



Cooperative Facility for Africa, COOP^{AFRICA}

Self-evaluation report on the DFID funded Phase I (Oct. 2007- Dec. 2010)



Quick Facts

Project title:	Cooperative Facility for Africa (COOP ^{AFRICA})
Project start:	October 2007
Project end:	December 2010 ¹
Technical area:	Decent work through cooperatives
Countries:	Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, Uganda, United Republic of Tanzania (office), Zambia
Project code:	RAF/06/53M/UKM
Donor:	DFID (9,480,371USD) ²
Mode of evaluation:	Final self-evaluation
Evaluation dates:	November 2010 – December 2010

¹ A no-cost extension until June 2011 was agreed on 20 December 2010. COOP^{AFRICA} will continue with non-DFID resources (amongst others 500'000 USD from the ILO Regional Office for Africa) until at least December 2011.

² Initial budget: 9,339,192 USD. The increase was due to the transfer from the balance of closed projects and RBSA under the ILO-DFID Partnership Framework Agreement in August 2010.

Contents

Acknowledgements.....	3
List of acronyms	4
Abstract.....	6
1. Short description of COOP ^{AFRICA}	8
2. Background of the evaluation.....	10
2.1 Rationale	10
2.2 Purpose	10
2.3 Scope.....	10
2.4 Clients.....	11
3. Evaluation criteria and questions	11
4. Methodology.....	13
5. Presentation of findings.....	14
5.1 Relevance and strategic fit of COOP ^{AFRICA}	14
5.2 Validity of the project design.....	16
5.3 Project effectiveness.....	17
5.4 Efficiency of resource use	21
5.5 Effectiveness of management arrangements.....	24
5.6 Impact orientation and sustainability of the project's results.....	26
6. Conclusions	30
7. Recommendations	31
8. Lessons learned and good practices	33
8.1 Research before project design.....	33
8.2 Institutional framework, national capacity and ownership	33
8.3 Leverage and partnerships	34
8.4 Impact assessment	34
Annex I List of resource persons	35
Annex II List of consulted documentation and internet references	38

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List of acronyms

ACT/EMP	Employers' Activities
ACTRAV	Workers' Activities
AGFUND	Arabic Gulf Programme for Development
AU	African Union
CAK	Cooperative Alliance of Kenya
CCK	Cooperative College of Kenya
CETU	Confederation of Ethiopian Trade Unions
CF	Challenge Fund
CoC	Centre of Competence
COOP ^{AFRICA}	Cooperative Facility for Africa
COPAC	Committee on the Promotion and Advancement of Cooperatives
CTA	Chief Technical Advisor
CUZA	Cooperative Union of Zanzibar
DFID	Department for International Development of the UK
DGRV	German Cooperative and Raiffeisen Confederation
DSM	Dar es Salaam
DWT	Decent Work Team
EAC	East African Community
EU	European Union
FAO	Food and Agriculture Organization
FCA	Federal Cooperative Agency
FINANCE	ILO unit dealing with financial and budgetary matters
FKE	Federation of Kenyan Employers
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HQ	Head Quarters
ICA	International Cooperative Alliance
ICCDE	Institute of Continuing Cooperative Development and Education
ILO	International Labour Office/Organization
IOE	International Organization of Employers
ITUC	International Trade Union Confederation
IYC	International Year of Cooperatives
JCCU	Japanese Consumers' Cooperative Union
JICA	Japanese International Cooperation Agency
JP	Joint Programme of UN agencies
JUR	ILO unit dealing with legal issues
KERUSSU	Kenya Rural Savings and Credit Cooperative Union Ltd
KUSCCO	Kenyan Union of Saving and Credit Cooperatives
M&E	Monitoring and Evaluation
MATCOM	Materials and Techniques for Cooperative Management Training
MHCS Ltd	Magohe Housing Co-operative Society
MoU	Memorandum of Understanding
MUCCOBS	Moshi University College for Cooperative and Business Studies
NAG	National Advisory Group

NFP	National Focal Point
NPC	National Project Coordinator
P&B	Programme and Budget
PCM	Project Cycle Management
PEC	Panafrican Employers Confederation
PFA	Partnership Framework Agreement
PROCUREMENT	ILO unit dealing with procurement
PRSP	Poverty Reduction Strategy Paper
RBSA	Regular Budget Supplementary Account
RECs	Regional Economic Communities
ROAF	Regional Office for Africa
SACCO	Saving and Credit Cooperative
SADC	Southern Africa Development Community
SC	Steering Committee
SCC	Swedish Cooperative Centre
SIDA	Swedish International Development Agency
SIYB	Start and Improve Your Business
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TC	Technical Cooperation
TFC	Tanzanian Federation of Cooperatives
TICAD	Tokyo International Conference on African Development
ToR	Terms of Reference
TUCTA	Trade Union Congress of Tanzania
UK	United Kingdom
UKCC	UK Cooperative College
UN	United Nations
UNDAP	UN Development Assistance Plan
UNIDO	UN Industrial Development Organization
UR Tanzania	United Republic of Tanzania
WBI	World Bank Institute
WEDGE	Women's Entrepreneurship Development and Gender Equality
YES-JUMP	Youth Employment Support – Jobs for the Unemployed and Marginalized young People

Abstract

The Cooperative Facility for Africa - COOP^{AFRICA} - is an ILO technical cooperation programme for the promotion of cooperative development in nine countries in East and Southern Africa (Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, Tanzania, Uganda and Zambia) and is principally financed by DFID. COOP^{AFRICA} aims at increasing the capacity of people to get out of poverty using the potential of cooperatives. Together with a wide range of international and national partners, COOP^{AFRICA} promotes an enabling cooperative legal and policy environment, effective cooperative unions and federations as well as demand-driven services for primary cooperatives. The COOP^{AFRICA} Challenge Fund is a distinctive feature of the Programme, providing financial support to local cooperatives as well as to cooperative service providers.

This final self-evaluation report covers the period from October 2007 until December 2010³ and complements other evaluation and impact assessment exercises of the Programme. It found that COOP^{AFRICA} was highly relevant in the African strategic policy framework as well as in line with the witnessed renaissance of the cooperative movement on the continent. The demand driven nature of the Programme, mostly operated through the Challenge Fund mechanism, enabled it to respond to the needs of mostly agricultural and financial cooperatives, as well as of cooperative apex organizations and cooperative colleges. The Programme could have gained in relevance if it had been designed and better adapted to variations in the national contexts of the nine countries covered.

The design of COOP^{AFRICA} was valid in terms of its coverage of the whole spectrum of cooperatives (primary, secondary and tertiary cooperatives) that were addressed through its three intervention levels, i.e. micro: support to cooperative enterprises; meso: cooperative support structures and macro: cooperative policy. The Challenge Fund was an important mechanism in this respect. Moreover, its design as a Facility to service stakeholders and to assist networking and partnerships through a Programme rather than a project approach turned out to be valuable. However, the Programme design lacked focus which made that the available resources were spread relatively thin.

COOP^{AFRICA} was very efficient in making the best of its presence to create an impact. The Programme has contributed to the expansion of the cooperative movement across the target countries and has made this trend visible at national level and at international level. Moreover, the Programme has evidently created a positive direct, indirect and demonstrative impact at micro-level, especially through its Challenge Fund projects. This micro impact is likely to be sustained as the investments have led to long term improvements of members' living conditions. Finally, the Programme has managed to integrate cooperatives in the development agendas of regional political bodies, international agencies and other development actors.

Key factors of success included the involvement and ownership of international and national stakeholders, the deployment of triggering and leverage mechanisms, the facilitation of demand and

³ COOP^{AFRICA} continues at least until December 2011 with ILO and other resources.

supply and the reliance on existing structures. An unintended result of this approach was that the Programme was most effective in countries with a highly structured cooperative movement and professionalized cooperative institutions (Kenya, Uganda) as well as in its host country Tanzania that benefitted from the Programme's and the ILO office proximity. The Programme has not been able to redress this situation due to time and resource constraints.

Given its wide scope, the Programme demonstrated rather a scattered impact though after not even three years of effective operation it is too early to measure impact from a longer term perspective. The focus on sectors instead of on cooperative value chains may have contributed to this outcome. Eventually, it is likely that this Programme design has hampered the design of mutually supporting interventions and hence the achievement of a more systemic impact on the cooperative sector.

For a future phase, the evaluation recommends to:

- Adjust the focus of the Program by reducing the number of countries and by building in flexibility for country specific approaches. Its new focus should also enable mutually reinforcing interventions for instance by concentrating on selected sectors of activity, cooperative value chains and/or sub-national intervention levels. In terms of the target group, it is recommended to focus even more on women and youth given the reality in the region and the regional decent work priorities.
- Keep the Challenge Fund mechanism whilst addressing issues such as local ownership and transaction costs.
- Learn lessons from other ILO Programmes that deal with assessments, capacity building and certification of "Centres of Competence (CoC)" in order to enhance the sustainability of the CoC approach.
- Explore possibilities for a more intensive involvement of National Advisory Groups
- to showcase achievements of COOP^{AFRICA} at the occasion of relevant international meetings and conferences, such as the international meetings on the social economy and keep involved in preparations of the International Year of Cooperatives 2012

COOP^{AFRICA} demonstrated good practice and value for money through its "research-before-project-design-exercise". The Programme's institutional and management arrangements, for instance through the establishment of National Advisory Groups have proven their value in the COOP^{AFRICA} programme in terms of ownership and cost efficiency. Besides, COOP^{AFRICA}'s partnerships and collaboration agreements have lead to cost-sharing, resource mobilization as well as leveraging of the work themes. The Programme's investments in the development of an impact assessment methodology that was accompanied by capacity building of Programme staff as well as national consultants turned out to be a worthwhile investment.

1. Short description of COOP^{AFRICA}

The Cooperative Facility for Africa - COOP^{AFRICA} - is an ILO technical cooperation programme⁴ for the promotion of cooperative development in Africa principally financed by DFID. Launched in October 2007, the component funded by DFID will come to an end in June 2011.⁵ From the ILO Office in Dar-es-Salaam, COOP^{AFRICA} covers 9 countries in Eastern and Southern Africa⁶ with support of the ILO Cooperative Programme in Geneva. COOP^{AFRICA} aims at increasing the capacity of people to get out of poverty using the potential of cooperatives as identified by the preliminary research project, *Research for a Cooperative Facility for Africa*. Together with a wide range of international and national partners, COOP^{AFRICA} promotes an enabling cooperative legal and policy environment, effective cooperative unions and federations as well as demand-driven services for primary cooperatives.

