'to make the case for the cooperative model within the new economical, political, social and commercial order supporting member organisations in the promotion and defence of the cooperative identity, the promotion of business and the development of human resources.' The Regional Office connects cooperatives in North, Central and South America with the worldwide network. It is responsible for implementing the decisions taken by the regional political organs of ICA-Americas and putting in operation the development projects.

Other international apex organisations include the International Raiffeisen Union (IRU), which is an international platform for the exchange of cooperative experiences based on the Raiffeisen principles of self help, self administration and self responsibility. The IRU comprises 58 member organisations from 35 countries worldwide ^[20]. It also emphasises the value of cooperative networks and linkages which are necessary to sustain a cooperative movement in the long term.

1.5

Legal and policy frameworks for cooperatives

Cooperatives typically operate within their own dedicated legal and policy frameworks, which reflect their distinctive ownership and governance model. Legal definitions of a cooperative can vary enormously from country to country – for example, whether there is one general

law applying to all cooperatives or whether each type of cooperative has a specific legal form - but increasingly the core ICA values are being incorporated into cooperative legislation at the national and international level.

In 2002, the ILO adopted Recommendation 193 on Promoting Cooperatives, an instrument of universal applicability on cooperative policy and law ^[21]. It proposes that law should provide a favourable environment for the establishment and operation of cooperatives as peoples' organisations, and that cooperatives should be treated on equal terms with other forms of enterprise. It also states that cooperative laws should be limited to regulating the structure of cooperatives only and should be guided by cooperative values and principles. Over 100 countries have now reviewed, revised

or adopted policies or laws dealing with cooperatives in line with Recommendation 193, and more countries are still in the review process.

This also had influence on a number of regional organisations in proposing uniform model laws on cooperatives, including the following initiatives:

- The Statute for a European Cooperative Society (SCE) was adopted in 2003 and provides an optional legal form for a cooperative within Europe. The SCE also enables five or more European citizens from more than one EU country to create a European Cooperative Society. The aim is to facilitate cooperatives' cross border and transnational activities.
- In 2009 Co-operatives of the Americas published a document setting out a framework law for Latin American countries, updating a previous version dating back to 1988. It is intended to provide guidance on key aspects of cooperative legislation as derived from jurisprudence, academic studies, and comparative law. It has no binding force on legislators but translates modern cooperative thinking in Latin America into legal norms, offering national lawmakers recommendations and commentary on each article.
- Since 2009, the countries of Mercosur ^[22] have had a Common Cooperative Statute similar to the EU's SCE. The Statute is directly applicable in the member states to facilitate the cross border establishment of cooperatives, without regulating national cooperatives. However, its application requires transformation into national law. So far, Uruguay is the only country to have implemented the Statute.
- In Africa, the OHADA ^[23] Uniform Act on Cooperative Law was passed in 2010 and applies to 17 Francophone states in sub Saharan Africa ^[24]. With the exception of financial cooperatives, all cooperative societies and their federations in the member states that are involved in commercial activities are subject to the provisions of the Act, which essentially replaces pre-existing national cooperative law. There are two types of cooperatives allowed under the legislation, a simplified version and more complex one, but both abide by same principles.
- In January 2015, the East African Legislative Assembly (EALA) adopted a new East African cooperative legal framework law, which now awaits assent by heads of state ^[25]. Once enacted, the new law will allow primary cooperatives from the different East African Community (EAC) partner states to form a regional cooperative union, and will enable individuals from different countries to form one cooperative, among other benefits. The Act also establishes the East African Co-operative Agency. One of the Agency's first tasks will be to develop the rules and regulations of the Act.

Whilst the legal frameworks for cooperatives are being revised at both the international and national level, cooperative policy renewal at the

national level has been uneven. Rwanda, for example, has a clear and recent cooperative policy but in other countries such as Malawi, there is much work still to be done to update policies in line with current thinking, and create a level playing field for cooperatives.

Why work with cooperatives in development?

2

Cooperatives are already significant economic players that contribute to inclusive growth processes. As such they are also important development actors. Publications like this one, as part of the 'Cooperatives in Development' project,

build upon the activities of the CEDP, which convenes cooperative federations from Europe on issues of development policy and development implementation where cooperatives are involved.

Cooperatives are currently undergoing a global revival. With their globally adopted core values and principles, they offer unique contributions as development actors. As both enterprises and self help organisations, cooperatives can play a major role in tackling poverty and promoting inclusive growth, improving livelihoods in urban and rural communities. Because of its flexibility, the cooperative model accommodates both very large and very small examples and works well in both the formal and informal economies. Regarding poverty, cooperatives can help smallholder farmers access local and

Cooperatives as
development
actors

2.1

international markets, raising their income and contributing to tackle hunger and food insecurity. This is particularly promising in Africa, where cooperatives are already established as the most common village level institution, and smallholders make up the majority of cooperative membership.

In both rural and urban communities, cooperatives expand access to financial services among poor people. Delivering effective micro finance programmes also means working with cooperatives. Financial cooperatives are one of the largest providers of micro finance services to the poor reaching 78 million people living below \$2 a day ^[26]. They provide savings, credit and insurance. Cooperatives also provide essential services to local communities, such as energy, water and sanitation, and health care. Health cooperatives serve more than 100 million households worldwide, and some 170 million people receive social protection coverage from mutual associations ^[27]. They have also been successful in expanding access to water and electricity for poor communities and reducing waste from illegal diversion of utilities.

Because cooperatives are well connected with their own local, national, regional and global structures and networks, they provide a tried and tested values based enterprise model with a global reach. They are locally based, democratically run and member owned. Good governance is at the heart of all successful cooperatives. Cooperatives can provide opportunities for self determination and empowerment in poor communities, building social capital and encouraging participation in democratic processes. They are also effective organisations in promoting social cohesion and recovery from conflict. In post conflict situations cooperatives can be especially effective, since their focus is on rebuilding sustainable livelihoods.

In line with their values and principles, cooperatives are committed to gender equality and youth inclusion, which they promote through various means, including training and, in some cases, gender quotas on cooperative boards. In the world's top 500 companies, women hold only 2.6 per cent of leadership positions, but in cooperatives and mutuals from the insurance sector, for instance, they hold 13.6 per cent of those positions ^[28].

With regard to the role of cooperatives in development, a 2015 UN report highlighted that:

Cooperative enterprises contribute to social inclusion, decent work, sustainable economic growth, environmentally sound consumption and production and more peaceful and stable communities. They provide an example of how doing business can be economically viable, ethical, environmentally responsible and people-centred ^[29].

Inclusive growth: why are cooperatives important?

Inclusive growth stems from the recognition that the patterns of growth matter as much as overall economic growth. For growth to be inclusive, it has to deliver economic opportunities conducive to sustainable livelihoods, especially for the poor. For example, reaching the large number of young people without jobs is a priority. There is a need to support the replication and scaling up of successful inclusive business models and networks that facilitate knowledge sharing, partnerships and matchmaking between businesses and other actors.

Cooperatives differ from other forms of private enterprise because of their connection to the community, governance structures, underlying values, ethics and democratic principles. They are part of the market economy but possess a multi dimensionality that enables them to perform successfully in market economies while providing members with a range of tangible and intangible benefits that can enhance their socio-economic position and voice. With their national, regional and global platforms, cooperatives are well placed to help drive inclusive and sustainable growth.

There are many examples of successful cooperatives in different sectors and their impact on the ground. We outline some examples below ^[30]:

Uganda: Kigayaza Youth Cooperative, agricultural sector

Kigayaza Youth Cooperative was established in 2004 and is based in Kigayaza Village in Kayunga District, in the central region of Uganda. It has over 100 farmer members, mainly aged between 25 and 30. Their main activities include selling agricultural produce together, such as maize, which enables them to get a better price. They also have shared projects, including raising pigs and growing trees. They concentrate on sharing information with each other through meetings and training sessions, which they see as a way to build each other's knowledge. Members report that the cooperative enables them to access opportunities, such as building networks with other

Cooperatives as development actors

2.2

organisations that provide them with training, seeds, or information on farming.

Ecuador: Microfinance Campesina

Many of the residents and farmers in over 800 villages scattered across the remote Andes region have no access to traditional banking and finance. In order to support enterprise and development in the region, Italian Cooperative Credit, funded by cooperatives in Italy, has partnered with Cooperative Codesarrollo-Desarrollo de los Pueblos in Ecuador, to provide microfinance. Together they have provided the equivalent of €35 million, which is made available to rural Andeans through 220 member owned mutual banks. The programme has benefitted over 150,000 families. Campesina provides microfinance in the form of small loans with low interest rates to community based enterprises that aim to create a sustainable income or address inequalities experienced by women, indigenous groups and rural labourers.

Vietnam: Tâm Vu dragon fruit cooperative

The dragon fruit cooperative Tâm Vu, in the Long An province of Vietnam, was founded in 2008 by 13 neighbouring families with a seed capital of approximately €9,000. Today the cooperative has assets of about €110,000 and owns a 5,500 square metre building used for processing, packaging and storing of dragon fruit; it also includes a meeting room for members. Due to its high quality standards, Tâm Vu is able to sell the dragon fruits it purchases from its members without any national or international intermediary, and good prices have raised family incomes substantially. Other farmers in the region followed Tâm Vu's example and have established three more dragon fruit cooperatives. Motivated members, good leadership and integration into regional cooperative structures were key success factors, while help from the provincial cooperative alliance and DGRV (German Cooperative and Raiffeisen Confederation) staff was crucial to overcoming problems in the start-up phase.

Cooperatives and partnerships: good practice, expectations, and challenges

3

As we have seen, cooperatives have a strong presence as development actors in both the developed and developing world and this is why they can make effective partners. Although the main focus of this study is partnerships with the EU institutions, examples of partnerships with other development actors are also included in this section for several reasons.

First, the research which this study is based on – described in more detail in the introduction - found that relatively few partnerships had been established between cooperatives and the EU institutions in the field of international development. This is a gap we will reflect on later in this section. Secondly, and building on this finding, we extended the scope of the study to international organisations such as UN bodies, because they highlight good practice relevant for present and future EU and cooperative partnerships.

This section explores the motivations for partnership, give examples of how cooperatives are working with partners, address some of the challenges of partnership working and offer some constructive ideas on strengthening cooperative networks and structures. As is demonstrated here, the presence of cooperatives in partnerships can only strengthen the work of a broad range of development actors and agencies.

Types of partnerships

The term ‘partnership’ is used in this study in a broad sense. It encompasses diverse forms of collaboration existing between cooperatives and other institutional stakeholders in the field of international development.

The different types of partnerships analysed throughout this section and in part two include project implementation, provision of funding, political dialogue, and other joint initiatives - focused for instance on research or visibility events.

3.1

Overview of partnerships with international agencies

To better situate the research, the present section will provide a brief overview of the partnerships currently ongoing between cooperatives and international institutions, and point out existing gaps.

