

Cooperative Leader Interview (Refugee)

Introduction: Interviewers will introduce themselves and explain the purpose of the interview and how the information will be used. The interviewers will inform the participants that their participation is strictly **voluntary**, that all information discussed is **confidential**, and that people will not be individually identified in the reporting of findings. Verbal **consent** must be gained.

Introductory comments:

Thank you for being willing to talk with our team. My name is _____. I am a researcher with Green Professional Service of Ethiopia, working with international consultant firm TANGO International to conduct a baseline study for the next phase of UNHCR-supported livelihood and energy projects. This interview will be confidential (no name attached to the results) and you can leave the interview at any time. The information will be used to create general learning about how UNHCR can improve its programming for the next few years. I will be asking you about the capacity and development of your cooperative. The interview will take about 1 hour.

Do you agree to talk with me?

(Baseline Final Version_23 February 2020)

Name of interviewer:

Date:

Camp:

A. GENERAL INFORMATION

A.1 Name of Cooperative (current): _____

A.2 Type of Cooperative: CIRCLE: Agriculture / Milk / Meat / Livestock Trader / Prosopis or firewood / Energy or solar / Stoves/CAHWs

A.3 Sex of respondent? CIRCLE: male / female ; Age (year of birth): _____ [If more than one respondent, document all]

(First Name, for use during survey – not linked to results): _____

A.4 Are you a member of the cooperative management/executive committee? Yes / No _____ (If no leadership position with the cooperative, **end survey** and find designated cooperative leader for the interview.)

A.5 If yes, what is your leadership position? _____ (ex: chairperson, vice-chairperson, cashier, etc.)

A.6 How many months *or* years have you served in this role? ____# months *OR* ____# years

A.7 Approximately how many months *or* years has the cooperative existed? ____# months *OR* ____# years

A.8 How many cooperative members are their currently? ____ How many are active members? ____

B. COOPERATIVE ASSESSMENT TOOL

DIMENSION 1: Legal Status, Cooperative Planning & Procedures

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES PROVIDED:	STANDARD POINTS	POINTS EARNED
a. Legal Status				2	
a.1 Is the cooperative properly registered with the local government (woreda and kebele)?			e.g., it has a business licence and a tax number	1	
a.2 Does the cooperative have by-laws or other legally required documentation?			e.g., copy of by-laws, charter or/and statutes?	1	
b. Cooperative Planning and Administrative Procedures				7	
b.1 Have the current management/executive committee members been trained in financial management?				1	
b.2 Do the management committee members have adequate ability to develop budgets and budget reports for the cooperative?				1	
b.3 Does the cooperative prepare an annual budget?				1	
b.4 Does the cooperative have an ' <i>action plan</i> ' for this year's goals and plans? (short term operations plans)				1	
b.5 Is the action plan <u>voted</u> on by the general members?				1	
b.6 Does the cooperative have a written business plan? (longer-term plans)				1	

b.7 Does the cooperative have a long-term sustainability plan or strategy?			i.e., plans for sustaining operations without any assistance/ inputs from NGO/UNHCR	1	
			Dimension Sub-total	9	
<u>Other respondent comments on this section:</u>					

DIMENSION 2: Management Structure and Accounting System

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES	STANDARD POINTS	POINTS EARNED
a. Management Structure and Human Resources				8	
a.1 Does your cooperative have both an <u>active</u> Chairperson and Vice-Chairperson?				1	
a.2 Does the selection of management committee members take into consideration a balance of age, gender, diversity?				1	
a.3 Does the cooperative have a cashier or accountant available throughout the year?				1	
a.4 Does the cooperative have paid security guards available throughout the year? (to guard cooperative assets)				1	
a.5 Do <i>management committee members</i> have clear role descriptions through written administrative/operations policy?				1	
a.6 Do general <i>members</i> have clear member role descriptions and contracts?				1	

a.7 Are the by-laws of the cooperative generally followed by members?				1	
a.8 Are complaints and conflict resolution procedures in place?*				1	
e.g., fines/fees for schedules not followed; Check for documentation and recording of grievances and resolutions.					
*Follow-up: Have complaints/conflicts that have been raised been adequately addressed through this procedure?	Comment:			No point	
b. Financial Management				7	
b.1 Does the cooperative have financial reports developed regularly throughout the year? (e.g., monthly, quarterly, or at least bi-annual?)				1	
b.2 Are financial reports/updates shared with members?				1	
b.3 Does the general membership decide on the use of the cooperative surplus/or savings (if it were to exist)?				1	
b.4 Does the cooperative have clearly documented financial procedures? (e.g., such as approvals needed to make a purchase over a certain amount, etc.)				1	
b.5 Does the cooperative have books of accounts/leger?				1	
b.6 Does the cooperative conduct regular <i>internal</i> audits of the books?				1	
b.7 Does the cooperative conduct regular <i>external</i> audits of the books?				1	
			Dimension Sub-total	15	
<u>Other respondent comments on this section:</u>					