COOP^{AFRICA} is designed to provide support to governments, the cooperative movement and development partners to provide advisory services, technical assistance, training, tools and financial support for cooperative development in Africa.

The Programme has three levels of expected outcomes as follows:

- i. The capacity of primary cooperatives to create jobs, generate income, reduce poverty, provide protection and give people a voice in society is significantly improved;
- ii. Primary cooperatives have access to and make use of high quality organizational support and appropriate business development and monitoring services provided by vibrant and competent cooperative support structures
- iii. The cooperative approach is effectively incorporated as a key element into national Poverty Reduction Strategies, joint assistance strategies, UNDAFs and DWCPs, as well as into regional and continental programmes and strategies.

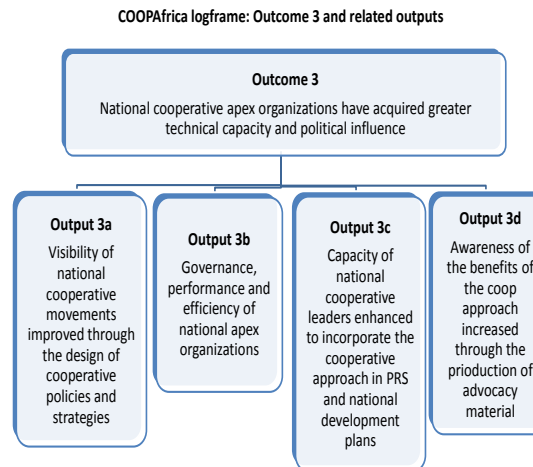
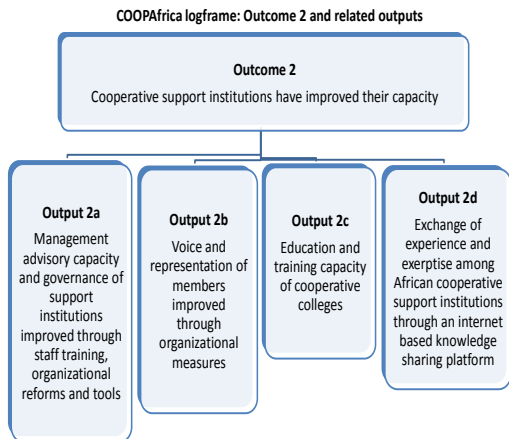
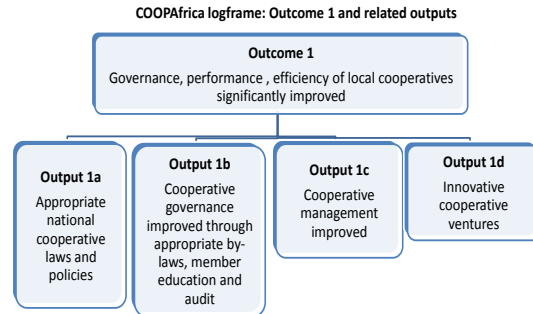
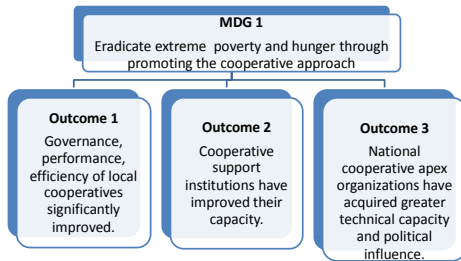
Key elements of the COOP^{AFRICA} logical framework are presented below as a quick reminder.

⁴ In strict technical cooperation (TC) terms, COOP^{AFRICA} is a project. However, it was designed as a programme, an “umbrella” under which various, coherent project interventions take place. This explains why in this report, one refers to COOP^{AFRICA} as both a project and a Programme.

⁵ Originally, the Programme was planned to end in December 2010. A no-cost extension until June 2011 was agreed on the 20th of December 2010.

⁶ Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, UR Tanzania (mainland and Zanzibar), Uganda and Zambia.

COOPAfrica logframe: development objective and outcomes



COOP^{AFRICA} 's approach consists of assisting stakeholders to establish a legal and policy environment conducive to the development of cooperatives; providing support services through identified "Centres of competence"; promoting effective coordinating structures (eg. unions and federations) and establishing and maintaining Challenge Fund mechanisms, for 'services', 'innovation', and 'training'. These funds were accessible through a competitive demand-driven mechanism and a transparent selection of the best proposals.

To support this development the Programme has set up strategic partnerships with the International Cooperative Alliance (ICA), the UK Cooperative College, the Committee for the Promotion and Advancement of Cooperatives (COPAC), the International Trade Union Confederation in Africa (ITUC-Africa), the International Organization of Employers and its Pan-African Employers Confederation (PEC), and the African Union Secretariat. The Programme also worked with other international organizations (e.g. FAO and UNIDO) and closely associated cooperative apex bodies, ministries responsible for cooperative development, cooperative training institutions, universities and NGOs.

2. Background of the evaluation

2.1 Rationale

In compliance with the ILO requirements⁷ and obligations towards the donor (DFID), a mid-term and final evaluation need to take place. For a project of the size of COOP^{AFRICA} at least one of these exercises needs to be an independent evaluation. The mid-term evaluation fulfilled this requirement. For the final evaluation of COOP^{AFRICA}, the project management decided to opt for another evaluation mode, namely an internal (i.e. carried out by a project staff member) self-evaluation. This decision was motivated by three concerns: (1) cost-efficiency; (2) the need to emphasize the learning purpose of the evaluation and to prepare a second phase, and (3) the fit of this exercise within the broader evaluation and impact assessment setting of COOP^{AFRICA} and the DFID/ILO Partnership Framework Agreement (PFA).

2.2 Purpose

The self-evaluation is carried out with the primary objective of learning for future ILO cooperative development activities in the COOP^{AFRICA} countries, the African region and elsewhere. Aspects of relevance, effectiveness, efficiency, sustainability will be looked at whilst distilling good practices and lessons learned for wider use. It is also a tool to provide analytical assessment to the donor, partners and the beneficiaries about the programme's achievements, taking into account the limitations of a self-evaluation in terms of independence and objectivity.

The self-evaluation complements the mid-term independent evaluation of the COOP^{AFRICA} Programme (September 2009), the self-assessment of the DFID/ILO PFA (October 2009), the independent external evaluation of the ILO-DFID PFA (January 2010), the evaluations of selected Challenge Fund projects (November 2010), the (draft) country impact assessment studies and (draft) aggregated impact assessment report (November 2010) as well as the (draft) stocktaking report of the Programme (March 2011).

2.3 Scope

The self-evaluation covers the project duration, i.e. October 2007- December 2010, with a special emphasis on the 2nd "half" (i.e. since the mid-term evaluation) of the project span from October 2009 – December 2010. The focus of the self-evaluation is on COOP^{AFRICA}'s core activities during this period, i.e. those financed by DFID.

The self-evaluation takes into account the multi-country dimension of COOP^{AFRICA} as well as country and local level activities. For the latter, due to resource and time constraints, the evaluation took place in three out of the nine project countries namely in Ethiopia, Kenya and Tanzania mainland. Selection criteria for these countries included: the level of COOP^{AFRICA} activities, the stage of development of the cooperative movement; the economic importance of the cooperative sector as well as the general ILO presence in the country. The selection is expected to offer a varied perspective and will also allow for comparison given that the same countries were chosen for the mid-term evaluation.

⁷ GB.294/PFA/8/4. Evaluation. A new policy and strategic framework for evaluation at the ILO. Governing Body, 294th session, Geneva, November 2005.

2.4 Clients

The clients of this self-evaluation are principally ILO staff concerned with cooperative enterprise development and the cooperative approach to decent work aspects such as women empowerment and gender equality, HIV/AIDS, child labour, etc. The evaluation is also expected to be helpful for ILO staff working on technical cooperation (TC) and resource mobilization in general. Moreover, the evaluation is supposedly of use for COOP^{AFRICA} partners, stakeholders and beneficiaries as well as for DFID.

3. Evaluation criteria and questions⁸

This evaluation exercise followed the ILO evaluation guidelines in setting the evaluation criteria and questions, as shown in the table below.

Table 1 – Evaluation criteria, questions and informants

Evaluation criteria	Evaluation questions	Informants
1. Relevance and strategic fit of COOP ^{AFRICA}	<ul style="list-style-type: none"> - How did COOP^{AFRICA} align with and support (sub-)regional (EAC, SADAC, AU) development plans, national development plans and policies, PRSPs? - How did COOP^{AFRICA} align with and support ILO strategies and plans (DWCPs, regional priorities, strategy framework for sustainable enterprises, P&B, etc.) - How well does the project complement and fit with other ILO projects and programmes? - How well does the project complement and link to UN frameworks (UNDAF, ONE UN, etc.) and donor approaches to private sector development and enterprise promotion? 	ILO HQ and field offices COOP ^{AFRICA} team SC members Social partners at national level NAGs
2. Validity of the project design	<ul style="list-style-type: none"> - Was the intervention logic coherent and realistic (e.g. geographical coverage)? Were the numerous levels of interventions sufficiently focused and mutually reinforcing? In other words: was the project design steered towards creating long-term impact? - To what extent could the planned activities and outputs logically and realistically be expected to meet desired objectives/outcomes (causality)? - Was the logical framework (incl. indicators and targets) clear? - How have gaps in the project design been addressed (e.g. gender equality, design of CF mechanism) and have such contributions been effective? - “Success is largely determined by the strength of the cooperative movement in each country” (lesson learned mid-term evaluation). Has COOP^{AFRICA} adjusted its original strategy design (e.g. reliance on strong and weak national cooperative movements) to address this? And if so, how? 	Partners (SC) COOP ^{AFRICA} team ILO offices NAGs

⁸ Developed on the basis of the Model analytical framework with typical evaluation questions of an interim project evaluation of the ILO *Technical Cooperation Manual – Version 1*, p.188