Cooperatives and the EU

The research conducted for this project evidenced a gap in the number of partnerships launched between cooperatives and the EU institutions, whose functioning and structures will be detailed in part two of this publication.

Several successful partnerships were discovered, ranging from implementation of projects receiving EU funding to more political collaborations, and the lessons learned from these cases are included in this research. However, it became apparent that partnerships between cooperatives and the EU, despite having a strong base and great potential, lack a systematic nature. The reasons for these shortcomings will also be explored later in the publication.

Cooperatives and other international organisations

The cooperative movement has had a long and fruitful partnership with the UN since its inception in terms of policy, research and projects on the ground. This history can inform and guide the developing partnerships between the cooperative movement and the EU institutions on development cooperation.

The UN Secretariat has designated a Social Policy and Development Division of the Department of Economic and Social Affairs (DESA)^[31] to monitor the promotion and development of cooperatives at the national and international levels. The Division acts as focal point on cooperatives and works collaboratively with the Committee for the Promotion and Advancement of Cooperatives (COPAC) in organising expert group meetings and special events to mark the International Day of Cooperatives, held annually on the first Saturday of July.

Specific UN agencies, such as the ILO, the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD) and others, have also developed strong relationships with the cooperative movement. They are knowledgeable about the sector, and have a voluntary approach to partnering with cooperatives.

The FAO promotes farmer based collective action, in which agricultural cooperatives represent important partners. In addition to other forms of support such as raising the visibility of cooperatives in their publications, they are engaged in discussion with the ICA to encourage cooperative-to-cooperative collaborations, and

recently signed a memorandum of understanding with the Swedish cooperative organisation We Effect (formerly the Swedish Cooperative Centre) to formalise their cooperation.

Food and Agriculture Organization (FAO) support to cooperatives and producer organisations

The FAO's support to cooperatives and producer organisations is provided in four key areas: (i) through capacity development activities that aim to support the development of producers' technical, managerial, organisational and marketing skills as well as their inclusion in value chains and networks; (ii) through the production of knowledge sharing materials and disseminating information and knowledge to cooperatives and producer organisations as well as to wider audiences; (iii) assisting member governments to foster an enabling environment for cooperatives and producer organisations to form, develop and thrive; and (iv) enhancing the ability of cooperatives and producer organisations to effectively participate in policy dialogue processes and to advocate for their members, making their voice heard.

Facilitating the development of peer to peer, multi-stakeholder partnership approaches among farmers at country and regional levels in support of agricultural cooperatives and producer organisations is another key area of FAO's work. An example is the multi-stakeholder, peer to peer partnership in Burkina Faso for the development of the national oilseed value chain to support achievement of food security in the country. This innovative partnership is aimed at strengthening the position of farmers from Burkina Faso along the oilseed value chain by developing strategic partnerships with various stakeholders, thereby supporting their income and national food security. FAO is playing a key facilitation role in the partnership, drawing on the respective contributions of each partner in the initiative and realising synergies, to ensure that the results of the programme are maximised.

The ILO, which is a member of COPAC, engages in various forms of partnerships with cooperatives. It signed a memorandum of understanding with the ICA in 2004, which was renewed in 2015 with a focus on the post 2015 development framework. The ILO also collaborates with the ICA regional offices and sectoral bodies. Finally, it participated in the Cooperative Facility for Africa (CoopAfrica), a nine country cooperative development programme in East and Southern Africa, which ran from October 2007 to December 2010.

The International Labour Organization (ILO)

The ILO is a specialised agency of the UN which deals with the world of work. The ILO has been involved with cooperatives from its earliest years. Albert Thomas, the first Director-General of the ILO in 1919, was an active cooperator. The following year, a dedicated cooperative branch was set up. In 1960, technical cooperation programmes began to assist cooperatives in the developing world. In 2002, the ILO adopted Recommendation 193 on the promotion of cooperatives – applicable to all countries and not just developing ones. It can be seen as forming the nucleus of the public international cooperative law ^[32].

Today the ILO's Cooperatives Unit (COOP) serves ILO constituents and cooperative organisations in four priority areas ^[33]:

- Raising public awareness of cooperatives through evidence based advocacy and sensitisation to cooperative values and principles.
- Ensuring the competitiveness of cooperatives by developing tailored tools to cooperative stakeholders including management training, audit manuals and assistance programmes.
- Promoting the inclusion of teaching of cooperative principles and practices at all levels of the national education and training systems.
- Providing advice on cooperative policy and cooperative law, including participatory policy and law making and the impact on cooperatives of taxation policies, labour law, accounting standards, and competition law, among others.

The research findings also found examples of partnerships between cooperatives and the United Nations Development Program (UNDP), the World Bank, the World Food Programme, and others. For example, Italy's Federcoopesca (Federation of Fishery and Aquaculture Cooperatives) made a partnership with the UNDP in the Republic of Iran to implement the project 'Aquaculture Development in Sistan – Baluchestan', developed between 2005 and 2008.

Cooperatives and governments

Government cooperative ministries were a feature in many developing countries especially in the post independence phase in Africa and Asia. Today, they have been mainly subsumed as departments sitting within Ministries of Agriculture or Trade and Industry. There may also be field staff linked to the ministry whose role is to support cooperative start-up and development, as well as audit cooperative governance and performance.

In Africa for example, the ICA organises regular conferences which bring together government ministers responsible for cooperatives from over 14 countries. They provide a valuable space for constructive dialogue and for building stronger links between governments and cooperatives. At the conference held in Rwanda in 2012, a number of resolutions were passed which included supporting the formation of laws and policies to support the sector; ensuring education on the creation and sustainability of cooperatives is implemented; increasing regional collaboration and trade among cooperatives; and creating a level playing field for cooperative enterprises in terms of taxation ^[34].

However, cooperative and government relations in Latin America have followed a different pattern. In many countries, cooperatives have developed successfully without the presence of a cooperative ministry or department. This reminds us that the role of the state, as outlined in international frameworks such as ILO Recommendation 193, is essentially only to establish a favourable environment for cooperatives. The initiative for cooperative development should come from the primary level as experience has shown that these cooperatives tend to be the most sustainable.

Other types of partnerships exist with national governments, which include international organisations. For example, DGRV is an implementing partner in the PATMIR (Technical Assistance Programme for Rural Microfinance) programme of Mexico's BANSEFI (National Savings and Financial Services Bank). The aim of the project is to improve access to financial services adapted to the marginalised rural population. The concept of the project was developed by the World Bank and BANSEFI, the funds were allocated by the World Bank and the project was co-funded by the Mexican government.

There are many reasons why the global cooperative movement seeks to work in partnership with a range of international agencies and why actors within the global cooperative movement, in turn, are increasingly sought as partners by international agencies and governments.

Benefits of partnerships

3.2

At the most straightforward policy level there is a recognition globally that a cooperative contribution is beneficial in terms of poverty

alleviation, building livelihoods and capacity building. Likewise there is a growing appreciation that calls for more inclusive financial access need to be met and that cooperators 'on the ground' are best placed to contribute to this. Similarly, cooperatives address a range of pressing global challenges, including climate change and food security. As external agencies have sought to engage with the international cooperative movement, this has encouraged the movement to reflect on its own role and place in the development agenda too.

As we have already seen, the cooperative movement is well structured, and its organisations are present all around the world. This geographic coverage is very important for institutional stakeholders such as the EU, as cooperatives are already present in the countries where they work and can grant them better access in the field.

The cooperative movement has a long history of working in collaboration with a wide range of partners around the world. When cooperatives and institutional actors share many common goals, it seems only natural to partner to optimise the results. This was highlighted in a cooperative development project taking place in a candidate country for accession to the EU:

'The fact that rural development is a key issue in the country, and the cooperative model – as also promoted by the European Union – a good tool to overcome fragmentation, helped both parties in their goal to both support cooperative development in the country and work on legal frames already in line with the EU Acquis ^[35].'

As a result, partnerships between cooperatives and international institutions enable both partners to benefit from strong networks, which offer a series of advantages that we will detail below.

Better outreach to stakeholders

Governments and international organisations are increasingly approaching cooperatives because they recognise what the cooperative movement can bring to a partnership. The benefits include the reach and scale of cooperatives globally as well as the enduring nature of their networks and global cooperative relationships. In the words of one survey respondent, it is the networked nature of cooperatives and the way they can bring relevant stakeholders on board that makes them so appealing to many partners:

'Having members across so many countries in Asia, we have the reach and so being both at the regional level and at the country level . . . the network is there, so [it gives] the opportunity to reach directly to members and be able to work at the village level, at an individual level.'

Cooperatives also benefit from the networks of their institutional partners, which can for instance enable them to access political contacts, as we will see later on.

Using synergies and complementarities

For international institutions, cooperative networks can increase the scope of the activities undertaken in the partnership, and scale up the initiative. As we have seen, cooperatives are not confined to one sector but operate across all sectors. Tapping into these wide ranging networks and expertise can prove very valuable for project development. As an institutional respondent highlighted:

'Partnerships are allowing us to do things, to get some complementarities and build synergies on areas where we are less experts and we exchange our expertise with others.'

Through their networks, cooperatives can bring relevant added value to partnerships. They can connect external agencies to the cooperatives which have the specific expertise required.

From the cooperative perspective, having access to the wide resources of international organisations proves equally advantageous for generating synergies. For one cooperative organisation, partnership with the UNDP was especially valuable:

'In extremely challenging contexts, such as Iran, cooperation and partnership with an international organisation as the UNDP can really be decisive for the project management in terms of institutional relationships, organisational skills and knowledge of territories.'

In addition, international organisations can efficiently act as facilitators for partnerships, creating linkages between cooperatives themselves (in a cooperative to cooperative approach), or between cooperatives and governments, research institutions, or other stakeholders. As noted by a FAO respondent:

'The very very big value of such an organisation as the FAO is to facilitate this linkage between the government and the farmers. This is something that recently, has been increasingly reinforced . . . Also there are governments asking us to carry this role because the non-state actors have become very important and recognised worldwide.'

Finally, an important benefit from partnering with international organisations is of course obtaining political support and recognition for cooperatives since, as a representative spotlighted:

'Along with the policies we have normative mandates.'

All these complementarities are put to good use when there are strong common interests, or areas of interest, between the partners, as will be evidenced by some of the good practices below.

Fostering knowledge and visibility

For both cooperatives and institutional stakeholders, partnerships can encourage innovation, strengthen knowledge exchanges, and support knowledge dissemination. Diffusing knowledge through institutional networks is particularly efficient, as highlighted by a UN respondent:

'We have a sort of 360° overview of what is happening into the world, so we foster that knowledge and we bring it together . . . all around the world, through our offices . . . we document good practices on different thematic areas.'

There are numerous examples of partnerships focused on knowledge exchanges between cooperatives and international organisations, for instance on data collection to improve statistical evidence, which proved highly valuable for both sides. These will be discussed further below.