DIMENSION 3: Production & Quality of Inputs

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES	STANDARD POINTS	POINTS EARNED
a. Services and Inputs for Members				7	
a.1 Have cooperative members been trained in basic business management?				1	
a.2 Do cooperative members receive training or technical support on improved production inputs/practices?*				1	
a.3 Is there a <u>clear</u> process for deciding what members receive what type/or portion of inputs?				1	
a.4 Does the cooperative have capacity to store/and distribute inputs to members?				1	
a.5 Does the cooperative have a mechanism/or contingency plan to support its members during times of stress/a crisis/shock? (e.g., locust destruction support, offload/offtake plan, loan guarantee fund for times of stress, crop insurance, etc.)				1	
a.6 Does the cooperative regularly check the <u>quality</u> of inputs used/or products sold by members?				1	
a.7 Does the cooperative have a savings/or credit mechanism to support maintenance or upgrades of the cooperative’s facilities or equipment?				1	
*Follow-up: Have you ever made changes to your inputs/or production based on training from the cooperative? If yes, explain.	Example?			No point	
b. Cooperative Production				2	
b.1 In the past year, has the overall amount of production from the cooperative increased?				1	

b.2 Does your cooperative add <u>value</u> to members' production in any way? (i.e., what is the value from the cooperative as opposed to producing alone, ex: refrigeration of milk, or making milk into yogurt)				1	
			Dimension Sub-total	9	
<u>Other respondent comments on this section:</u>					

DIMENSION 4: Market Linkages and Value Chains

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES	STANDARD POINTS	POINTS EARNED
a. Market Linkages				5	
a.1 Does the cooperative provide market information to its members? (price changes, where/when to buy/sell)				1	
a.2 Has your cooperative developed any marketing materials or marketing communications? (e.g., Text message advertisements, name plaque for market stalls, office signposts, etc.)				1	
a.3 Does your cooperative have a marketing plan? (e.g., or a marketing committee?)				1	
a.4 Is the cooperative selling at more than one market?				1	
a.5 In the past year, did the cooperative make changes to its production level/or type of products to adapt to changes in market demand?				1	
b. Value Chains				3	
b.1 Does the cooperative sell its product only to individual households, such as to individuals in the market?			(Point for 'NO' response only)	1	

b.2 In the past year, has the cooperative developed relationships with new <i>suppliers</i> ? (e.g., to procure their own inputs)				1	
b.3 In the past year, has the cooperative developed relationships with new <i>buyers/business distributors/wholesalers</i> ?				1	
			Dimension Sub-total	8	
<u>Other respondent comments on this section:</u>					

DIMENSION 5: Membership & Learning Strategies

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES	STANDARD POINTS	POINTS EARNED
a. Recruitment & Member Retention Strategy				8	
a.1 Is there clearly defined membership selection criteria for both refugees and host community members?			Note: even if ARRA or RCC identified the members, is that criteria completely clear?	1	
a.2 Is there a strategy/or committee for member recruitment? (e.g., member 'mobilizers' who do recruitment)				1	
a.3 Is there a regular assessment by the cooperative of current members' needs? (e.g., this can be informal, like assessing member needs through an agenda item at general meetings)				1	
a.4 Have member needs been integrated into planning processes?				1	
a.5 Have all members paid the initial <u>share</u> contributions/fees to join?			If not, why not?	1	
a.6 Does your cooperative have an accurate record of each member's activities?				1	

a.7 Did your cooperative <i>decrease or lose active members</i> in the past year?			(Point for 'NO' response only) If yes, follow-up: why?	1	
a.8 Does your cooperative have an intentional focus on recruiting women and youth (or other diversity categories) as members?				1	
b. Opportunities for Learning Together				2	
b.1 Are there <u>opportunities</u> for sharing lessons learned in production or best practices among members, such as at regular member meetings?				1	
b.2 Are there training-of-trainers (TOT) of members in your cooperative, so that internal trainers are available to train new members in the future? (<i>such as in coop basics, business management, financial literacy skills needed in the cooperative</i>)				1	
Dimension Sub-total				10	
<u>Other respondent comments on this section:</u>					

DIMENSION 6: Social Capital and the "Bigger Picture"

QUESTIONS	YES	NO	MEANS OF VERIFICATION, EXAMPLES	STANDARD POINTS	POINTS EARNED
a. Social Capital and Social Cohesion				5	
<u>Do you agree with these statements?</u>					
a.1 Refugees in the cooperative have built strong relationships with <i>other refugee</i> members. (e.g., strong relationships = they can rely on each other in times of need)				1	
a.2 Refugees and host community members in the cooperative have built strong relationships with one another.				1	

a.3 There is trust among the management committee members. (e.g., trust = transparency to follow cooperative guidelines, and make decisions for the good of the cooperative (and not the individual))				1	
a.4 There is trust between cooperative members and the management committee. (e.g., same as above, trust = no corruption or graft)				1	
a.5 Members of this cooperative feel <u>proud</u> to be a part of this group. (e.g., group identity)				1	
b. Community Development and Other Impacts				4	
<u>Do you agree with these statements?</u>					
b.1 This cooperative has coordinated with other cooperatives (of any type) in order to be more effective.			If yes, explain.	1	
b.2 Members of this cooperative have a general concern for the development of this community.				1	
b.3 The cooperative takes into consideration protection/health and safety impacts of the work, for members and the community.				1	
b.4 The cooperative takes into consideration environmental and natural resource impacts of the work. (e.g., depletion of resources, waste disposal, etc.)				1	
			Dimension Sub-total	9	
<u>Other respondent comments on this section:</u>					

C. PERCEPTIONS OF NGO PARTNER SUPPORT FOR SUSTAINABILITY

General comments on **NGO partner support of cooperative capacities and processes** developed for self-reliance: (Note: this survey is not about complaints on partner inputs, or requests for more inputs).

*C.1: In how many **months or years** do you think the cooperative will be self-reliant/independent? Why?*

*C.2: **How** can your cooperative improve in order to be self-reliant/independent in the future?*

(e.g., enhanced risk management; need for Board of Directors for oversight of management committee?)

*C.3: How can the **partners** support your capacity to be sustainable?*

D. FINAL COMMENTS

Are there any other comments related to this discussion that you would like to share?

When we return in a few years to follow-up on the progress of the cooperatives, **do you give consent for us to possibly contact you in the future? YES / NO**