<p>3. Project effectiveness</p>	<ul style="list-style-type: none"> - To what extent has the programme achieved its outcomes as mentioned in the project document? - Did the project delivered all its products (or beyond)? If not, what have been the main constraints? - Are the project partners using the outputs? Have the outputs been transformed by project partners into outcomes? <ul style="list-style-type: none"> o How do outputs contribute to gender equality? o How do they contribute to poverty reduction and creation/sustaining of income and employment? - To what extent the CF mechanism and CoC can be considered a “sustainable means of injecting support and ensuring continued support to final beneficiaries” (lesson learned mid-term evaluation)? 	<p>Partners</p> <p>COOP^{AFRICA} team Focal points, NAGs</p>
<p>4. Efficiency of resource use</p>	<ul style="list-style-type: none"> - Have resources (funds, HR, time, expertise, etc.) been allocated strategically to achieve outcomes? - Has the project addressed the overstretched HR capacity highlighted by the mid-term evaluation? - Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results justify the costs? Could the same results have been attained with fewer resources? - Could the resources be used differently to lead to higher results? (eg. by working more closely within Ministries’ or cooperative apexes’ plans) 	<p>ILO offices, COOP^{AFRICA} team</p>
<p>5. Effectiveness of management arrangements</p>	<ul style="list-style-type: none"> - How effectively does project management monitor project performance and results? - Are KS and KM strategy and tools in place? What can be said on their sustainability, future use? - Has the partnership approach in governance (i.e. SC) been beneficial both to the project and the partners, - How are/should management arrangements be dealt with the end of DFID support? 	<p>COOP^{AFRICA} ILO offices Partners (SC)</p>
<p>6. Impact orientation and sustainability of the project’s results</p>	<ul style="list-style-type: none"> - Are the project results (e.g. cooperative policy and legal reforms), achievements and benefits (eg. CF grantee level) likely to be durable? - Have the stakeholders taken ownership of the COOP^{AFRICA} concept, i.e. the cooperative approach to decent work? - Have stakeholders taken ownership of the approach (e.g. institutionalization of NAGs, strengthening the cooperative pyramid/structures, CoC approach)? Did replication or up-scaling of the approach and/or outcomes take place? - Has the partnership approach been beneficial to the project, for instance in terms of investments (expertise, funds) and leverage of COOP^{AFRICA} outputs and outcomes? - What is the likelihood that the end of the DFID support impact on sustainability perspectives of COOP^{AFRICA} and its interventions? - What has been in your view the most significant change since your involvement in COOP^{AFRICA} / grant? 	<p>COOP^{AFRICA} staff ILO Partners NAGs CF beneficiaries</p>

4. Methodology

The methodological approach to collect information and evidence to answer the questions listed in Section 3 above, is similar to the methodology applied in the independent mid-term evaluation. It consists of four elements:

- a) **Desk study** of project documentation (e.g. COOP^{AFRICA} progress reports, evaluation reports of COOP^{AFRICA} and DFID/ILO PFA, country level impact assessments, Challenge Fund (CF) project evaluations, project publications, ILO guidelines for evaluation, policy documents such as DWCPs, UNDAF (UNDAP in the case of Tanzania), etc.)
- b) **Interviews with key informants** such as partners, stakeholders, focal points, beneficiaries and ILO staff through individual consultations in face to face meetings, as well as at distance by phone / skype. Focus group discussions with NAG members and the COOP^{AFRICA} team in Dar es Salaam will also be organized.
- c) **Site visits to selected CF projects**, limited to at least one in each of the three countries visited out of time constraints to obtain further insight and evidence on the impact of COOP^{AFRICA} grants.
- d) **Self-evaluation sessions with staff and main partners** (ICA, COPAC, UKCC, ITUC, IOE-PEC, AU, cooperative representatives from Eastern and Southern Africa, ILO DSM, ILO HQ, ROAF, DWT Pretoria) as part of the bi-annual Steering Committee workshop.

Participation and consultation

Participation and consultation were key in the evaluation methodology. Project staff and partners (e.g. members of the COOP^{AFRICA} Steering Committee, SC) were consulted on the ToR. The project staff provided the documentation. Participatory SWOT analyses were held with the NAGs in Ethiopia, Kenya and Tanzania. The COOP^{AFRICA} team conducted a half-day participatory analysis exercise (on 15.12.2010) on the evaluation criteria listed in Section 3 above, guided by “what worked” and “what did not work” questions. The preliminary findings of the self-evaluation were shared and discussed with the members of the SC on 16/12/2010. Subsequently, the SC members analyzed in groups three jointly identified priority points for attention, i.e.:

- i. Focus
- ii. Partnership
- iii. Sustainability

For each of these points, the SC members came up with aspects that worked and that did not work. They also made recommendations for the future. Also these findings have been incorporated in the report.

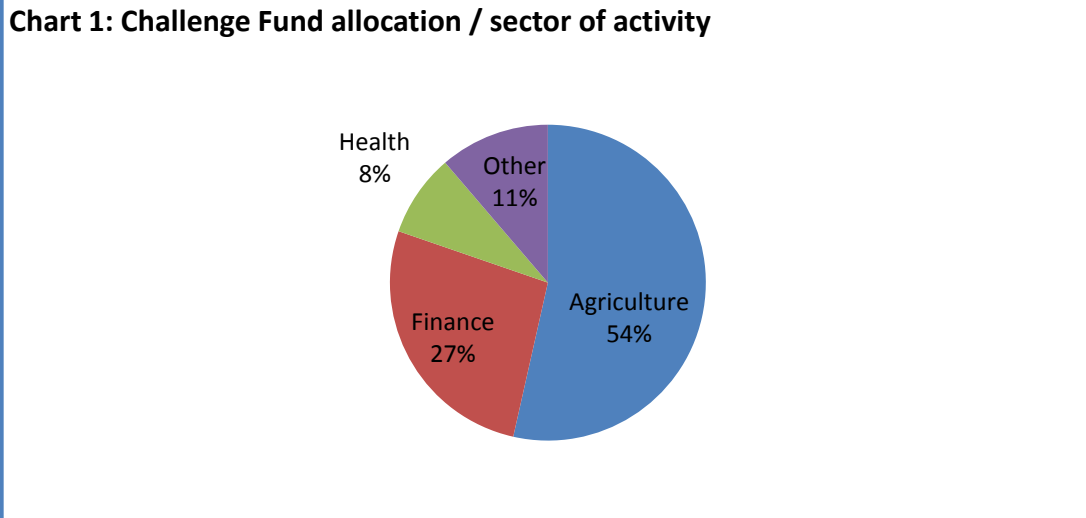
Finally, the draft report was shared with key informants (i.e COOP^{AFRICA} team and EMP/COOP, National Focal Points and Steering Committee members) and their feedback incorporated before dissemination at wider scale.

5. Presentation of findings

5.1 Relevance and strategic fit of COOP^{AFRICA}

Highly relevant

The Programme fits well in the cooperative landscape in the nine countries both from the needs perspective as well as from the side of strategic policy frameworks. The renaissance of the African cooperative movement that was revealed by the ILO/WBI study of 2005/2006 and led to the design of Facility, has enabled COOP^{AFRICA} to accompany ongoing dynamics in the national cooperative sectors. This is for instance illustrated by the impact assessment study commissioned by COOP^{AFRICA} end of 2010, which indicates that COOP^{AFRICA} has been able to respond to needs emerging from the expansion of cooperative movements in Ethiopia, Kenya, Lesotho and Tanzania between 2008 and 2010.⁹ Most of the COOP^{AFRICA} interventions took place in the agriculture and finance sectors where the cooperative presence is highest compared to other sectors of activity. Chart 1 below, representing the Challenge Fund grant allocations per sector, shows that agricultural and finance projects were most rewarded with respectively 54% and 27% of the total number (71) of DFID supported Challenge Fund projects. This indicates a high level of relevance and responsiveness to needs given the demand driven nature of the Challenge Fund.



In terms of strategic fit in national and regional policy frameworks, the Programme scores very well. Given the trend of cooperative renaissance, most countries show a favorable *discours* (for instance expressed in newspaper articles) and cooperative policy framework. COOP^{AFRICA} has also demonstrated the relevance of the cooperative approach to decent work by contributing to the formulation and/or

⁹ Ignace Pollet, *Impact assessment of the COOP^{AFRICA} Programme 2008-2010 (draft)*, November 2010.

revision of ten DWCPs¹⁰ and by supporting priorities of existing DWCPs using the cooperative approach such as for instance in Kenya and Tanzania in the areas of decent employment for women and youth, child labour and HIV/AIDS. Moreover, the Programme was well aligned with the ILO P&B for 2008-09¹¹ and fits well in the current P&B 2010-11 in particular through its support to the sustainable enterprise outcome and the regional priorities for the African region such as for instance, rural employment, the informal economy, youth employment, gender equality and social protection (notably HIV/AIDS and SACCOs as social safety nets). Moreover, the cooperative approach to poverty reduction has been mainstreamed in the PRSPs for Tanzania mainland and Zanzibar, and more recently in the United Nations Development Assistance Plan (UNDAP) for Tanzania, i.e. through its focus areas of agriculture and enterprise development.

Furthermore, the relevance of the cooperative business model was recognized in the context of the global crisis and ILO's response through the Global Jobs Pact (GJP). Cooperatives are one of the main Decent Work responses of the ILO GJP to accelerate employment creation, jobs recovery and sustain enterprises: "Cooperatives provide jobs in our communities from very small businesses to large multinationals and tailoring support for them according to their needs"¹². More specifically in Africa, the roadmap for the implementation of the GJP (Ougadougou, December 2009), acknowledges the role of business development including cooperatives and other member-based organizations in particular in rural development and the promotion of micro, small and medium enterprises as engines of employment creation and crisis recovery.

Finally, cooperatives are part of the social economy and are as such increasingly recognized at the level of regional organizations such as the Regional Economic Communities (RECs)¹³, the African Union (AU) and the European Union (EU), as way to bridge from the informal to the formal economy and increasing access to social protection and employment opportunities. This is for instance exemplified in the second joint EU-AU Action Plan for 2011-2013 that emphasizes the need for dialogue in the area of employment and more specifically on: "questions related to the implementation of the Ouagadougou Action Plan and the global 'Decent Work Agenda' with special emphasis on the *creation of more, more productive and better jobs* in Africa and the link to *social protection* as well as to the *informal and social economy*".¹⁴

... but lack of national adaptation and focus

In spite of the overall positive picture of the Programme's relevance and strategic fit, two points deserve attention. First, the Programme's relevance was not sufficiently country specific, meaning that the Programme was not able to respond equally well to the needs in all nine countries. As a result, the level of mainstreaming the cooperative approach into policy frameworks varied from country to country. Second, the Programme's relevance could most likely have been enhanced if its focus had been less on the cooperative model per se, i.e. regardless of its sector of activity but instead had been more sector specific. As seen in Chart 1 above, the Programme logically responded to needs in the agriculture and

¹⁰ Botswana, Comoros, Ethiopia, Lesotho, Madagascar, Malawi, Namibia, Swaziland, Tanzania and Togo.