In addition, ample networks and outreach grant more visibility to both the activities and the partners. This constitutes an asset from which cooperatives benefit in partnerships with international organisations and increases the visibility of their specific business model, while improving credibility, as observed in the case of an EU funded project:

'It gives a sort of 'quality label' to the programme... Promoting documents and visibility material with a European flag helped and facilitated the dissemination in conventional and social media.'

Making the most of resources

Partnership working can also bring funding advantages by providing a stable financial resource, enabling beneficiary cooperative partners to speed up activities and achievements. For donor institutions, partnerships can represent a way to achieve a process in a cost efficient way by delegating part of the implementation to actors on the ground.

Whilst this can become a thorny question in times of restricted budgets, one respondent refers to the growing importance of partnership working given the situation in Latin America, where donor support is lessening:

'I think the prospects are good. I think there is one precondition in Latin America: the actors are closer together and there is a pull out of development agencies, organisations and generally speaking there is less money to fight about. So that in itself forces a different kind of dialogue which I think is positive. I think a lot of good is coming out of that.'

In this instance, cooperatives have had to look beyond the boundaries of their own 'natural partnerships' to consider working with new partners.

This section will lay out some concrete examples of good practices and challenges from the field which were identified for this study. Many of these findings stemmed from partnerships with international organisations outside the EU, but have the potential to be replicated in other contexts. We should note, however, that although there are many good examples of cooperative partnerships, it is important to avoid a 'one size fits all' approach. As one respondent notes:

'The context realisation is very important in partnerships, you can't do a cut and paste.'

Keeping this diversity in mind, this section will discuss some of the findings about partnership which have been identified from case studies and research. Some findings have, inevitably, a wider resonance but are included here as they have been noted as relevant for partnerships that include cooperatives. We will look first at some of the challenges and then review some positive experiences of partnership.

Constraints and challenges

Many cooperatives thrive within their partnerships, but there are challenges too. The research highlighted a number of recurrent obstacles met in the creation, implementation or consolidation of partnerships. Some of these challenges also explain the gaps evidenced earlier. In this context, identifying and acknowledging challenges can help to prevent future mistakes between partners.

Administrative hurdles

The weight imposed on cooperative organisations by heavy administrative requirements was very often pointed out in the research as a challenge. These constraints can hinder both the preparation phase and the implementation of the partnership, as respondents frequently emphasised.

Project application processes, including those of the EU, can represent a major challenge for many local cooperatives. In addition, the ongoing reporting requirements can hinder established partnerships. As one respondent commented:

'Sometimes the balance between reporting and implementation time could be questioned.'

Another cooperative noted that heavy administrative constraints sometimes jeopardised the continuation of their partnership with financial institutions:

'The continuation of this partnership depends, however, on the conditions of implementation. The current concept is very bureaucratic and ties quite a lot of capacities to the verification of criteria to be fulfilled and reporting obligations.'

Time constraints

In the preliminary phase, building partnerships is frequently a very time consuming process. An excessively long process before a project is approved means for instance that the situation can have evolved in the meantime, thus making the initiative less relevant, as explained by this cooperative respondent:

'The first thing is that it takes a long time, the whole process before the project's approval. This creates some problems for the organisation that presents the proposal because after . . . perhaps one year that it takes the process or something like that, the situation is not the same as the one that was described at first in the proposal. The big challenge is how to improve the process so that the process is speeded up.'

In addition, it is important to keep in mind that some partnerships take a long time to bear fruit. As a cooperator pointed out, a project can be '[a] seed that was planted' and have impact years after its completion – a success that is not always perceptible after immediate project evaluations.

Outreach constraints

Although cooperative networks are strong, there can still be gaps that make it more difficult for partnerships to be fully inclusive. A cooperative organisation involved in the CoopAfrica partnership remarked for instance that:

'The programme worked best in countries which already had strong cooperative partnerships and institutions.'

Existing national apex structures can also lack interest in partnership engagement, as highlighted by a regional representative from the cooperative movement:

'This is an issue for the national apexes also, how much of an interest they have, and the interest varies from country to country so that from ICA perspective we need to see how to bring them along.'

Lack of organisational capacity

Lack of capacity from the cooperative side can represent another challenge, in particular to manage high levels of funding. Joining forces between civil society organisation (CSO) partners to meet the requirements is not always straightforward, as illustrated by this example shared by a cooperative respondent:

'There are some openings with the Central American Development Bank that is prepared to try a pilot, when they say pilot, it has to be at least 2 million dollars . . . we are not prepared to go with it by ourselves because the organisations are not that big or that strong yet although we hope that they will be in the future. It is a real dialogue and it will take time to go there . . . We haven't identified any other CSO actors, international CSO actors in the housing field. There are international coalitions . . . they can help us on the policy side, but [on] the ground, there are not any.'

Differences of organisational cultures

One of the challenges repeatedly highlighted during the research was the necessity to build an understanding between the partners, and the risk of tensions due to differences between organisational cultures. In the experience of an institutional stakeholder:

'One of the challenges which is also the beauty of developing partnerships is really to get to understand the culture, the organisational culture of the other . . . Partnerships, it is not just signing a MoU [memorandum of understanding], I would say that the MoU comes after, after you got to know the other or the others, especially when you have multiple partnerships. It is a whole process, it takes time, it takes a lot of flexibility also, and a lot of creativity.'

A cooperative representative from Latin America goes further in highlighting the major problems that these differences can cause if not addressed properly, as illustrated by an EU project that had a co-direction system:

'Because you have in some ways conflicts in the decisions, who takes the decisions, there are different points of view about the implementation even if the project document is very clear about that. You always have different opinions about the implementation because sometimes it is very personal, and it depends on your interpretation of things; and there are different cultures.'

Competing for resources

Another difficulty that was identified is the risk of competition between CSO partners, especially in a context of scarce public resources. From a local partners' point of view, a partnership between two donor organisations might appear threatening, and partners might need to be reassured that this will not result in them receiving less support. A cooperative interviewee explained this tension in these terms:

'You get caught in competition and we are seeing that the main problem there is that although we can, at the global or even regional level agree on the need to and the drive to bring

that down to staff level, it is difficult when the same partner organisations, our target groups, they do not really see the point of two of their donors, funders collaborating because this might mean that they lose out . . . which is of course a question for dialogue.'

Good practices to build better partnerships

This section will identify some of the building blocks and good practices that facilitate and strengthen partnership development with cooperatives.

Promote an inclusive and trust based partnership building process

An important factor frequently highlighted is the need to have an inclusive and open approach in the preparation phase of the partnership.

Involving all stakeholders in project design and implementation can turn out to be a key factor of success for the partnership. It helps to make for sustainable planning and improves the sense of ownership, as summarised by a respondent:

'The first thing is that the project is well planned . . . with the participation of the organisations . . . many times the organisations, the partners and the regions, because they need the money or because they want to have the money, they can accept many things that at the end it is very difficult to implement or they do not really agree . . . They say yes to many conditions that perhaps in this case, the EU and other donors put, and they accept. Therefore they have to discuss very clear and very straightforward the conditions of the projects.'

In the case of one project from Paraguay, including local stakeholders in planning right from the start was key to its success:

'Together with a Paraguayan cooperative central organisation CENCOPAN (Central de Cooperativas del Área Nacional) a proposal was made named 'Conformity of savings and credit cooperatives with the regulatory framework and supervision within the cooperative sector.' The concept of the project was developed jointly by CENCOPAN, DGRV and IDB [Inter-American Development Bank].'

Once the partnership is established, ensuring the continuing and active involvement of partners proved very beneficial for the programme. Another finding that needs to be emphasised is the importance of trust building. This was stressed by several respondents. When asked what made a good partnership, for example, one respondent said:

'I think it is dialogue and building up relationships. Dialogue and getting to this level of trust that you can actually sit down and say ok, this is what we can bring to the table, what you can bring; and then try to negotiate around those terms and find other actors that can complement . . . the main constraint for that I do not think any longer is will but it is time.'

But as noted, building this level of trust takes both time and commitment. Another case showed the impact of investing in 'regular information exchanges and face to face meetings', and a third respondent noted that their own partnership with an EUD 'ha[d] only been established thanks to numerous discussions and meetings'.

Flexibility and transparency in the management and monitoring of the partnership can also help build trust. For example, appropriate monitoring tools such as a reliable control system for money management, were seen as important to enhancing partnership trust:

'The control of the money, how money is used; is also very important. . . the mechanism for the control that really the money is used for . . . To have a system that is reliable, that you have confidence in'

A respondent from the FAO also mentioned the importance of developing monitoring and evaluation tools to better assess the impact of partnerships.

Making the most of the partners' complementarities

- Pooling expertise

As already indicated in other sections, the research highlighted how a mutual understanding of the complementarities between partners is extremely beneficial to all involved. It allows to pool each party's skills and to use synergies.

Partnerships become more efficient when they enable cooperatives to mobilise their local expertise. For instance in an EU funded project supporting cooperatives in Montenegro, the involvement of European cooperative organisations that had skills in different areas, such as capacity building initiatives or sensitisation, was a significant asset. The fact that several of these EU based cooperatives had already worked together in the CEDP network to use synergies, was described as the biggest factor of success.

Cooperatives can also benefit from partnership working with international agencies. Grassroots cooperatives, in particular, can benefit from contacts, expertise and support, of international organisations, for instance on strategy building or the setting of operational tools.

A partnership between the World Food Programme and Ethiopian cooperatives highlights how a fruitful division of labour draws on

relevant expertise and focus from each partner:

'The World Food program was providing support in terms of warehousing and first infrastructure, but also the softs parts of it, which are in terms of training on the warehouse management and the like; and in return, the cooperative members or the cooperatives were selling their produce in terms of greens, beets and maize or beans to the World Food program which in turn also then . . . were distributing to the needy, refugees and other displaced across Africa.'

- Optimising networks

Other good practices stem from cooperatives making the most of their strong networks, as was described earlier. When cooperatives can use their networks to share partnership opportunities, they can provide invaluable contacts to international institutions. In Nepal, for example, FAO training programmes were facilitated by cooperative experts provided through their partnership. Accessing relevant contacts would have been far harder without cooperative networks. The ICA Regional Office for Asia Pacific found that:

'[The FAO] wanted our diversity of experience. That is something that we have in Asia Pacific region, so we were able to get these different experiences which FAO needed and set our members as resource persons to sort of help to facilitate this trainers program.'

This partnership was a success, and discussions are currently ongoing to organise a similar training programme in Iran.

Information sharing and networking can be facilitated by apex organisations. Regional ICA offices, for example, can act as a conduit for information to their members about the activities and role of partners such as the ILO. This underlines the need to focus on coordination and information sharing, to highlight the opportunities and, as a respondent warned, 'avoid working in silos'.

- Using capacity building opportunities

Institutional partners can offer support to cooperatives by acting in a facilitator role. This can include setting up appropriate platforms for dialogue, strengthening of cooperative structures, and support for cooperation between cooperatives.