¹¹ Immediate outcome 2c of supporting "sustainable enterprises to generate productive jobs" and in particular the immediate outcome 2c.1 geared to "increase the capacity of constituents and other organizations to develop policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives" as well as the joint immediate outcome "Advancing gender equality in the world of work". For further details see COOP^{AFRICA} Progress report 2007-2010.

¹² Recovering from the crisis: A Global Jobs Pact, ILC, 98th Session, Geneva, June 2009.

¹³ For instance, the business plan 2010-2012 of the AU-UN Employment and Labour sub-cluster includes a sensitization and support programme to RECs to promote the informal and social economy.

¹⁴ Joint Africa EU Strategy Action Plan 2011-2013 adopted at the 3rd Africa-EU Summit, 29 – 30 November 2010 in Libya
Source: http://www.africa-eu-partnership.org/sites/default/files/doc_jaes_action_plan_2011_13_en.pdf

the finance sector and the cooperative model appeared less in demand in sectors such as health, housing or education.¹⁵

5.2 Validity of the project design

Strong design aspects

The before mentioned DFID funded research project, *Research for a Cooperative Facility for Africa* of 2005, had not only positively influenced the relevance of the Programme but had also effectively informed the design of COOP^{AFRICA} as a Facility.¹⁶ Several informants stressed the uniqueness of the COOP^{AFRICA} design compared to other development programmes in:

- (a) Its focus on the promotion of cooperatives, covering the whole spectrum of cooperatives, in particularly through its three intervention levels (policy, cooperative support structures and grass root cooperatives).
- (b) Its design as a Facility to service stakeholders and to assist networking and partnerships through a Programme rather than a project approach.

The partnership approach is reflected in the design and set up of the management of the Programme through its Steering Committee (SC) and the NAGs involving ILO constituents, representatives of the cooperative movements as well as international partners with a stake in cooperative development in Africa. Almost all informants valued this set-up and their active involvement in the decision making on for instance adaptations in the Programme strategy, COOP^{AFRICA} workplans and the selection of Challenge Fund projects.

... and partially successful in redressing shortcomings in design

The original project document revealed gaps and shortcomings in its strategy design. Though Programme management acknowledged most of these design weaknesses it has not been able to prevent that, at times and in varying degrees, the design negatively impacted on the effectiveness of the Programme.

A major concern in the Programme design was its lack of focus in terms of geographical and thematic scope. At the time of implementation, this scope turned out to be too ambitious and unrealistic given the foreseen inputs (i.e. budget), even if some adjustments had been made. For instance, during the 1st SC, the geographical coverage had been adjusted and limited to Eastern and Southern Africa whereas the original project document foresaw the coverage of eight countries in West and East Africa during the first year and a regional coverage (20 countries) thereafter. As is explained in section 5.6, the lack of focus in design has affected the sustainability and impact of the Programme.

Furthermore, the project document was gender blind and the project staff needed to develop a gender strategy from scratch which delayed the actual implementation of the gender strategy. The same can be said for the Centre of Competence (CoC) approach. Here again, the original project document had not

¹⁵ The cause of this lack of demand in social sectors may have been due to a lack of awareness on the potential of the cooperative approach in for instance health or housing. This remains however a preliminary hypothesis which has not been confirmed.

¹⁶ Stakeholders had had the opportunity to approve this design at the occasion of a validation workshop that took place in Nairobi in 2005.

provided any strategic guidance which resulted in a late design and implementation of the CoC approach. The Challenge Fund (CF) is another example. The project staff, together with relevant ILO structures and units (e.g. JUR, FINANCE, PROCUREMENT), designed the CF guidelines without being able to rely on guiding principles or indications from the project document but eventually succeeded rather well in getting this novelty integrated in the ILO legal, financial and administrative system in a relatively short period of time, resulting in a first call for proposals in June 2008. Though the CF is generally appreciated for its demand driven concept and focus on the cooperative movement, its operational design had some unexpected results. They include¹⁷:

- the geographical imbalance among beneficiaries (resulting in “winners” and “losers” as regards to the countries obtaining grants from the Challenge Fund for instance)
- the high transaction costs for, on the one hand, the applicants and beneficiaries to comply with project design and project management requirements and, on the other hand, the ILO to deal with the huge workload caused by the selection, administrative, financial and M&E procedures.

Attempts have been made to correct these outcomes by making changes in the operational design of the CF for instance by simplifying the application forms in collaboration with the national focal points. However, other CF design issues remained unchanged even though some had already been highlighted by the mid-term evaluation such as the geographical imbalance.¹⁸ This was mainly due by operational restrictions as is further explained in section 5.4.

Another design omission was the weakly developed, not to say quasi inexistent monitoring and evaluation (M&E) framework whereas the ILO and the donor attach great importance to these issues, especially to enable impact measurement. The project has well adjusted this shortcoming through hiring external expertise¹⁹ in the setting up of a thorough though complex M&E framework and impact assessment methodology. This enabled an exemplary documentation of the Programme’s (qualitative and quantitative) achievements through for instance substantial progress reports, impact sheets and situational country papers.²⁰

Finally, the Programme was designed as a start-up for a longer term, multi-donor Facility and not intended to be set up and implemented as a three-year-project. This is reflected in the outcomes and related outputs, which clearly have long term orientations. Indeed, a longer time span was expected for consolidating, up scaling and replicating preliminary achievements of the Programme, including through subsequent funding of DFID.

5.3 Project effectiveness

Successful in achieving outcomes and delivering outputs

¹⁷ The results are discussed in more detail in Section 5.3 on Project effectiveness.

¹⁸ One of the lessons learned of the mid-term evaluation was that “Success is largely determined by the strength of the cooperative movement in each country”, pointing to the fact that beneficiary countries with a relatively well structured and strong cooperative movement (such as for instance Kenya and Uganda) were more able to benefit from COOP^{AFRICA} than beneficiary countries with a less structured and strong cooperative movement (such as for instance Ethiopia and Zambia).

¹⁹ The Higher Institute of Labour Studies (HIVA) of the University of Leuven (Belgium).

²⁰ Country reports are published as working papers and available at :
<http://www.ilo.org/public/english/employment/ent/coop/africa/info/publ.htm>

Over the three years of implementation, COOP^{AFRICA} has been successful in achieving its outcomes and related outputs. The Programme measured its achievements in line with the five policy areas and related targets under the DFID/ILO Partnership Framework Agreement (PFA, 2006-2009). For all but one target (i.e. the consolidation of self-employment opportunities under policy area 2), the Programme did not only reach but even surpassed them. The achievements have been documented in detail in the Programme’s progress reports and are summarized in Table 2 below.

Table 2 - COOP^{AFRICA} effectiveness measured against PFA targets²¹

Policy area 1: Policy and legal environment	
Target outcomes	Achieved outputs
Draft cooperative development policy available in at least 5 countries.	<ul style="list-style-type: none"> • Formulation of new cooperative policy and law achieved in 3 countries • Revision of Cooperative policy and law achieved in 8 countries
Policy area 2: Support to local cooperatives & cooperative members and employment creation²²²³	
Target outcomes	Achieved outputs
At least 1,200 local cooperatives supported by the programme intervention	<ul style="list-style-type: none"> • The programme surpassed its targets with 4,124 primary cooperatives supported through the Challenge Fund
At least 210,000 cooperative members benefited from the programme	<ul style="list-style-type: none"> • The programme reached out to 287,274 cooperative members who directly benefitted from capacity building interventions (sample of 21 projects)
At least 1,700 jobs created by the programme	<ul style="list-style-type: none"> • At least 4,080 jobs have been created by the programme over the three-year framework (sample of 18 projects)
At least 210,000 (self) employment opportunities consolidated and made more productive	<ul style="list-style-type: none"> • Some 170,899 employment opportunities were consolidated (sample of 22 projects)
Turnover of supported cooperatives increased by 20%	<ul style="list-style-type: none"> • An average of 26.6% of turnover increase occurred for the targeted primary cooperatives (sample of 10 projects)
Income of members of supported cooperatives increased by 20%	<ul style="list-style-type: none"> • An average of 56.8% income increase was assessed among the cooperatives supported by the programme (sample of 11 projects)

²¹ ILO/COOP^{AFRICA} Report on progress in five key policy areas supported by DFID over the period September 2007-December 2010, December 2010.

²² See Annex 4 of the before mentioned COOP^{AFRICA} progress report for explanation on the methodology for assessing CF numerical results.

²³ COOP^{AFRICA} managed to mobilize additional resources from the ONE UN in support to local cooperatives and similar organizations. This is detailed in section 5.4.

<p>At least 30% of cooperative members are women and youth</p>	<ul style="list-style-type: none"> It was found that the share of women among the beneficiary cooperatives was 48% and 29.7% for youth (sample of 22 and 20 projects respectively)
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Policy area 3: Using the cooperative approach to tackle Child Labour and HIV/AIDS – two out of three key DWCP priorities in most countries covered by Coop^{AFRICA}

Target outcomes

Achieved outputs

Greater awareness within cooperative members and support structures about child labour at least in 6 countries

- In 6 countries (Ethiopia, Kenya, Lesotho, Uganda, Tanzania & Zanzibar and Zambia), greater awareness within cooperative members and support structures about child labour was raised through a.o. curriculum development, action plans, CF projects.

Some 70 cooperatives are provided channels to raise awareness about HIV and AIDS at least in 6 countries

- From 2008 and 2009, cooperative stakeholders from 5 countries (Benin, Cameroon, Ethiopia, Mozambique and Tanzania) were engaged in a SIDA funded project working with the informal economy to address HIV/AIDS issues. A total of 733²⁴ cooperative and informal organisations developed an HIV and AIDS programme.
- In 2010, COOP^{AFRICA} mainstreamed the economic empowerment strategy in SIDA funded operations in 6 countries (Malawi, Mozambique, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe).

Policy area 4: Incorporation of the cooperative approach into DWCPs & Poverty reduction frameworks and donor recognition of its benefits

Target outcomes

Achieved outputs

The cooperative approach is incorporated into DWCP and PRSPs in at least 6 countries

- Coop^{AFRICA} supported the defining/revising/finalizing of DWCP in 9 new DWCP namely in Botswana, Comoros, Ethiopia, Lesotho, Malawi, Madagascar, Namibia, Swaziland and Togo, in which direct references were made to cooperatives (and/or as Coop^{AFRICA}) as a means of achieving DWCP priorities.
- In Tanzania, the new PRSP makes explicit reference to the role of cooperatives
- Positive reference to cooperatives and their poverty reduction potential was provided in key strategy papers of the African Union, SADC, the EAC, TICAD IV.
- Visibility of cooperatives through policy dialogue, media and through partnerships within the UN frameworks and planning cycles in at least five countries (Ethiopia, Mozambique, Rwanda, Tanzania, and Uganda) was achieved.
- Mobilization of additional funding from other donors was achieved to

²⁴ The initial target was set based on DFID funding only. The additional support from SIDA (USD 1.3 million) on this specific area of work enabled to largely surpass the target.

support actions using the social economy and cooperative model with a total of USD 3.1 million

Policy area 5: Strengthening of Cooperative Apex Organizations and Cooperative Colleges

Target outcomes

At least 20 cooperative national apex organisations and colleges are strengthened through the programme intervention

Achieved outputs

- Some 16 apex type of members of the NAGs received direct capacity building for training in project design, monitoring and evaluation, to support their Challenge Fund activities
- 9 cooperative colleges received support from the Challenge Fund

Other indications for the Programme effectiveness relate to the use of Challenge Fund mechanism and COOP^{AFRICA} tools. The CF mechanism allowed for providing financial support in a responsible way to the needy cooperatives which is an innovative and welcome feature for ILO projects in general. ILO projects are often criticized for lacking financial support to put the acquired capacity into practice. The pioneering role of COOP^{AFRICA} has motivated other ILO / UN projects in the African region to set up CF mechanisms with COOP^{AFRICA} support, such as the YES-JUMP project, the ILO/AIDS project as well as the One UN Joint Programme (JP) 1 and JP2 in Tanzania. In the case of the YES-JUMP project, this resulted in an additional opportunity for (young) cooperators in Kenya and Zimbabwe to access funds.²⁵

The use of COOP^{AFRICA} publications and tools, as for instance the use of the Project Design Manual by NAGs as well as the toolkit on learner-centered approaches developed by UKCC for cooperative colleges can also be considered indicators for effectiveness.

... whilst considering some limitations of the Programme's effectiveness

The overall picture of the Programme's effectiveness would not be complete without looking into some limiting factors to the Programme's success. These limiting factors have mainly been brought forward by the Programme team which points to a balanced perspective of its work.

First, the Programme staff has rightly expressed its reserves regarding the achievement figures. Though a lot of effort has been put into the development and application of a thorough M&E and impact assessment methodology, the figures (especially those related to policy area 2 in Table 2) are based on calculations that may, at times, lack accuracy due to for instance, varying data sources, sampling and extrapolation.

Second, the effectiveness of COOP^{AFRICA} on raising awareness on child labour is considered limited (with the exception of Uganda) given the rather ad-hoc nature of the Programme's activities on child labour compared to, for instance, HIV/AIDS or gender equality which were supported in a more continuous way.

Thirdly, donor interest in cooperative development remains restricted. Although COOP^{AFRICA} has mobilized an additional 3.1 million USD, it is difficult to interpret this support as recognition of the cooperative business model per se.

²⁵ This is further detailed in section 5.4.

Finally, in spite of the increased visibility of the cooperative movement and the support provided to the cooperative colleges, the Programme cannot be claimed to have brought structural changes in a short period of time in the cooperative colleges and the national cooperative apex bodies (with the exception of sector-based apexes supported by the Challenge Fund). In order to become influential partners in policy dialogue and effective service providers to their respective member bases, cooperative apexes and colleges require longer term assistance to further genuine reform and networking at national and regional levels.

5.4 Efficiency of resource use

Stretched between available inputs and ambitious set-up

Since its start the Programme was stretched between its ambitious set-up on the one hand (related to the lack of focus in the design of the Programme, see 5.1) and the limited resources on the other hand.

The tension between available inputs and the broad scope of the programme was particularly clear for human resources. Originally, the ILO/DFID project document foresaw 2 international experts and 1 national expert in Dar es Salaam, 1 international expert at 50% in Geneva, 1 administrative assistant and 1 finance officer. Eventually, the Programme managed to mobilize additional (human) resources through the recruitment of an associate expert funded by the government of Finland and through cost-sharing arrangements with the SIDA funded ILO/AIDS project (1 national coordinator for Tanzania and 1 national expert with international responsibilities who later obtained an international contract), the ILO office in Dar es Salaam (1 driver) and one national coordinator in Swaziland funded by AGFUND. Nevertheless, the understaffing of the Programme and the risk of burn-out were repeatedly signaled at Steering Committee meetings, as well as by the mid-term evaluation.²⁶ During the second half of the Programme the situation had slightly improved, partly due to a changing nature of the work (e.g. the highly intensive start-up phase transformed into a more regular workload, better spread of the calls for proposals of the CF since May 2009); and partly thanks to the recruitment of the CoC expert and 2 additional administrative /finance staff. The latter were mainly in charge of the contractual arrangements with the in total 71 DFID funded CF beneficiaries. Besides, the Programme managed to create a cost-efficient presence in 8 out of the 9 programme countries²⁷ by setting up national advisory groups (NAGs) composed of key stakeholders of the cooperative movement including in most of the cases the social partners which were coordinated by national focal points (NFPs). The NAGs and NFPs worked on a voluntary basis at times complemented with external collaboration contracts. In this way, the ratio of expenditures on staff compared to other budget categories (20% of the total DFID budget) remained reasonably efficient. See Chart 2.

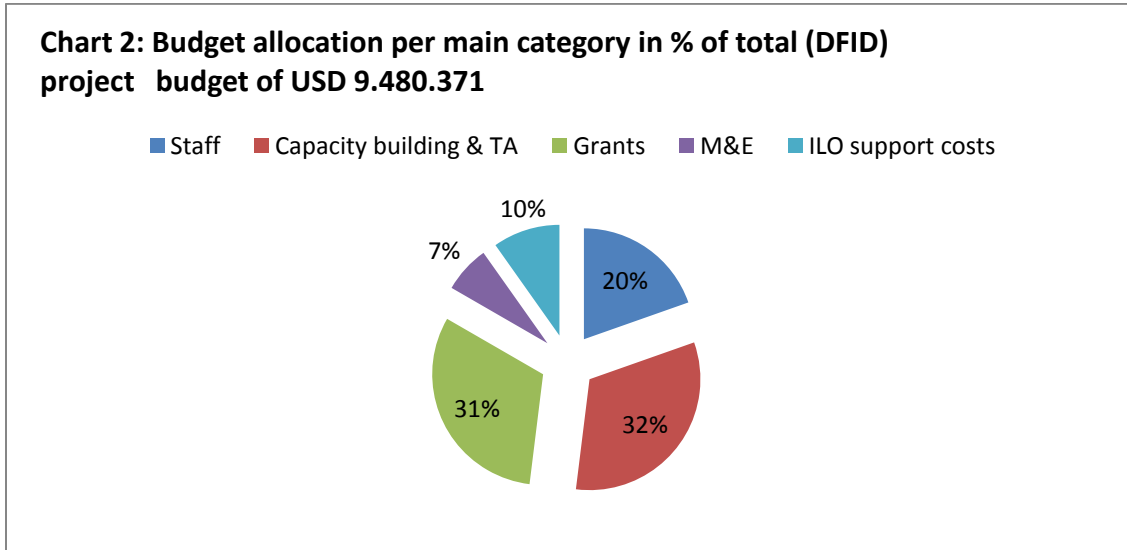
Overall a well balanced distribution of resources

Overall Chart 2 demonstrates a well balanced and fair resource allocation over the main budget categories, where capacity building and technical assistance (TA) and CF grants represent respectively 33% and 32% of the total DFID budget of USD 9.480.371. Staff, monitoring and evaluation (M&E) and

²⁶ "There is a Programme risk that staff may burn out leading to the risk of not obtaining programme results, and it is imperative that more technical staff be added to the project", Mid-term Evaluation report, p.34.

²⁷ The Programme had not managed to set up a NAG with a NFP in Botswana, mainly due to a lack of response from the cooperative stakeholders in the country.

ILO support costs²⁸ together make up for about another third (37%) of the total budget. Nevertheless given the unexpected withdrawal of the main donor DFID, the initial large investment on capacity building (mainly on cooperative colleges and CoCs) planned on a longer term period could be partly questioned afterwards, since in a shorter time frame it is rather complex to expect structural changes in meso-level institutions.



...though the Challenge Fund mechanism shows geographical imbalance and high transition costs

However, the analysis of resource efficiency within the Challenge Fund revealed 2 areas of concern. The first area relates to the fairness of resource distribution over the participating countries. Inherent to the competitive bidding process, the CF approved applications that fulfilled the common requirements and selection criteria for all countries in line with the transparent and independent selection procedure. The strongly varying capacity and responsiveness of applicants (i.e. mainly primary cooperatives)²⁹ from one country to another resulted in some countries (in particular Kenya and Uganda) “winning” more grants than others. This is reflected in Chart 3. This geographical imbalance in the allocation of CF resources had not been foreseen during the operational design of the CF and the Programme has not managed to counterbalance these outcomes. This lack of Programme response can be explained due to resource constraints to, for instance, set up a specific CF window for underrepresented countries as well as due to a lack of time at the moment that this trend became apparent, taking into account that the cycle of 1 CF round (from the call for proposals to the final payment to the beneficiary) takes on an average between 10-14 months with a minimum CF project duration of 6 months.

²⁸ The usual ILO support costs are 13% but exceptionally the office can charge less on funds that are allocated for grants.

²⁹ Out of the total of 71 DFID funded CF grantees, 33 were primary cooperatives.