The CoopAfrica programme implemented by the ILO provided a regional platform and higher visibility for cooperatives in East Africa. Support was provided for capacity building programmes with the Cooperative Colleges across the region to enhance teaching and research capacity.

- Using opportunities to promote the cooperative model and raising visibility

International institutions have a great capacity to raise awareness about the cooperative model and its benefits for development. They can promote cooperative development in both donor and partner countries in various ways, for instance through events or publications.

This was the point of a the partnership set by the Alliance of Italian Cooperatives ^[36] with the Italian Ministry of Foreign Affairs and International Cooperation during the Italian presidency of the EU Council in 2014:

‘Within this framework, the Alliance of Italian Cooperatives organised five conferences, in four different Italian cities, in partnership with the Italian Directorate General for Development Cooperation - within the Italian Ministry of Foreign Affairs and International Cooperation - in order to promote the experience of cooperative enterprises in developing countries. More than 50 high level speakers, representing the entire system of international cooperation (international and European institutions, partner countries, NGOs and private sector) discussed impacts, results and opportunities of the cooperative sector in the private sector engagement in international development. Over 800 people participated directly in the events with a great echo on social media.’

- Research and dissemination

It is not only development programmes on the ground that can benefit from partnerships between cooperatives and international organisations but also research initiatives and knowledge.

The ICA has a dedicated research committee and also commissions its own research into cooperatives. The Committee on Cooperative Research hosts regular conferences which bring together researchers working on cooperatives from around the world. In November 2015, a joint research conference is being jointly organised with the ILO focusing on Cooperatives and the World of Work. Other ICA bodies also provide a valuable tool for the dissemination of research findings to wider audiences.

The ILO also produces publications on cooperatives, including guidelines, newsletters, legal manuals, articles, or sectoral surveys (for instance on cooperatives and energy). A number of these have stemmed from collaboration with cooperative organisations, such as the paper *Cooperatives and the Sustainable Development Goals: A Contribution to the Post-2015 Development Debate*, *A Policy Brief*, written jointly with the ICA, and the guide *Promoting Co-operatives, A Guide to ILO Recommendation 193*, written by the ILO, the ICA, and the Co-operative College in the UK.

Other international organisations such as the FAO play an important role in informing others about the cooperative model and related initiatives. For example, the agency highlighted the role of agricultural cooperatives in its 2012 publication *Agricultural cooperatives paving the way for food security and rural development*.

Capitalise on opportunities to further the partnership

- Building on previous partnerships

Capitalising on projects previously developed with external institutions can prove an efficient way to develop further collaborations, as in the example described below:

‘The project was carried out within the framework of FOMIN (Fondo Multilateral de Inversiones) – a regional programme of IDB [Inter-American Development Bank]. It started in 2009 and ended in 2014. There is still regular contact with IDB which resulted in further projects in the field of supervision. A lot of synergies between the different projects could be used.’

- Capitalise on political momentum

As we saw in a previous example, the Italian presidency of the Council of the European Union from July to December 2014 provided an opportunity to the Italian cooperative movement to gain visibility. This is also the case in other areas, for instance on promoting an enabling environment for cooperatives.

Cooperatives recognised as key actors for development cooperation

The institutional dialogue started in 2013 when Giampaolo Cantini, the Director General for the Italian Directorate General for Development Cooperation, under impulse of the Vice Minister Lapo Pistelli formed an informal working group with civil society organisations (NGOs, unions, and the private sector) to discuss how to relaunch Italian development cooperation, after a five year period of parliamentary reform initiatives yielded little success.

The experience, the added value and the impact of Italian cooperatives’ projects in international development were summed up in a document presented during a formal hearing of the Alliance of Italian Cooperatives to the Italian Parliament. The visibility of the cooperatives’ work in development cooperation has been supported by the mapping of the projects, made by Coopermondo on behalf

of Cooperatives Europe, which shows that between 2008 and 2013, Italian cooperatives realised over 100 development cooperation projects investing over €60 million.

An impressive result of this advocacy strategy has been the recognition of cooperatives as key actors to development in the new Italian law on international development, approved in July 2014^[37]. The new law establishes the formation of a National Council with a permanent consultative status supporting the Italian Official Aid for international development. Representatives of the Italian cooperative movement are amongst the members of the new Council.

This section has shown how cooperatives are unique actors in development cooperation with a distinct identity and guided by a set of core cooperative principles. Cooperative enterprises have a strong record in both developed and developing countries and are embedded in a global movement with local, regional and international networks and large fields of expertise.

They are therefore proven agents for development in a wide range of sectors and offer a path to development based on promoting self help, social inclusion, and empowerment of local communities. Cooperatives have experience in successfully working with other international agencies, and provide many benefits for development partnerships.

We have seen how good partnership practices between cooperatives and international development institutions include encouraging an inclusive partnership building process; using complementarities regarding outreach, know-how and capacity building; and capitalising on opportunities to further collaboration, disseminate knowledge, and promote the cooperative model. The next section looks at the current and potential opportunities for furthering partnership between cooperatives and the EU Institutions.

Summary

3.4

Part two: Working with the EU institutions

Part One of this study has explored the role of cooperatives in international development and how they have developed partnerships with a number of different international agencies. The second part now focuses on partnerships between cooperatives and the European institutions engaged in development.

We have seen how much development matters to Europe, as the EU and its member states represent the world's largest donor of international development aid. At the same time, the ICA estimates that it represents over one billion cooperative members worldwide, making it one of the world's largest non-governmental organisations (NGOs). Strengthening partnerships for development between the European Institutions clearly offers great potential but what opportunities are there for partnership and what kinds of engagement are already underway? To answer these questions, we will report on the findings from the research in order to review and understand the current situation.

This section will therefore first provide an introduction to the EU institutions engaged in development; then outline the key opportunities for partnership and where cooperatives are already engaged with the EU institutions; and, finally, suggest ways in which partnerships between the EU institutions and cooperatives can be strengthened.

The EU engagement in international development

1

There are three main EU bodies active in development: the European Parliament (EP), the European Commission and EU Delegations. Each plays a different but complementary role in development cooperation.

Introducing the European institutions engaged in development

1.1

For the European Parliament, the Committee on Development (DEVE) is involved in both the decision making over the budget for EU aid spending and the supervision of aid delivery. This Committee participates in making the laws that frame EU development aid as well as handling official communications and proposals from the Commission. Members of the Committee also meet with officials, stakeholders and experts from around the world to discuss solutions, find out what is needed on the ground and draft reports on development issues. Finally, DEVE members participate in missions to third (non-EU) countries and argue for better coordination between donor countries and agencies.^[38]

The European Commission is the executive arm of the EU, and has a

number of directorates which deal with the different areas of work. For international development, the Directorate-General for International Development and Cooperation (DG DEVCO) is currently responsible both for designing aid policy and the delivery of the various aid programmes. It was formed by merger between the separate Development and DG Aid Directorates in 2011. Internally there are eight directorates within DEVCO. Humanitarian aid is the responsibility of a separate Directorate, Humanitarian and Civil Protection (ECHO) which does not implement the humanitarian assistance programmes itself, but rather funds operations through around 200 partnerships with NGOs, UN agencies, and international agencies such as the Red Cross/Red Crescent.

Mission of the Directorate-General for International Development and Cooperation ^[39]:

‘DG DEVCO is in charge of development cooperation policy in a wider framework of international cooperation, adapting to the evolving needs of partner countries. This encompasses cooperation with developing countries at different stages of development.’

The third European stakeholder which plays an important role in international aid operates at the country level. These are European Union Delegations (EUDs), which represent the EU in third countries and in international organisations. They depend on the European External Action Service (EEAS), the EU’s diplomatic service launched to help carry out the EU’s Common Foreign and Security Policy. In 2010, the EUDs were given enhanced powers and status and they now speak for the EU as a whole. EUDs are the frontline for EU institutions externally and are tasked with the implementation of the EU’s development policy. There are now 139 EUDs and offices around the world, of which 49 are in Africa ^[40].

These three bodies - the Parliament, the Commission and the Delegations - play an important role in development cooperation within a jointly agreed policy framework.

The current policy for development cooperation is found in the EU Communication *Agenda for Change*, adopted in 2011. Within the overarching aim of the eradication of poverty, the Agenda identifies two priority areas for development cooperation:

The EU Policy Framework for Development Cooperation

1.2

1. Human rights, democracy and other aspects of good governance
2. Inclusive and sustainable growth. The idea is to help create growth in developing countries so poor people have the means to lift themselves out of poverty. It targets:
 - Social protection, health, education and jobs creation, to make growth inclusive.
 - Business environment, regional integration and access to world markets.
 - Sustainable agriculture and energy.

Underpinning these priorities is an emphasis on more effective aid, especially through joint programming and a common results framework; innovative ways of financing development, like blending grants and loans, as well as a greater alignment of internal and external policies. There is also a focus on assistance to the 48 least developed countries, most of them in sub Saharan Africa.

Following on from the *Agenda for Change*, further policy statements have provided more details of the new policy direction. Both the Agenda and more recent policy statements emphasise the need for the EU institutions to work collaboratively with external partners so as to achieve their policy aims. In addition to working directly with governments, both the private sector and civil society organisations (CSOs) are identified as crucial external partners in this respect.

Partnerships with the private sector

We have seen how EU development cooperation places a strong emphasis on the role of economic growth as a driver of development and envisages a strong role for the private sector. A further communication from the Commission in 2014, *A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries*, reinforced this. For the cooperative movement, this communication marks an important step forward as it acknowledges, for the first time within EU development policy, that cooperatives are important actors in the private sector.

The communication states that ‘cooperatives . . . are often leading the way in providing decent jobs, sustainable livelihoods and inclusive solutions to social problems’. It also calls for more ‘co-finance market-based schemes for Micro, Small and Medium Enterprises (MSMEs) to access business support services from local providers including [...] informal self-help organisations and cooperatives.’^[41] This document

identifies the need to generate support for the replication and scaling up of inclusive business models in partnership with civil society.

Extract from A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries (2014)

‘Having a decent job is widely recognised as the best way out of poverty. The private sector provides some 90 per cent of jobs in developing countries, and is thus an essential partner in the fight against poverty. It is also needed as an investor in sustainable agricultural production if the world is to meet the challenge of feeding 9 billion people by 2050. And through innovation and investment in low-carbon and resource-efficient solutions, it will have a major role to play in the transformation towards an inclusive green economy. Given the private sector’s potential for generating inclusive and sustainable growth in developing countries, private stakeholders including businesses, financial intermediaries, associations and workers and employers organisations are emerging as ever more active in the development field, both as a source of finance and as partners for governments, non-governmental organisations (NGOs) and donors.’

Following on from this, also in 2014, the European Foreign Affairs Council adopted conclusions on the role of the private sector in international development. The Council called for ‘increased focus on support to micro-, small- and medium-sized enterprises, as well as to social enterprises and cooperatives, in both the formal and informal sectors’ ^[42].