The average duration of a CF round brings us to the second area of concern, i.e. the high transaction costs on the side of the grantees as well as on the side of the Programme and the ILO administration in general. The grantees need to comply with results-based management requirements during the preparation, execution and evaluation of their projects (following the project cycle management, PCM, approach), which are in many cases rather new working methods for them. Whilst the use of PCM can be considered as a valuable, modern work method that will increase the applicant's capacity in the long term, it requires serious commitment from the grantee. In addition, grantees usually experience obstacles caused by the market system in which they operate and which can cause extra delays in project implementation. It also entails technical guidance, monitoring and evaluation from the side of the Programme as well as contractual arrangements (i.e. 71 contracts with conditioned tranche payments for relatively small amounts) which in peak periods inevitably lead to delays in the process given the limited staffing capacity of the Programme. This is further illustrated by the story of the Wamunyu dairy cooperative in Box I.

The Programme has made an attempt to simplify the CF forms and requirements but needed to comply in its turn with international accountancy standards and with accountability requirements towards the donor (DFID), for instance for the purpose of demonstrating how CF projects contribute to the Programme's outcomes. In sum, a CF mechanism involves inevitably substantial transaction costs but the COOP^{AFRICA} experience offers scope for further adaptation and innovation from this perspective (see lessons learned and recommendations).

Box I: Dairy cooperative Wamunyu struggles with market failures and project implementation

The dairy cooperative Wamunyu in Kenya succeed to obtain a CF grant thanks to the support of the local office of the Swedish Cooperative Centre (SCC) that assisted in formulating their project and in filling in the COOP^{AFRICA} forms. The project aimed at increasing the production, productivity and value addition of milk by the introduction of modern equipment (e.g. cooling tanks, boilers, generators), techniques (pasteurization) as well as by buying a truck to fasten transport of the milk from the farms to the cooperative and from there to the outlets in town.

Since the start of the project, the leaders and manager of cooperative noticed some significant changes. Half way the project, the increased production efficiency (less spoilage of milk, reduced transport costs) inspired more confidence and loyalty from the members and other farmers joined the cooperative.

However the project also faced some hurdles that prevented the cooperative to implement the project as planned. First, the import of the cooling system from France had taken more time than expected. Also, the electricity supply in one of the outlets was not sufficient for the new cooling system and boilers but it turned out to be a lengthy process to get it changed by the electric power company.

The subsequent delays in project execution as well as the difficulties faced by the cooperative to comply with the progress and financial reporting, eventually delayed the payment of next tranche which on its turn hampered the smooth continuation of the other project activities. In the end COOP^{AFRICA} fielded a mission to assist the cooperative on the spot in fulfilling the reporting requirements and SCC continued providing technical assistance, which enabled the cooperative to end the project in good conditions.

Resource efficiency through resource mobilization and cost-sharing

The resource mobilization capacity of the Programme as well as the cost-sharing it arranged for with development partners have contributed to its efficient use of resources. For instance, the CF was an appropriate mechanism for additional resource mobilization. For instance, CF grantees were required to match a percentage of the grant with own in-kind contributions and funds. Overall, the grantees' contributions represented USD 2,189,270.02 in addition to the total amount of DFID expenditures on CF grants of USD 3,193,250.70. For instance in Tanzania, COOP^{AFRICA} has made its expertise available for setting up joint CFs with FAO and UNIDO within the framework of the ONE UN Joint Programmes in Zanzibar, Lindi and Mtwara. In this way, in addition to the financing of support activities (e.g. launch of funds, regional advisory group formation, capacity building), 228'668 USD grant funding became for cooperatives in these areas. The same principle was applied in COOP^{AFRICA}'s cooperation with the YES-JUMP project through the establishment of a CF window of 200'000 USD for young cooperators in Kenya and Zimbabwe.

Besides, the partnerships with cooperative development agencies, universities around the development of technical and training tools resulted in cost-sharing arrangements. Partnerships and resource mobilization are dealt with in more detail in the next section 5.5.

5.5 Effectiveness of management arrangements

High degree of stakeholder involvement at international and national level

Both at international level through its Steering Committee (SC) as well as at national level through the establishment of National Advisory Groups (NAGs) and National Focal Points (NFPs), the Programme created platforms for the active involvement of stakeholders representing the international and national cooperative movements as well as social partners.³⁰ For instance in the case of the SC, members were not only involved in usual tasks such as the approval of progress reports and workplans but some had also a role in the selection committee of the CF applications. Besides, the SC turned out to be a useful space for knowledge sharing and the creation of synergies. In this respect, it should be noted that conflicts of interests may arise when a SC member is simultaneously contracted by the Programme or when a SC member takes part on personal title and does not have a representative function (anymore). Both cases occurred in the SC but eventually did not affect genuine decision making. However, in general such practice should be avoided. Finally, the involvement of DFID in the SC was limited in spite of repeated invitations.

Besides, the Programme succeeded to raise awareness of the cooperative approach at the level of actors which were not yet much involved in cooperative development. They included in particular workers' and employers' organizations at international, regional and national level. The International Organization of Employers (IOE) and its regional member (Panafican Employers Confederation) as well as the International Trade Union Confederation (ITUC)-Africa were strongly involved and committed,

³⁰ Composition of the Steering Committee: African Union (AU), International Trade Union Confederation (ITUC)-Africa, International Organization of Employers (IOE), Panafican Employers' Confederation (PEC), International Cooperative Alliance (ICA), Committee for the Advancement and Promotion of Cooperatives (COPAC), the UK Cooperative College, two sub-regional representatives of the cooperative movement from respectively East and Southern Africa, the ILO Regional Office for Africa, the ILO Decent Work Team for Eastern and Southern Africa, the ILO Country office for Tanzania, Kenya, Rwanda and Uganda, ACTRAV and ACT/EMP. The composition of the NAGs varied from country to country, but typically involved National Federations and/or Unions of Cooperatives, Ministries in charge of cooperatives, national governmental cooperative agencies (e.g. in Ethiopia and Rwanda,) cooperative colleges, cooperative banks and social partners. In Botswana and Zambia, NAGs were not established due to a lack of responsiveness of the cooperative stakeholders.

and employers and workers organizations in the countries became cooperative support structures (Uganda, Ethiopia, Tanzania) hence forging alliances and rising voice in society.

The Programme was also effective in forging partnerships with other development organizations. The before mentioned COOP^{AFRICA} participation in the ONE UN in Tanzania is a successful example. The collaboration with the German Cooperative and Raiffeisen Confederation (DGRV) focusing on the audit of cooperatives was officialized through a MoU that was signed by the ILO ROAF allowing for the continuation of joint work beyond COOP^{AFRICA}. Also partnerships around the development of tools such as the MATCOM based Managing your agricultural cooperative are promising as an increasing number of organizations³¹ are cost-sharing the development of the training package. The joint ownership of the training package is expected to increase its use worldwide.

... but further implication of NAGs and government could have been explored

The NAGs and especially their support to the implementation of the CF in their respective countries, enabled an effective interaction between the national cooperative movements and the COOP^{AFRICA} team. The interviewed NAG members highlighted that their role in the CF tremendously increased the visibility and positive image of the cooperative movement in their countries. They also felt that their expertise could have been used more, for instance in the identification of Centres of Competence, monitoring and evaluation of CF projects or for CF disbursements through for example strong financial cooperatives like the Cooperative Bank of Kenya.

Compared to the strong involvement of cooperative stakeholders, the participation of government in the Programme had lagged behind. This can partly be explained by the fact that the Programme has followed the recent emphasis on the facilitating role (as opposed to the historic interventionist model) of government in cooperative development. However, it was felt that a stronger implication of relevant Ministries could have increased the opportunities for up scaling COOP^{AFRICA}'s outcomes both in terms of policy making as of implementing policies.

Effective internal management

The internal management arrangements also demonstrated to be effective. The CTA was highly results-oriented and, guided by ambitious workplanning, enabled the team to achieve an impressive range of outputs in less than three years of actual operation (March 2008 - December 2010). The division of labour in thematic areas³² was another enabling factor in this regard. The pace and scope of work has been a concern for some of the SC and staff members who feared and, at times, experienced an accumulation of fatigue of the staff in Dar es Salaam. This risk had already been signaled by the mid-term evaluation (see 5.4).

Furthermore, the knowledge material development and sharing was highly effective from the start of the Programme. For instance a series of 18 working papers were published and disseminated through the COOPAFRICA network as well as during ILO conferences, ICA meetings and the ILO conference and

³¹ Agriterra, Wageningen University and Research Centre, Royal Tropical Institute, the Federal Nigerian Ministry of Agriculture and Water Resources.

³² 1 CTA, 1 cooperative policy and development expert, 1 CF expert, 1 Gender and M&E expert, 1 Centre of Competence /Institution building expert and 1 part-time Tools and Partnership expert

governing body sessions in Geneva. An important aid in this regard was the COOP^{AFRICA} publication guidelines that, amongst others, included a thorough quality control method.

5.6 Impact orientation and sustainability of the project's results

The achievement of Programme outcomes as discussed in section 5.3 (see in particular Table 2), provides a first but extensive indication of Programme's positive impact at the policy level, the level of primary cooperatives as well as at the level of cooperative support organizations. Besides, the COOP^{AFRICA} impact assessment study³³ has found that:

(A) The expansion of the cooperative movement is evident across the countries

Although the expansion of the cooperative movement is a general trend in the region that cannot be solely attributed to the COOP^{AFRICA}, the Programme has contributed to this result through the NAG and NFPs arrangements, its support to the cooperative colleges as well as to the cooperative departments. Moreover, the Programme has made this trend visible through the NAGs at national level and at international level through the extensive advocacy material and (cooperative/Programme) participation in international conferences.

... but consolidation of Programme contribution to the cooperative expansion is uncertain

However, the sustainability of the Programme contribution to the expansion of the cooperative movement is challenged by the fact that the gained visibility of the cooperative movements may decrease together with the decreasing activity of the NAGs as operational arms of the Programme. On the other hand, some NAGs (e.g. in Kenya and Tanzania) have already positioned themselves as platforms for the preparations for the UN International Year of Cooperatives in 2012.

An overall sustainability concern in this respect is the early and unexpected withdrawal of DFID as main donor, which prevents the Programme from consolidating some very positive results such as for instance, the implementation of the new cooperative policies or the realization of the recommendations made to the cooperative colleges. This frustration was shared amongst Programme staff and stakeholders at all levels. See for instance Box II.

Box II: Ethiopian stakeholder voices support to COOP^{AFRICA}

"Dear Sir,

I am the general Manager of a saving and credit cooperative Union that is one of the few beneficiaries of CoopAfrica. Through CoopAfrica we were able to support our members, promote women empowerment by increasing their membership in the SACCOs and at the same time their role in the governance of respective cooperative they are already members. We have done substantial HIV/AIDS

³³ COOP^{AFRICA} Impact assessment study carried out by HIVA from October-December 2010 based on 4 country studies in Ethiopia, Kenya, Lesotho and Tanzania and a regional/cross country analysis.

prevention promotion to the community at work place in which our members work and reside. CoopAfrica has helped us help members create employment opportunities especially to women micro and small business operators.

This program is very vital especially in a country where the movement is not yet ready to take leadership responsibilities. The NAG that assists CoopAfrica at country level has started to consolidate the movement and eventually bring country wide organizational set up.

Yet, Concerning CoopAfrica program it is only the beginning! If CoopAfrica program would continue, we hope the movement will be strengthened and be consolidated. It will give way to national representative organization like Federation. For such things to take place, the cooperative movement needs further support. Hence the need for supporters like CoopAfrica program.”

Extract of a letter from the General Manager of the Addis Savings and Credit Cooperative Union to Hon. Andrew Mitchell, MP, UK, Secretary of State for International Development DFID, November 2010 responding to the news that DFID would discontinue its support to the COOP^{AFRICA}.

(B) COOP^{AFRICA} created positive decent work impact at micro-level

Generally, it is observed that the significance of cooperatives in decent work concerns, such as employment, social protection, gender equality and HIV/AIDS, is rising. For instance, employment in and through cooperatives is expanding. Cooperatives also increasingly provide access to social protection due to the rise in SACCOs. Furthermore, the Programme has demonstrated that specific actions can lead to an increase in female participation in cooperatives. Finally, in the area of HIV/AIDS, the Programme has created strong linkages with international agencies though in primary cooperatives HIV/AIDS often does not seem to be recognized as a priority yet.

The general, rather positive observations on the significance of cooperatives in decent work aspects cannot be attributed to COOP^{AFRICA} but the Programme has evidently created a positive direct, indirect and demonstrative impact at micro-level, especially through its CF projects. This micro impact is likely to be sustained as the investments have led to long term improvements of members' living conditions. This is illustrated in Box III.

Box III: The Tubadilike Women’s Group speaks up

The Tubadilike (Swahili for “Change”) women’s group in the outskirts of Dar es Salaam is organized around cooperative principles. With the technical assistance of the Tanzanian Federation of Cooperatives (TFC) and the Trade Union Congress of Tanzania (TUCTA) combined with a grant of the COOP^{AFRICA} Challenge Fund, the group has engaged in income generating activities like batik, soap and bed sheet making. The grant is invested in a small loans scheme, the construction of a workshop and purchasing of equipment and raw material. The additional income enables the members for instance to pay for the school fees of their children.

The group faces challenges in marketing of their products. They also lack capital. However, the women are confident that these challenges can be overcome as they stand strong as a group. This sense of empowerment also helped the group when it negotiated better services with the garbage collectors in their neighbourhood.

Empowerment is a great asset for women operating in the informal economy. Or, as the Chairwomen put it: “Thank you for helping people to help themselves.”

...but up-scaling of micro-level impact remains limited

The micro-level impact the design and duration of COOP^{AFRICA} do not allow for attributing upwards nor downwards trends in national cooperative sectors to the Programme. Even in Kenya, a country that benefitted from a relatively high level of COOP^{AFRICA} support through notably its CF (see chart 3), the impact assessment found that “... COOP^{AFRICA} has contributed to the performance of some cooperatives in Kenya. However, none of the upward and downward trends [... in the cooperative movement] may be directly attributed to the activities of COOP^{AFRICA} in the country”.³⁴ This seems to indicate a somewhat scattered focus and impact that may not only be valid for Kenya but also for the other countries.

The current state of the apexes is still too weak to expect a significant involvement of cooperatives in decent work related policy making. However, some early signs on positive change can be noticed in Tanzania where cooperative organizations that were strengthened by the Programme have been involved in PRSP design (i.e. Cooperative Union of Zanzibar, CUZA, and MUCCOBS).

(C) Cooperatives are brought into the agenda of political bodies and development organizations

The Programme has managed to integrate cooperatives in the development agendas of regional political bodies, international agencies and other development actors. For instance, the AU mentions cooperatives in the documents of the Ouagadougou +5 summit, cooperatives are

³⁴ Frederick O. Wanyama, *The impact of COOPAFRICA on cooperative development in Kenya* (incomplete draft, November 22 2010), p.5.

referred to in the regional decent work programme of the East African Community, and cooperatives are integrated in ILO policy documents such as the Global Jobs Pact and are part and parcel of the broader ILO Social Economy Initiative. The partnerships and collaboration with other development agencies (e.g. AGFUND, JICA, ONE UN, SIDA) also demonstrate an increased attention for cooperatives.

... though meta level impact cannot be felt yet

The impact of the presence of cooperatives in international development agendas can potentially reach large groups of people. However, at this stage this impact cannot be felt yet.

6. Conclusions

The Programme was highly relevant in the African strategic policy framework as well as in line with the witnessed renaissance of the cooperative movement on the continent. The demand driven nature of the Programme, mostly operated through the CF mechanism, enabled it to respond to the needs of mostly agricultural and financial cooperatives, as well as of cooperative apex organizations and cooperative colleges. The Programme could have gained in relevance if it had been designed and better adapted to variations in the national contexts of the 9 countries covered. Besides, the Programme focus on the cooperative model per se, i.e. regardless of its sector of activity, may have slightly affected its relevance, as demand clearly came from sectors with a high concentration of cooperatives like agriculture and finance, and less from other sectors (such as for instance housing or health).

The design of COOP^{AFRICA} was valid in terms of its coverage of the whole spectrum of cooperatives (primary, secondary and tertiary cooperatives) that were addressed through its 3 intervention levels (micro: support to cooperative enterprises, meso: cooperative support structures and macro: cooperative policy). The CF was an important mechanism in this respect. Moreover, its design as a Facility to service stakeholders and to assist networking and partnerships through a Programme rather than a project approach turned out to be valuable. However, the Programme design lacked focus which made that the available resources were spread relatively thin over the:

- important needs in the nine countries;
- geographical areas within the countries;
- three intervention levels;
- various themes (such as for instance, child labour, HIV/AIDS).

COOP^{AFRICA} was very efficient in making the best of its presence to create an impact. Key factors of success included the involvement and ownership of international and national stakeholders (e.g. SC, NAGs), the deployment of triggering and leverage mechanisms (e.g. CF, partnerships), the facilitation of demand and supply (e.g. CF, CoCs) and the reliance on existing structures (e.g. national cooperative movements, social partners, ICA). An unintended result of this approach was that the Programme was most effective in countries with a highly structured cooperative movement and professionalized cooperative institutions (Kenya, Uganda) as well as in its host country Tanzania that benefitted from the Programme's and the ILO office proximity. The Programme has not been able to redress this situation due to time and resource constraints.

Given its wide scope, the Programme demonstrated rather a scattered impact though after not even 3 years of effective operation it is too early to measure impact from a longer term perspective. The focus on sectors instead of on cooperative value chains may have contributed to this outcome. Eventually, it is likely that this Programme design has hampered the design of mutually supporting interventions and hence the achievement of a more systemic impact on the cooperative sector.³⁵ The COOP^{AFRICA} team has

³⁵ An exception to this observation may be the considerable COOP^{AFRICA} contribution to the JP1 in Lindi and Mtwara in Tanzania through its CF targeting four districts in these two regions. The impact of these CFs were not part of the current evaluation of DFID funded activities. However, an analysis of whether this geographical concentration has led to increased impact through mutually supporting interventions, may provide further insights in designing a systemic approach to cooperative development.

consciously addressed this issue in the design of its Phase II early 2010 by introducing a systemic, local / value chain approach to cooperative development with more strictly defined CF windows.

7. Recommendations

In 2011 COOP^{AFRICA} continues its activities at a down sized scale in terms of its team and activities financed by the no-cost extension of DFID funding, ONE UN funding and ILO Regular Budget Supplementary Account funds (RBSA) to achieve regional priorities identified by ROAF. The year 2011 is considered a bridging year to a fully-fledged Phase II that would ideally start in 2012 provided that sufficient resources will be mobilized. Recommendations in this Section mainly concern this future 2nd phase though a few recommendations can be implemented in the immediate term and with little costs. Management arrangements and short term planning for 2011 have already been settled.³⁶

Programme focus

On the focus of the Programme, it is recommended to:

- Reduce the number of countries
- Build in flexibility for country specific approaches
- Enable mutually reinforcing interventions, for instance by concentrating on selected sectors of activity, cooperative value chains and/or sub-national intervention levels
- Center on meso-level capacity building in complement to micro-level support through the CF
- In terms of the target group, it is recommended to focus even more on women and youth given the reality in the region and the regional DW priorities.

Challenge Fund mechanism

It is recommended to keep the **CF mechanism** whilst addressing issues such as local ownership and transaction costs. For instance:

- Set-up a system a self-financing scheme of local CF coaches who can be called upon by applicants as well as the Programme for support in formulation, implementation and evaluation of projects. For instance, a % of the grant can be reserved for coaching assistance. NAGs could play a role.
- Simplify CF forms for small grants, i.e. a gradual introduction to PCM
- Introduce country specific calls/criteria as well as more focused CF windows (e.g. value chain, greening enterprises, etc.)
- Outsource administrative and financial transactions to a competent financial service provider (e.g. a cooperative bank, a micro-finance institution, ...)
- Consider the inclusion of a business plan / credit scheme-based challenge in order to respond to cooperatives in need for credit rather than grants and to align with ongoing credit schemes in certain countries as to avoid possible distortion of existing credit schemes.

³⁶ See note for the file COOP^{AFRICA} in 2011 of 23/12/2010.

Centre of Competence (CoC) Approach

The sustainability of the CoC approach needs to be assessed and lessons to be learned from other ILO Programmes that deal with related issues such as BDS markets and certification of training providers, like for instance the Start and Improve your Business (SIYB) Programme or ILO projects on Women Entrepreneurship Development and Gender Equality (WEDGE). Besides, the CoC approach may need country specific adaptations.