These conclusions are welcomed by Klaus Niederländer, Director of Cooperatives Europe, who commented:

‘We welcome the EU Foreign Affairs Council’s endorsement of the role that private sector players such as cooperatives can play in achieving poverty reduction, sustainable development and inclusive growth. We will continue working with the EU institutions and partners on how cooperative enterprises can positively contribute to the EU’s development goals.’

The recognition of cooperatives as a private sector actor marks an important step forward within the EU policy framework. It acknowledges the diversity of actors within the private sector, and gives space to membership based businesses such as cooperatives. Of course, cooperatives are both enterprises and associations of members and so are also regarded as CSOs.

Civil Society Organisations (CSOs)

For many years, CSOs have played a significant role in EU Development Cooperation, helping to implement projects and facilitating policy consultation and development. A new policy regarding the role of CSOs in development cooperation is found in a 2012 communication, *The Roots of Democracy and Sustainable Development: Europe's Engagement with Civil Society in External Relations* ^[43], which was also endorsed in 2013 by a resolution passed by the European Parliament.

Extract from *The Roots of Democracy and Sustainable Development: Europe's Engagement with Civil Society in External Relations* (2012)

'An empowered civil society is a crucial component of any democratic system and is an asset in itself. It represents and fosters pluralism and can contribute to more effective policies, equitable and sustainable development and inclusive growth. It is an important player in fostering peace and in conflict resolution. By articulating citizens' concerns, civil society organisations (CSOs) are active in the public arena, engaging in initiatives to further participatory democracy. They embody a growing demand for transparent and accountable governance.'

The communication values the diversity and specific roles of CSOs and proposes an enhanced and more strategic approach in its engagement with local CSOs covering all regions. Importantly, it clarifies the EU definition of CSOs to include cooperatives as well as professional and business associations, trade unions, employers' organisations and NGOs.

The communication recognises CSOs' specific contribution to an inclusive and sustainable growth and states that 'the EU will support CSO initiatives and partnerships, which combine social and economic ambitions'. It continues by emphasising that 'particular attention should be given to job creation and entrepreneurship responsive to community needs'. Importantly, the role of cooperatives is mentioned directly:

Associations of cooperatives . . . are particularly active in promoting entrepreneurship and job creations by mobilizing grassroots communities, delivering services and stimulating income generating activities for the poor and marginalized.

This communication marks an important step forward in recognising the role of cooperatives as actors in development. There is also an acknowledgment of the fact that cooperatives are both enterprises

and CSOs at the same time. The communication also aims to facilitate more constructive relations between CSOs and states in EU partner countries by promoting a meaningful and structured participation of CSOs in the EU development cooperation programming cycle and other international processes and debates. It commits to assist the capacity building of local CSOs to perform their roles more effectively. New spaces for policy dialogue are to be established, including the Policy Forum on Development (PFD) and EU Country Roadmaps for engagement with CSOs.

The inclusion of cooperatives in both private sector and CSO communications opens up new opportunities to further develop partnerships at the European and the country level between the European institutions and cooperatives. They are in part a result of the growing engagement with the EU that has been a key priority for the CEDP group working on these issues.

Within the policy arena, Cooperatives Europe was involved with the Structured Dialogue process on the involvement of CSOs and Local Authorities (LAs) in development cooperation, which concluded in May 2011. This was a 14 month process to jointly identify ways and means to improve the effectiveness of all actors involved in EU development cooperation. It involved CSO stakeholders from Europe and from the developing world. Cooperatives Europe ensured and arranged the participation of CEDP members in all the meetings and events held throughout the process and for the first time, cooperative perspectives on development were presented throughout all the discussions. Since then the CEDP has continued to build a closer partnership with the EU institutions, especially DEVCO, at the European level. Some of the current engagements are discussed below.

Engaging with the EU in development

2

Stronger EU and cooperative partnerships can be developed through policy dialogue and through programme delivery. There are a number of instruments through which cooperatives can engage more with the EU development institutions.

Overview of instruments to engage with the EU

2.1

Policy Forum on Development (PFD)

We have seen how at the European level cooperatives have been actively engaged in policy dialogue over aid policies through the Structured Dialogue process. The PFD is the follow-up to this mechanism.

The overarching goal of the PFD is to offer CSOs and LAs from the EU and partner countries, as well as European institutions, a multi-stakeholder space for dialogue on development issues at the EU

headquarters level. It aims to facilitate dialogue, promote policy debate and consultation and support the implementation of the recommendations of the Structured Dialogue process. All four regions where EU cooperation is implemented are represented: the Neighbourhood Region ^[44]; Africa; Asia and Pacific; Latin America and the Caribbean. Cooperatives have been allocated a seat for each of these regions levels and two seats at the European level. Cooperatives also have a seat at the PFD's global level. Brussels based and regional meetings have been held and the regional staff and members of the ICA attended the PFD meetings held in Latin America, Africa and Asia. They welcomed the opportunity the PFD offers to engage with the EU institutions, share information and extend their networks:

'Information and better communication are important for partnerships, as they amplify the work already done.'

'[It's a] good opening up for us as cooperative family. Before we were not considered or not acknowledged as the big players in the CSOs but now it has been acknowledged by the EU Commission and that was taken down to the country level.'

CSO roadmaps at country level

At the country level, the EUDs have been tasked with developing CSO roadmaps to strengthen the strategic cooperation and structured dialogue of EU and member states with CSOs at partner country level. This process started in 2014 and is ongoing.

Such CSO road maps are essentially a tool to help EUDs better understand the local environment and the role of CSOs in a more systematic way. It may also include an analysis of their relationship with the state and other stakeholders and their enabling environment. The delegations will be expected to develop a broad based understanding of a wide range of stakeholders and CSOs with the intention of generating ongoing dialogue:

The roadmaps should identify long term objectives of EU cooperation with CSOs and encompass dialogue as well as operational support, identifying appropriate working modalities. This exercise should be linked to the programming of EU external assistance, namely bilateral, regional and thematic cooperation. The human rights country strategies currently being developed by the EU will be an important reference.

The roadmaps should be developed taking into account the views of civil society, be regularly updated and where appropriate, made publicly available and shared with national authorities. ^[45]

In most countries, effective CSO road maps will need to include cooperatives. However, our research revealed that there is still much work to be done to ensure cooperatives are present in road maps. It appears that many cooperatives and cooperative associations have

not yet formed partnerships or entered into dialogue with the EUDs.

To facilitate better communications at this level, for example, a letter from the regional ICA office has been sent to most of the EUDs in Africa, introducing them to ICA members to highlight the presence of cooperatives and assist in starting a dialogue process. The results have been encouraging. Several delegations have responded positively, some have already started a dialogue and others intend to include cooperatives in the next round of consultations. However, there is still much to be done and many cooperatives lack the capacity to effectively develop partnerships. As was noted in Part One, most are 'first-comers' to working with the EU and lack the advocacy and lobbying skills.

'We would like now that our members really seize the opportunity and maximise but because of lack of knowledge, they might not exploit the opportunity.'

'I think the EU is on the right path. The country roadmap trying to decentralise, making sure that the cooperatives at a national level can be able to access the EU funding directly . . . those steps that are within the country are the right steps. I think that is a right approach . . . but now it is about capacity building to be able to know how to apply for it.'

At the same time, there can be problems. On occasion, EUDs do not have a useful understanding of the role and presence of cooperatives:

'Some of our EU delegations don't . . . even acknowledge that the cooperatives are CSOs or part of the CSOs or part of the private sector either. So definitely there is some more knowledge and information that needs to be passed across. We need them at first to appreciate who we are and what we can do.'

This overall lack of engagement between cooperatives and EUDs was found in all the ICA regions. In Latin America, at the country level there had been some successful EU projects with cooperatives in Uruguay and Guatemala but little was known of any other successful partnerships. An EU project with cooperatives covering several countries in Central America has been far less successful. Respondents gave a number of reasons for this problem, including the large number of actors involved and some problems with the project leadership.

'One EU funded project and that is Guatemala, which is with 6 local partner organisations, of which 4 are formally cooperatives and the other 2 are in fact this [functioning as cooperatives] but they haven't defined themselves that way. They are producer organisations, female producer organisations; so it is about market access, increasing productivity and a lot of gender equality work and also the non-violence aspect. The partnership with the EU is fantastic, I would say. That is because there is a local program officer highly highly driven on one hand. On the other hand we have very good staff on the ground, we are also able to produce reports on time.'

More engagement with the European institutions through enhanced policy dialogue is clearly needed. In Latin America, there are plans for cooperative organisations to prepare a more proactive approach to targeting EUDs so as to engage in dialogue and explain the role of cooperatives in both CSO and private sector development policies.

Also for Latin America, it was reported that many local partners viewed projects primarily through the financial support they provided and not as part of a broader dialogue process. It was felt by one respondent that project partners should present a wider view of the political, social, and economic situation they are working in. This would provide the EU or the donor nation with the opportunity to understand better the local situation:

'I think that we have to see the development cooperation through another perspective, not just the financial aspect or the strictly project aspect.'

Where the EUDs have made contact with cooperatives, it has tended to be with an individual cooperative society, often through personal connections:

'The EU delegation needs to be in contact, establish the dialogue with the organisations that represent the cooperative movement in general. Federations, confederations, they are the organisations that have the responsibility to develop the policy of the cooperative movement in the country, together sometimes with the government.'

The case of Colombia provides an exception to this where the EUD has been in touch with the national federation, Confederación de Cooperativas de Colombia (CONFECOOP), which has the capacity and networks to speak on behalf of the movement as a whole.

However this approach can present problems if there is a weak or nonexistent central apex body or federation. Sometimes there can be a number of sectoral federations and cooperative unions, so it becomes unclear which ones are the best placed organisations for EUD partnerships. This can be rectified by Delegations getting in touch with the government agencies that promote and support cooperatives for an overview of the cooperative sector, or with the ICA network. EUDs also faced problems in making partnerships in West Africa, where cooperative apex bodies are weak or nonexistent. In some countries, the lack of effective networks at the national level was not confined to cooperatives:

'One of the shortcomings of the cooperative sector . . . as well as in all CSOs sectors – NGOs, Trade Unions, there is no real network. You have some good organisations at the local level, but once the organisation wants to update in a network, we have a lot of leadership conflicts, we have some network but they are not: they are with bad internal-governance and there is

no internal democracy.'

In Asia, the lack of partnership and dialogue between cooperatives and the EUDs was evident, but for very different reasons. Although there has been some contact with the EU at country level to date, there had been little interest shown by many Asian cooperatives in developing closer partnerships with the EU. Interestingly, this had less to do with their lack of capacity to engage in dialogue or absence of strong national federations than with the existing success of the cooperative model in the region. Many cooperatives in the region were not interested in looking for donor funding or writing project proposals. Where there was need, funding for programmes was generated from within the movement itself. The ICA office for the region, for example, receives financial support from its larger and more successful members to assist some of the weaker regional cooperatives.

This is in stark contrast to many of the other development actors in the region such as NGOs:

'In the Asia Pacific region, in most countries our members are the Apex federations so these are national bodies, which get money either through their members that subscribe or . . . the government has this cooperative development funds, so they get some money from there. And thirdly, they have various business opportunities, so they can raise money. So most of them are not looking actively to raise money from governments for development projects.'

However there are possibilities to develop stronger partnerships with the EU in terms of policy dialogue, which is especially relevant given the broader regional dialogue underway between the EU and the ASEAN (Association of South East Asian Nations) countries.

'The EU-ASEAN cooperation dialogue is an opportunity of a platform for cooperative promotion. But this dialogue is more at private sector level, the cooperative level needs to be developed.'

EU instruments

Policy dialogue is one important vehicle to develop partnerships but of course a second major strand stems from the funding that the EU provides for development programmes. As indicated, given the lack of cooperative engagement with EUDs at the country level, and despite the size of the cooperative movement, only a relatively small number of cooperative development projects have been identified in our research. While the need for funding assistance may not be so great in Asia, for example, support for African cooperatives is much needed:

'I think in Africa we are still at this stage where we need to survive. So beyond the policy framework, we need to have access to market, we are still in need to have financial inclusion; we still have to have technical know-how. So I would ask them

to go beyond financing for lobbying, but actually giving support in terms of financial inclusion, in terms of access to market, in terms of technical know-how and that is how our members, can say that they remain relevant to their members also.'

There are a number of different funding instruments which cooperatives can access. Some funding instruments are thematic and some are geographically based, such as country programmes. Others have a regional focus. As there is a considerable amount of information available online and a number of guides published outlining the different funding instruments, it is not the intention of this publication to detail all the opportunities. Whilst we indicate the main instruments that cooperatives can access, more details on relevant websites and guides to funding are available in the appendices.

Our research underlined the fact that many cooperatives lack knowledge of the relevant EU funding instruments. Although 25 per cent of EU aid takes the form of direct budget support ^[46] – transfers into the national treasury of a partner country – much of the rest of the funding is delivered via partnerships. The EU therefore relies on organisations with the right experience to carry out its development projects on the ground. It offers funding opportunities for CSOs and the private sector which, as we have seen, now explicitly include cooperatives. As cooperatives operate in a number of different sectors, there are a range of funding instruments open to them.

One important thematic funding instrument for cooperatives is that which is specifically targeted at CSO and LAs. The programme allocation amounts to €1,907 billion for the period 2014–2020 and actions at country level (65–75 per cent of the funds available) are at the core of the programme ^[47]. The aim is to support CSOs' and LAs' contributions to governance and accountability through inclusive policy making.

The overall objective of this thematic programme is:

To strengthen civil society organisations and local authorities in partner countries, improving governance and accountability through inclusive policy-making by empowering citizens and populations through the voicing and structuring of their collective demands. ^[48]

By focusing on both CSOs and LAs at the same time, the programme will support multi-actor approaches and inclusive partnerships for development aimed at poverty eradication and sustainable development and will:

- Focus on country level, enhancing CSOs' and LAs' contributions to governance and development processes.
- Reinforce regional and global CSO networks and associations of LAs.
- Develop and support education and awareness-raising initiatives,

fostering citizens' awareness of and mobilisation for development issues.

There are other thematic programmes which also offer opportunities for cooperatives. These include the Global Public Goods and Challenges as well as the European Instrument for Democracy and Human Rights (EIHDR).

Cooperatives, of course, can also look to funding instruments that are specifically targeted at the private sector. These are both geographically and thematically based. One such example of a thematic instrument is the joint EU and African, Caribbean and Pacific Group of States (ACP) programme for micro finance. The ACP countries include 79 different nations: 48 from sub Saharan Africa; 16 from the Caribbean and 15 from the Pacific. This micro finance programme supports the development of inclusive financial systems for the poor via the capacity building of stakeholders and client empowerment as well as increasing market transparency. Several cooperative financial networks are already receiving support from the programme including support for credit unions (financial cooperatives) in Ghana, The Gambia, Sierra Leone, and Liberia. There is also a capacity building programme with the Senegalese rural cooperative body *Le Réseau des Organisations Paysannes et Pastorales du Sénégal (RESOPP)*.^[49]

One example of a geographically focused instrument is the Switch Asia programme, which promotes more sustainable growth across the region (see box).

The SWITCH Asia Programme ^[50]

The goal of the European Commission's SWITCH-Asia programme is to promote economic prosperity and help reduce poverty. . . by encouraging a sustainable growth with low environmental impact from industries and consumers.

More specifically it aims to promote sustainable products, processes, services and consumption patterns in Asia by improving cooperation with European retailers, producer and consumer organisations and the public sector.

Through a combination of grant-funded projects and networking components, the programme intends to achieve:

- A higher use of environmentally friendly technologies and practices by business.
- A switch by consumers to less damaging behaviours and consumption patterns.
- The implementation and reinforcement of environmental and safety legal instruments.

- The development and application of effective economic instruments that enhance SCP (Sustainable Production and Consumption)
- A better policy dialogue on SCP in Asia.
- Greater dialogue on Asian SCP priorities and needs at an international level.

Several cooperatives are already receiving support from this programme. They include the Indonesian Primary Cooperative of Tofu and Tempe Producers (PRIMKOPTI) who are receiving support for business development and energy efficiency. In addition, the National Association of Mongolian Agricultural Cooperatives (NAMAC) is being supported to develop more environmentally friendly practices as well as better access to finance and markets. Charcoal cooperatives in Nepal are being helped to develop better linkages with local banks. Also in Nepal, agricultural cooperatives are receiving assistance to move to organic production. Finally, textile cooperatives from the Philippines are receiving technical support to improve their production processes.

Another EU funding mechanism, the Development Cooperation Instrument (DCI), involves large scale, geographically based programmes. To shape the programmes, regional strategy papers - based on the specific needs and situation of regions and partner countries including their economic performance - are drawn up in cooperation with the beneficiary countries. The strategy papers set out priority areas and financial allocations, and serve as the basis for the programming of aid over a specific budget cycle (normally seven years). Based on these strategies, annual action programmes are adopted defining more specific objectives and fields of intervention, as well as expected results and the exact amount of funding available.

The DCI's Latin America Multi Annual Indicative Programme 2014-2020 sets out the priorities for the programming for the region during this period. Cooperatives play an important role in the actions planned to promote sustainable economic growth, and measures include improvements to the policy framework for business, increasing the competitiveness of the private sector and support for vocational education. To achieve this, the EU will work with a number of actors including:

Business membership organisations (BMOs) - such as chambers, associations or cooperatives - which are well-placed to respond to the actual needs and demands of MSMEs.

In particular, cooperatives are seen as playing an important role in developing more integrated regional markets based on sustainable value chains:

It is particularly important in this endeavour, to strengthen the productivity and competitiveness of the private sector, particularly of MSMEs and cooperatives ^[51].

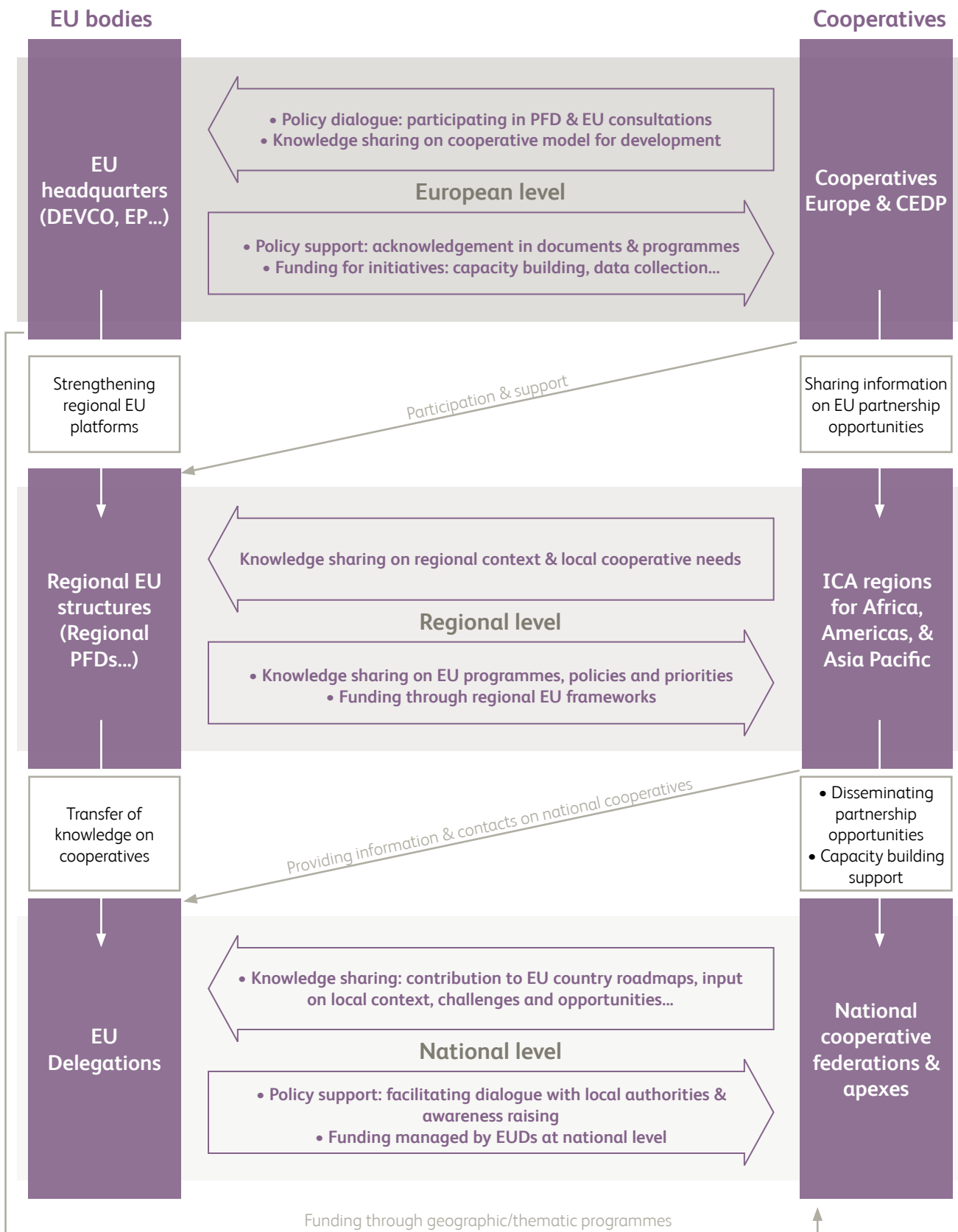
This section has outlined some of the ways in which partnerships between the EU institutions and the cooperative movement can be strengthened in terms of both policy and implementation. Encouragingly, it is clear that much has been

achieved in recent years to bring cooperatives into the policy arena especially at the European level. The actions of the CEDP, with support from the NSA thematic programme, have helped to situate cooperatives as important private sector and civil society actors for development. This is now being reflected for example at the regional level for Latin America. The regional Policy Forums for Development offer an important vehicle for further collaboration which is now starting to happen. The challenge now is to grow the partnerships at the country level between cooperative federations and the EUDs through both policy dialogue and programming.