National Advisory Groups (NAGs) and Programme governance

Depending the country, a more intensive involvement of NAGs can be further explored in areas such as:

- In some countries (e.g. Kenya), NAGs would function better if they had been “legitimized” at government level. Upon request, COOP^{AFRICA} could facilitate the recognition of NAGs work in the Programme.
- The design of country specific approaches as well as in the implementation of the Programme activities.
- NAGs can play a crucial role in supporting their government in the preparations and celebration of the International Year of Cooperatives (IYC) 2012.
- Dissemination of COOP^{AFRICA} advocacy material, this can for instance through the websites of NAG members.
- NAGs can be trained and supported in local resource mobilization at the level of donor agencies but within the cooperative movement (cooperation amongst cooperatives)
- A broad SC is an effective mechanism to guide the programme’s interventions. Nevertheless, SC members and implementing partners should be distinguished in order to avoid conflict of interest.

Resource mobilization

COOP^{AFRICA} and ILO in general, should seize opportunities to showcase achievements of COOP^{AFRICA} at the occasion of relevant international meetings and conferences, such as the international meetings on the social economy (e.g. Canada, Mont Blanc Meetings) and keep involved in preparations of the IYC 2012

8. Lessons learned and good practices

8.1 Research before project design

The DFID funded research project “Essential Research for a Cooperative Facility for Africa” that preceded the Programme has well oriented the design of the Programme and resulted in eleven useful baseline studies, including in four out of the nine countries covered by COOP^{AFRICA}. The resulting publication in 2008, *Cooperating out of Poverty*³⁷, and its (sponsored) translation in French in 2009, has contributed to the early visibility of COOP^{AFRICA} across the continent. It also turned out to be value for money, as most of the initial research methodology could be applied again to subsequent baseline and impact assessment studies by COOP^{AFRICA}. Besides, COOP^{AFRICA} could rely on much of the research expertise that was capacitated through this initial research project. Therefore, this “research-before-project-design-exercise” indicates good practice for other TC projects and programmes.

8.2 Institutional framework, national capacity and ownership

The broad and diverse membership of the SC as well as investments in regular face-to-face meetings including short study visits, turned out to be beneficial to the Programme. Also, the principles underlying the establishment of NAGS have proven their value in the COOP^{AFRICA} programme and may be useful to other TC programmes too. The COOP^{AFRICA} experience has learned that:

- a) NAGs can create ownership and promotes involvement of the cooperative stakeholders as well as social partners in the Programme.
- b) In some countries, NAG members benefitted from an increased recognition in the cooperative movement and beyond. The NAG involvement in COOP^{AFRICA} highlights covered in the media (such as CF calls for proposals, celebrations of International Day of Cooperatives, etc.) also enhanced the visibility of the cooperative movement in general in the countries;
- c) NAGs are an effective means of leveraging capacity building. Transfer of acquired knowledge of one NAG member to another, and/or, of one NAG member to colleagues in the members’ respective institutions, and/or through direct training activities with cooperatives. Besides, the exchange between focal points / NAG members from various countries in capacity building experiences and meetings was experienced as highly effective;
- d) NAGs are a cost-efficient option for programmes with thin staffing and a wide geographical coverage.

³⁷ Patrick Develtere, Ignace Pollet, Frederick Wanyama (eds), *Cooperating out of Poverty. The renaissance of the African cooperative movement*, ILO/WBI, 2008. http://www.ilo.org/public/english/employment/ent/coop/afrika/download/coop_out_of_poverty.pdf, <http://www.ilo.org/public/english/employment/ent/coop/afrika/download/cooperatingpovertyfrench.pdf>

8.3 Leverage and partnerships

The partnerships and collaboration agreements established by COOP^{AFRICA} have led to cost-sharing, resource mobilization as well as leveraging of the work themes (e.g. the recognition of the cooperative approach/cooperative business model) or the use of tools (e.g. My.COOP). Partnership building requires time and focus. One needs to invest in regular information ex-changes, face to face meetings in order to build confidence. A clear focus helps to design a win-win situation, hence cooperating with a concrete objective such as for instance the joint development of a technical manual helps. Partnerships do not necessarily need to be formalized to be effective (unless, for instance, if it would involve grants or in-kind transfers).

8.4 Impact assessment

The development of an impact assessment methodology that is accompanied by capacity building of Programme staff as well as national consultants can be a worthwhile investment. It is recommended to develop the impact assessment methodology as soon as possible. In the case of COOP^{AFRICA} the methodology was well aligned with the M&E framework. However, one should be aware of developing too complex M&E and impact assessment methods. Generally it is useful to assess a few indicators well. The early involvement of the ILO evaluation unit is recommended.

Annex I List of resource persons

The following persons have been consulted through face to face / phone interviews, group meetings and / or through workshop sessions

No	Name	Function, Organization	Location	Connection with COOP ^{AFRICA}
1.	Mpaji Kasirani Omary	Women Groups	Dar es Salaam	CF grantee
2.	Makongoro Gonza	TUCTA	Dar es Salaam	Partner CF project
3.	Akwara Joshua A.	Ministry of Cooperative Development and Marketing	Nairobi	NAG member
4.	Alemayehu Zerihun	Consultant Rochdale Consultancy Company	Addis Ababa	NAG member
5.	Amri-Lawson Judica	Senior advisor External Relations and Partnerships	Addis Ababa	
6.	Antonelli Andrea	Programme officer, UNIDO	Dar es Salaam	Partner
7.	Biondi Anna	Deputy Director ACTRAV, ILO	Geneva	SC member
8.	Chanie Shumet	NPC Edible Oils project, ILO	Addis Ababa	
9.	Chavez Maria-Elena	COPAC	Geneva	SC member
10.	Dan Charles	Regional Director, ILO ROAF	Addis Ababa	
11.	Frenken Aisja	Programme officer, FAO	Dar es Salaam	Partner
12.	Gakuru Maina	Senior project officer SCC	Machakos (Kenya)	Partner CF project
13.	Gessese Dagnew	Saving & Credit Cooperative Union	Addis Ababa	NAG member
14.	Geze Mihret	Promotion and project head, Joshua multipurpose cooperative	Addis Ababa	CF grantee
15.	Henry Hagen	Manager EMP/COOP, ILO	Geneva	SC member
16.	Imbsen Jan-Eirik	Director International Cooperative Alliance (ICA)- Africa (a.i.)	Geneva	SC member
17.	Jeetun Azad	Panafrican Employers' Confederation	Mauritius	SC member
18.	Kamanu Hosseah	Manager HIV/AIDS project, Cooperative College of Kenya (CCK)	Nairobi	CF grantee
19.	Kavishe Gloria	WEDGE ILO	Dar es Salaam	
20.	Kidist Chala	Programme Officer ILO Country office for Ethiopia, Somalia	Addis Ababa	
21.	Kivanuga Steve	ICA Africa	Nairobi	
22.	Klemmer Andreas	Enterprise specialist, ILO Pretoria	Pretoria	SC member
23.	Kodhlambo Francis D.	Federation of Kenyan Employers (FKE)	Nairobi	NAG member
24.	Kui Wailee	Capacity building/CoC Expert COOP ^{AFRICA}	Dar es Salaam	Staff
25.	Leclercq Dominique	P4P, WFP	Dar es Salaam	
26.	Magua Catherine	Kenya Union of Savings and Credit	Nairobi	NAG member

		Cooperatives (KUSCCO LTD)		
27.	Majurin Eva	Gender/M&E /One UN expert COOP ^{AFRICA}	Dar es Salaam	Staff
28.	Mazoko Gloria	Acting manager education & publicity, TFC	Dar es Salaam	NAG member
29.	Mbepera Aberhard	Senior Cooperative Officer, Ministry of Agriculture	Dar es Salaam	NAG member
30.	Mdidi Emmanuel S.	Public Relations officer, TFC	Dar es Salaam	NAG member
31.	Meherka Abey	Independent consultant (former FCA)	Addis Ababa	National focal point
32.	Mruma Albert	Deputy Director ICCDE, Lecturer, MUCCOBS	Dar es Salaam	NAG member
33.	Mshiu Sam	Cooperative expert, COOP ^{AFRICA}	Dar es Salaam	Staff
34.	Muia Frederick	IOE	Geneva	SC member
35.	Mukutu Faith	Project officer SCC	Machakos (Kenya)	Partner CF project
36.	Munane Francis	Manager Cooperative Alliance Kenya (CAK)	Nairobi	National focal point
37.	Munayo Francis	ICA Africa	Nairobi	
38.	Musindo Alexio	Director ILO Dar es Salaam	Dar es Salaam	SC member
39.	Mwai Winfred	Kenya Rural Savings and Credit Cooperative Union Ltd (KERUSSU)	Nairobi	NAG member
40.	Mwangomango Jonah S.	Board Chairman of MHCS Ltd	Dar es Salaam	NAG member
41.	Namuhisa Agnes	Director of cooperative development, TFC	Dar es Salaam	National focal point
42.	Neemak Kasunga	Dunduliza SACCOS Network	Dar es Salaam	NAG member
43.	Njiguna Hezron	ACTEMP specialist, ILO ROAF	Addis Ababa	SC member
44.	Nthiga Judith W.	Cooperative Alliance Kenya (CAK)	Nairobi	NAG member
45.	Omware Steve	Cooperative Alliance Kenya (CAK)	Nairobi	NAG member
46.	Ouma Caren	On behalf of Cooperative College of Kenya	Nairobi	NAG member
47.	Parrey Owais	One UN economic advisor	Dar es Salaam	
48.	Parry Frederick	ACTRAV specialist, ILO ROAF	Addis Ababa	SC member
49.	Saizonou Gishlaine	Gender advisor, ITUC-Africa	Lomé	SC member
50.	Salewi Kumbwaeli	Programme officer, ILO	Dar es Salaam	
51.	Schwettmann Jurgen	Deputy Regional Director, ILO ROAF	Addis Ababa	SC member
52.	Shaw Linda	Vice Principal, Head of Research, UKCC	Manchester	SC member
53.	Tchami Guy	CF expert, COOP ^{AFRICA}	Dar es Salaam	Staff
54.	Tezeta Ketema	General manager Joshua multipurpose cooperative	Addis Ababa	CF grantee
55.	Vanhuynegem Philippe	CTA COOP ^{AFRICA}	Dar es Salaam	Staff
56.	Wainaina Judith	Cooperative Bank	Nairobi	NAG member

57.	Wakbeka Belete	Credit manager Cooperative Bank of Oromia	Addis Ababa	NAG member
58.	Wambua Joshua (plus chairmen, board members and staff of Wamunyu and Misii cooperatives)	Manager Wamunyu Dairy cooperative	Wamunyu (Kenya)	CF grantee

Annex II List of consulted documentation and internet references

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