Summary

2.2

Partnership opportunities between the EU & cooperatives



Advanced relationship

Relationship to strengthen

Main relationship gap

Bridging the gap – how can cooperatives better engage with the EU for development cooperation?

3

As we have seen, policy and programme engagement has grown at the European level but there is still some catching up to do at the regional and country level. Cooperatives have developed strong partnerships with other international agencies. However, given the size of the movement and the scale of EU development cooperation, there is clearly still much to be done. This is not to say that cooperatives are completely absent from regional and country programming. Several cooperative development projects are being funded, for example, within private sector programmes in Asia.

3.1

Assessing challenges and opportunities for partnerships

The research findings identified several barriers to greater engagement. These difficulties need to be overcome so that the road to partnership becomes clearer. One of the most significant barriers emerged around lack of capacity

and knowledge. This was particularly evident for many grass roots cooperatives and their federations. They lacked both the relevant skills and expertise for proposal development and writing or to contribute to policy dialogue. The whole process of development, proposal writing and bidding can take a long time, and has no guarantee of success. As was noted earlier, the situation can change before a proposal is approved.

Many find the whole process of project development and proposal writing problematic for EU funded projects:

'The requirements can be very daunting for many cooperatives or NGOs of a certain size, and then the whole proposal writing process is very difficult, the requirements and the process that you have to go through, I think it can be a bit of a challenge for individual level [primary] cooperatives and that is why many shy away from it.'

'Most of our members are first-comers [new-comers] in this business. . . So we really need support in terms of capacity building, technical support on how to write winning proposals to the EU.'

At the same time, the EUDs may lack awareness of the cooperative movement and do not regard them as important development actors. It can be difficult to identify suitable cooperative partners. Sometimes the EUDs are more focused on dialogue with a few primary cooperatives than with the cooperative networks and representative organisations. In certain countries, national apexes and federations may be weak or nonexistent.

Given the lack of a track record on EU projects, many cooperatives will have to prove themselves to be reliable and effective partners. Building successful project partnerships can be challenging. It is important for cooperatives to show that they are a reliable partner, willing to abide by the rules jointly agreed. They also need to develop better ongoing dialogue with donors. For successful projects, it remains important:

'To have a permanent dialogue, to see the difficulties that perhaps they have not been planned in the project but through everyday work, there are always some difficulties that they come up and for that there should be a bit of flexibility.'

In Latin America, at country level, both funding and political support

for the EU are important motivations to engage in partnerships. Sometimes partnerships can be person driven as well - furthering and capitalising on a partnership can depend a lot on the personality of key leading people. At the moment, many of the partnerships developed thus far depend on the personalities involved. Lack of personal impulse and involvement can impact on partnerships with the EU. On occasion, strictly bureaucratic approaches do not allow for deepening relationships or capitalising on partnerships.

While good personal relationships provide a good starting point, it is also true that sustainable partnerships between the EU institutions and the cooperative movement will need to become more structured and embedded processes. The regional development forums are proving a valuable initiative in this respect. Respondents also acknowledged that the ICA offices could play a stronger intermediary role assisting their members to engage more with the EUDs and also working directly with the delegations.

'The ICA could give to the EU delegations a good picture of how is the cooperative movement in each country and with which organisations they could have contact, that are representative.'

At the same time, there was a lack of reliable statistical data about cooperatives in many countries. An area to explore for grassroots level partnership with the EU is support for research to gather accurate statistics and evidence about cooperatives. This could assist in broadening understanding of cooperative impact and value to development.

The potential for partnership is undoubtedly there. From the cooperative side:

'We could help them achieve most of what they need to achieve but we do not know each other so it is more about discovering. For the cooperatives themselves discovering that there is an EU delegation right there willing to help but also the EU delegation in the country to understand, take time to know the cooperative movement within that particular country. What it stands for, what it can do, what are the potentials. So we really need that dialogue between the two.'

'I think [in terms of working with the EU] . . . one of the most important key issues coming forward is to ensure that cooperatives and working in cooperatives is seen and considered not only a viable but also as an important model for poverty reduction and development . . . Because that is our value addition.'

3.2

Building better partnerships

This study has shown that there is a clear potential to build more development partnerships between cooperatives and the EU institutions for development and increase their numbers. To do this, however, requires actions from both sides. Undoubtedly,

the key instruments and mechanisms are in place but much more knowledge sharing and capacity building is needed to ensure the potential for partnership is fully realised.

On the cooperative side, it is clear the movement needs at all levels to more proactively engage with EU development cooperation. The actions of the CEDP at European level have already achieved much and point to much greater further potential. At the regional and country level, cooperative organisations can work to enhance understanding of the cooperative model within the EU institutions. Much more information sharing and training needs to be provided for cooperatives so they can better understand and appreciate EU Development Cooperation. Regional ICA offices can, for example, develop and share their policy perspectives on development, and provide briefings on cooperative needs in terms of development support with EU and other stakeholders. Regional offices can also facilitate a structured programme of contacts at country level with the EUDs. They also try to provide capacity building training for their members to equip them to engage more at this level. EUDs/EU staff can be invited to cooperative events and conferences at the local and the international level. The sharing of local cooperative success stories can help to build awareness and understanding. The Best Practices Case Studies for Latin America and Africa produced by the CEDP give good examples of what can be done.

Steps can be taken within the EU Institutions as well. At the regional and country level, EUDs can actively include the cooperative movement in their development strategies, especially the country roadmaps. They can also identify local cooperative stakeholders able to provide them with briefings on the nature of the cooperative movement and their role in development.

Overall, more support for research and data collection on cooperatives would prove very valuable. It is important that there is awareness of the multi dimensionality of cooperatives which can be found in different sectors and can deliver a range of development related outcomes within CSO and private sector programmes, including micro finance, sustainable consumption and energy among other sectors.

Conclusion

Overview

Within international development, partnerships are rightly acknowledged as critical to successful development processes and to achieving sustainable change. Until recently, cooperatives had been missing from many policies and programs but this is now beginning to change. The recent recognition by the EU that cooperatives are distinct and important actors in development marks a change. It is not only the global reach and networks of the cooperative movement that makes them effective development partners but also their longstanding experience as successful value-based enterprises in both the developed and developing world. Cooperatives can help drive inclusive and sustainable growth thanks to their locally rooted nature and democratic ownership and decision-making model. This study has showcased a number of successful examples and good practices that could be a source of inspiration for both cooperators and external partners. The Appendix at the end of the document also lists key resources for readers who wish to find additional information.

Partnerships with other actors

This publication has focused on partnerships with international institutions, but that is by no means the only type of stakeholders that cooperatives are working with in the field of development. For instance many successful collaborations exist between cooperatives and other CSOs, such as fair trade networks or NGOs, as well as with other private sector actors and local authorities. This could provide material for future research on good partnership practices, extending the scope of the present paper.

Stronger Together

All these reflections can fuel the discussions on global partnerships to be implemented within the post-2015 development policies. This seems especially important when considering the growing place of private sector stakeholders in development initiatives. The study can also prove informative for future EU development policies and programs. It has highlighted the strengths and shortcomings in current partnerships between cooperatives and the EU Institutions in many countries, but also the significant

opportunities that still remain for further cooperation. With that view, key recommendations were made at the end of each section. To unlock these opportunities, the building blocks for strong partnerships need to be put in place by both sides – this is already starting to happen and we hope the study will contribute to it. Then we can grow stronger together.

Endnotes

[1] The CEDP established a Steering Committee to provide guidance on this research, and special thanks are owed to the representatives of Coopermondo, DGRV, FNCUMA and Kooperationen, who shared valuable input and material.

[2] For further information, please see: Borda-Rodriguez, A., Johnson, H., Shaw, L. and Vicari, S. (2015) 'What Makes Rural Co-operatives Resilient in Developing Countries?'. *Journal of International Development*, 10.1002/jid.3125.

And Birchall J, Hammond Ketilson L. 2009 *Resilience of the Co-operative Business Model in Times of Crisis*, International Labor Organization Responses to the Global Economic Crisis, Geneva

[3] ICA (2013), *Blueprint for a Co-operative Decade*:
http://ica.coop/sites/default/files/media_items/ICA%20Blueprint%20-%20Final%20-%20Feb%2013%20EN.pdf

[4] For the purpose of this research, it was decided to keep the quotes anonymous in the text. However, the respondents included high-level representatives from the following organisations: Cooperatives of the Americas, FAO, EUD, ICA Africa, ICA Asia and Pacific, and We Effect regional office for Latin America. The ILO also provided helpful insights for the research.

[5] <http://ica.coop/en/whats-co-op/co-operative-identity-values-principles>

[6] Professor Jose Barea, Professor Jose Luis Monzon (2006), *Manual for drawing up the satellite Accounts of Companies in the Social Economy: co-operatives and mutual societies*, CIRIEC (Centre International de Recherches et d'Information sur l'Economie Publique, Sociale et Cooperative), Universite de Liege, Belgique:
http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=487

[7] <http://www.un.org/esa/socdev/documents/2014/coopsegm/grace.pdf>

[8] United Nations General Assembly (2015) *Cooperatives in Social Development Report of the Secretary General A/70/161*:
<http://www.un.org/Docs/journal/asp/ws.asp?m=A/70/161>

[9] <http://www.woccu.org/>

[10] <http://www.eacb.coop/en/home.html>

[11] As highlighted for instance in *Report VI - Decent work and the informal economy*, International Labour Conference 90th Session, ILO (2002)
<http://www.ilo.org/public/english/standards/relm/ilc/ilc90/pdf/rep-vi.pdf>

[12] Cf. Janelle Cornwell Michael Johnson Adam Trott (2013), *Building Co-op Power: Stories and Strategies from Worker Co-operatives in the Connecticut River*, Levellers Press

[13] See also: <https://coopseurope.coop/about-co-operatives/what-cooperative>

[14] Further information can be found in *Building Inclusive Enterprises in Africa: Cooperative Case Studies*, Cooperatives Europe and The Co-operative College (2015),
https://coopseurope.coop/sites/default/files/Building%20Inclusive%20Enterprises%20in%20Africa_LR.compressed_0.pdf

[15] <http://ica.coop/>

- [16] <https://coopseurope.coop/about-us>
- [17] <http://ica.coop/sites/default/files/attachments/Africa%20Cooperation%20A4.pdf>
- [18] <http://www.ica-ap.coop/aboutus/ica-asia-pacific>
- [19] <http://www.aciamericas.coop/-Our-members-196->
- [20] <http://www.iru.de/index.php/iru/was-ist-die-iru?lang=en>
- [21] ILO, *Promotion of Cooperatives Recommendation*, 2002 (No. 193):
http://www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO::P12100_ILO_CODE:R193
- [22] The MERCOSUR includes the following countries: Argentina, Brazil, Paraguay, Uruguay and Venezuela. Bolivia is currently in the process of accession.
- [23] The term OHADA stands for 'Organisation pour l'Harmonisation en Afrique du Droit des Affaires', i.e. Organisation for the Harmonisation in Africa of Business Law.
- [24] This includes: Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Republic of the Congo, Cote d'Ivoire, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Mali, Niger, Senegal, and Togo.
- [25] It will apply to the countries of Burundi, Kenya, Rwanda, Tanzania, and Uganda.
- [26] United Nations General Assembly (2009) *Cooperatives in Social Development Report of the Secretary General A/64/132*
<http://socialeconomy.itcilo.org/en/files/docs/cooperatives-in-social-development-report-of-the-un-secretary-general.pdf>
- [27] United Nations General Assembly (2015) *Cooperatives in Social Development Report of the Secretary General A/70/161*.
- [28] *Women in leadership positions*, ICMIF (2013):
http://ica.coop/sites/default/files/media_items/Womens_ReportNEW%20%283%29.pdf
- [29] United Nations General Assembly (2015) *Cooperatives in Social Development Report of the Secretary General A/70/161*.
- [30] For information on other successful cooperatives please see the CEDP's Online Platform, which collects all development projects led by member organisations:
<https://coopseurope.coop/development/>
- [31] For further information, see:
<http://undesadspd.org/>
- [32] Hagen Henrÿ, *Guidelines for cooperative legislation*; International Labour Office. – 3rd ed. rev. - Geneva: ILO, 2012
- [33] <http://www.ilo.org/empent/units/cooperatives/lang--en/index.htm>
- [34] These recommendations were agreed by the following countries: Angola, Algeria, Botswana, Burkina Faso, Burundi, Cameroon, Republic Of Congo, Egypt, Equatorial Guinea, Ethiopia, Gabon, Gambia, Kenya, Lesotho, Malawi, Mali, Mozambique, Namibia, Rwanda, Swaziland, South Africa, South Sudan, Tanzania, Togo, Uganda, Zambia and Zimbabwe. The next meeting will be held in Botswana in autumn 2015.
 For further information, please see:
<http://www.rca.gov.rw/rwanda/?article11>

[35] The *acquis* is the body of common rights and obligations that is binding on all the EU member states. Candidate countries have to accept the *acquis* before they can join the EU and make EU law part of their own national legislation. For further information, please see: http://ec.europa.eu/enlargement/policy/glossary/terms/acquis_en.htm

[36] The Alliance of Italian Cooperatives is formed by three apex cooperative organisations: AGCI, Confcooperative and Legacoop.

[37] Cf. Art. 23, 2, Italian law n. 125/2014 concerning International Cooperation for Development: “Subjects of Italian international for development are civil society organisations and other non-profit entities listed below:
[...] e) the cooperative and social enterprises, the trade unions and employers, foundations, voluntary organisations [...] and associations of social promotion [...] when their statutes presents development cooperation between their institutional aims.

[38] <http://www.europarl.europa.eu/committees/en/deve/home.html>

[39] https://ec.europa.eu/europeaid/general_en

[40] http://www.eeas.europa.eu/delegations/index_en.htm

[41] COM (2014) 263 final, *A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries*,
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0263&from=EN>

[42] http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/143347.pdf

[43] COM (2012) 492 final, *The roots of democracy and sustainable development: Europe’s engagement with Civil Society in external relations*:
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF>

[44] Through its European Neighbourhood Policy (ENP), the EU works with its southern and eastern neighbours to achieve the closest possible political association and the greatest possible degree of economic integration. 12 countries are currently fully participating as partners in the ENP, having agreed on ENP action plans: Armenia, Azerbaijan, Egypt, Georgia, Israel, Jordan, Lebanon, Moldova, Morocco, Palestine, Tunisia, and Ukraine. Algeria is currently negotiating an ENP action plan, and Belarus, Libya and Syria remain outside most of the structures of ENP.
For further information, please see:
http://eeas.europa.eu/enp/about-us/index_en.htm

[45] CONCORD briefing paper on the EU Country CSO roadmaps, 2014:
<http://www.concordeurope.org/publications/item/310-concord-briefing-paper-on-the-eu-country-cso-road-maps-march-2014>

[46] Great Britain: Parliament: House of Commons: International Development Committee, *EU Development Assistance - Sixteenth Report of Session 2010-2012*, 2012

[47] Multi-Annual Indicative Programme 2014-2020 for The ‘Civil Society Organisations And Local Authorities’ Thematic Programme
http://eeas.europa.eu/delegations/bangladesh/documents/projects/cso_la_mip_cso_la_2014_2020_en.pdf

[48] Concord (2014), *Guide to EuropeAid funding instruments 2014–2020 CSO engagement in EU development cooperation*:
<http://www.concordeurope.org/publications/item/368-guide-to-europeaid-funding-instruments-2014-2020>

[49] More information from:
http://www.acpeumicrofinance.org/programme/activities_and_actions

[50] <http://www.switch-asia.eu/>

[51] Development Cooperation Instrument (DCI) 2014-2020 Multiannual Indicative Regional Programme for Latin America:
http://ec.europa.eu/europeaid/sites/devco/files/dci-multindicativeprogramme-latinamerica-07082014_en.pdf

Appendix - Additional resources

EU institutions

European Union Delegations (EUDs)

http://eeas.europa.eu/delegations/index_en.htm

Directorate-General for International Cooperation and Development (DG DEVCO)

https://ec.europa.eu/europeaid/home_en

Development Committee (DEVE)

<http://www.europarl.europa.eu/committees/en/deve/home.html>

European Commission Humanitarian Aid and Civil Protection (ECHO)

<http://ec.europa.eu/echo/>

European External Action Service

http://eeas.europa.eu/index_en.htm

Policy Forum on Development (PFD)

<http://capacity4dev.ec.europa.eu/policy-forum-development/minisite/about-pfd>

Cooperative organisations

International Co-operative Alliance

<http://ica.coop>

International Co-operative Alliance Africa

<http://ica.coop/en/alliance-africa>

International Co-operative Alliance Asia Pacific

<http://www.ica-ap.coop>

Cooperatives Europe

<https://coopseurope.coop>

Co-operatives of the Americas

<http://www.aciamericas.coop/?lang=en>

International Raiffeisen Union (IRU)

<http://www.iru.de/?lang=en>

Cooperatives Europe Development Platform (CEDP)

CEDP online platform

<https://coopseurope.coop/development/>

Cooperatives Europe

<https://coopseurope.coop/>

Cecop Cicopa Europe

<http://www.cecop.coop/>

CERA BRS

<https://www.cera.be/>

Co-operative College
<http://www.co-op.ac.uk/>

Coopermondo - Confcooperative
<http://www.coopermondo.it>

DGRV
<http://www.dgrv.de/>

EuroCoop
<http://www.eurocoop.org>

FNCUMA
<http://www.france.cuma.fr/>

Kooperationen
www.kooperationen.dk

Legacoop
<http://www.legacoop.coop/>

WeEffect
<http://www.weeffect.se/>

International Institutions

Division for Social Policy and Development
<http://undesadspd.org>

Department of Economic and Social Affairs
<https://www.un.org/development/desa/en/>

Committee for the Promotion and Advancement of Cooperatives (COPAC)
<http://www.copac.coop>

International Labour Organisation (ILO)
<http://www.ilo.org/global/lang-en/index.htm>

Food and Agriculture Organisation of the United Nations (FAO)
<http://www.fao.org/home/en/>

United Nations Development Programme (UNDP)
<http://www.undp.org>

International Fund for Agricultural Development (IFAD)
<http://www.ifad.org>

Inter-American Development Bank (IDB)
<http://www.iadb.org/>

EU instruments

Global Public Goods and Challenges
https://ec.europa.eu/europeaid/commission-implementing-decision-adopting-multiannual-indicative-programme-thematic-programme-global_en

Switch Asia

<http://www.switch-asia.eu/programme/>

Geographic Instruments

http://ec.europa.eu/europeaid/funding/funding-instruments-programming/funding-instruments/geographic-instruments_en

European Instrument for Democracy and Human Rights (EIHDR)

<http://www.eidhr.eu/whatis-eidhr>

EU and African, Caribbean and Pacific Group of States (ACP) programme for micro finance

http://www.acpeumicrofinance.org/programme/activities_and_actions

Roadmaps

<http://www.concordeurope.org/publications/item/310-concord-briefing-paper-on-the-eu-country-cso-road-maps-march-2014>

Development Cooperation Instrument (DCI)

https://ec.europa.eu/europeaid/funding/funding-instruments-programming/funding-instruments/development-cooperation-instrument-dci_en

Multiannual Indicative Program 2014-2020 for the 'Civil Society Organisations and Local Authorities' thematic program

http://eeas.europa.eu/delegations/bangladesh/documents/projects/cso_la_mip_cso_la_2014_2020_en.pdf

EU Framework Documents

"Increasing the Impact of EU Development Policy: an Agenda for Change" (2011)

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX%3A52011DC0637&qid=1412922281378&from=EN>

"The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations" (2012)

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF>

The European Cooperative Society (SCE)

http://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/social-economy/cooperatives/european-cooperative-society/index_en.htm

Indicative Roadmap prepared by DEVCO on Private Sector Communication

http://ec.europa.eu/smart-regulation/impact/planned_ia/docs/2014_devco_001_private_sector_communication_en.pdf

"A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries" (2014)

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0263&from=EN>

European Foreign Affairs Council Conclusions on the role of private sector in development (June 2014)

http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/143347.pdf

European Foreign Affairs Council Conclusions on the role of private sector in development (December 2014)

http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/146174.pdf

International Organisations Communications

Recommendation 193 ILO

http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_code:R193

United Nations General Assembly

<http://www.un.org/esa/socdev/social/cooperatives/documents/survey/background.pdf>

United Nation's Department for Economic and Social Affairs (UN DESA) Global Census on Cooperatives

http://www.davegraceassociates.com/uploads/Global_Census_on_Cooperatives_-_Summary_Analysis.pdf

Guides to Funding

Concord

<http://www.concordeurope.org/publications/item/368-guide-to-europeaid-funding-instruments-2014-2020>

Cooperatives resources

Blueprint for a Co-operative Decade

http://ica.coop/sites/default/files/media_items/ICA%20Blueprint%20-%20Final%20-%20Feb%2013%20EN.pdf

Cooperatives Europe's EU Roadmap:

<https://coopseurope.coop/policy-topic/regulatory-framework-cooperatives>

Cooperatives of the Americas Legal framework

<http://www.aciamericas.coop/Framework-Law-for-the-Cooperatives>



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