

ICA 00410

ICA - INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office for West Africa

01 B.P. 3969 Abidjan

Côte d'Ivoire

Tel:(225) 21 43 27

Fax: (225) 22 15 21

Telegr/Cables "Interallia Abidjan"

Telex 22629 ACIABJ-CI

REGIONAL COOPERATIVE DATA BANK

RCDB

(BRCC - BANQUE REGIONALE
DE DONNEES COOPERATIVES)

PHASE I

**BURKINA-FASO - CAPE VERDE -
COTE D'IVOIRE - SENEGAL**

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The International Cooperative Alliance is an independent non-governmental association which represents, helps and brings together cooperatives from all over the world. The ICA was founded in London in 1895. Its membership is composed of national and international cooperatives from all sectors: agriculture, banks, health, savings and loan cooperative banks, energy, industry, insurance, fisheries, housing, tourism and consumer goods. The ICA has more than 230 member organizations from more than 100 countries and represents more than 730 million people from all over the world.

The ICA celebrated its centenary in Manchester (United Kingdom) in September, 1995.

The principal objectives of the ICA are to promote and strengthen the autonomy of cooperative movements. Through its international, regional and national activities, the ICA aims at:

- * developing and defending cooperative principles;
- * fostering a mutually beneficial relationship between member organizations in economic and other fields;
- * promoting the economic and social progress of peoples, and thereby contributing to international peace and security.

In 1946, the ICA was invited to participate in the United Nations' Economic and Social Council (ECOSOC), and enjoys the status of a Category 1 Consultative Body.

Regional Office for West Africa (ICA/ROWA)

The ICA, which has a Directorate General based in its headquarters in Geneva (Switzerland), has also established five Regional Offices whose activities are directed towards the development of cooperatives in Third World countries.

The ICA/ROWA was established in 1981 at Abidjan (Côte d'Ivoire) to cover the 16 West African countries: 9 French-speaking countries, 5 English-speaking countries and 2 Lus-speaking countries.

The ICA/ROWA's mission is to support and act as a catalyst for the development of cooperatives in the region. It's membership is open to Regional and National Cooperative Unions and Federations.

The ICA/ROWA's spheres of activity, based on the priorities of its affiliated organizations, are:

- * The emergence and consolidation of cooperative institutions (Unions and Federations);
- * Human resource development in cooperatives through cooperative studies, training, education and information;
- * The integration of women in cooperatives;
- * The development of an appropriate and favorable environment for the promotion of the cooperative movement;
- * Inter-cooperative exchange/trade.

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BURKINA-FASO - CAPE VERDE -
COTE D'IVOIRE - SENEGAL

Data collection surveys for the establishment of the Regional Cooperative Data Bank and for publishing the present document were made possible thanks to the contributions of:

The Royal Norwegian Society
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(NRD/NORCOOP)

The Canadian Cooperative
Society for International
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PRESENTATION OF DOCUMENT

This document is a synthesis of the work carried out during the first phase of the Regional Cooperative Data Bank (RCDB) project in West Africa, covering four countries: Burkina-Faso, Cape Verde, Côte d'Ivoire and Senegal.

As the reader will see, it first contains summaries of the reports submitted by the national consultants who undertook the task of data collection and processing. In spite of the fact that data collection was based on a single questionnaire, most of those involved were obliged to modify it due to the realities of the situations faced in the process, in order to ensure that the results obtained were the most reliable possible.

Since the political and socio-economic conditions change rapidly in these countries, the ROWA shall periodically update the RCDB so that it is adapted to the prevailing realities and needs in the different countries. The present data constitutes a starting point for the data base.

Consultants were chosen because of their experience with regard to their particular environment as well as the cooperative and associative realities in their respective countries. Consequently, some of their analyses reflect their knowledge and understanding of their respective environments, often corroborated by the objective data collected.

In the Summaries, the consultants have picked out apparently relevant points regarding each country in order to paint a picture of the existing cooperative and associative movements. Hence, more detailed explanations for some of the analyses or conclusions can be found in the numerous statistical tables and survey forms submitted to the ROWA.

The reader will also find a comparative analysis of the survey results at the end of the document, based on a minimum core of elements of comparison, enabling him to understand the disparities between the countries.

INTRODUCTION

With the advent of economic liberalization in African countries and the problems they face in penetrating external markets, cooperatives need to institute a series of redeployment measures, including those related to the marketing of their products. Conclusions reached by various seminars and recommendations proposed by the statutory bodies of the ICA/ROWA over the last two years all underline the urgent need to promote inter-cooperative trade and the sharing of experiences between cooperatives.

It would be impossible to envisage or carry out any exchange of trade and experiences or any planning or negotiations for funding cooperative development support programmes without updating the data presently available on cooperatives.

In order to understand the evolution of cooperatives in the West-African sub-region, the ROWA needs exploitable data which would also help it to improve its promotional efforts. Hence, the data bank on cooperatives shall contain all the relevant and useful information which would make it possible to achieve these objectives. That is the reason the ICA/ROWA needed to establish a Regional Cooperative Data Bank (RCDB), as recommended by the last Council meeting of the organization.

The RCDB's aims include the collection, processing and dissemination of data and information periodically gathered at national level. It shall be made available to all those who ask for consultation: trade partners, sponsors, students, scholars, etc...

The methodology of approach consisted of:

- * Preparing a survey questionnaire by the ROWA;
- * The organization of a Regional Workshop for National Consultants with a view to instituting a dialogue and harmonizing data-collection strategies;
- * Defining samples of various farmers' structures and organizations;
- * Data collection;
- * Processing the data collected;
- * Preparing the Final Country Reports.

With regard to sampling, given the large number of associative organizations of all kinds in each of the countries, it proved necessary to select samples in order to obtain a number of organizations which would be representative of the associative landscape of each country.

The following general criteria were used:

- * Type of association or organization;
- * Type of activity/activities carried out by these organizations;
- * Territorial distribution of these organizations.

On the whole, in the case of:

BURKINA-FASO : 425 organizations were affected by this survey, of which 226 were agricultural cooperatives, 138 multi-functional cooperatives, 25 pastoral cooperatives, 21 savings and loan cooperatives, 11 handicrafts cooperatives, 02 marketing cooperatives and 02 cooperatives whose fields of activity it was not possible to determine.

CAPE VERDE : A list of 204 cooperatives was drawn up and they were categorized according to their "concelho" (councils) and sector of activity. Of this list, 122 organizations were selected as a sample for the survey.

COTE D'IVOIRE : 154 cooperative groupings in the agricultural (144) and non-agricultural (10) sectors were selected.

SENEGAL : 332 organizations were surveyed, 278 in rural areas and 54 in urban areas.

1 - SUMMARY OF REPORT ON

BURKINA-FASO

**1 - SUMMARY OF REPORT ON
BURKINA-FASO**

INTRODUCTION

The methodology of approach for the creation of a data bank on cooperatives (RCDB) consisted in sampling various farmers' organizations, sending survey forms in the case of some of the organizations, directly administering the questionnaire with regard to certain farmers' organizations and, finally, processing the data collected.

A recent study on the associative movement in Burkina-Faso listed around 15,000 associative organizations. Sampling proved necessary because of the large number of associative organizations of all kinds, in order to reach a number which would be representative of the associative landscape of the country.

Three main criteria were defined for the sampling process:

- The type of association or organization;
- The type of activity/activities carried out by these organizations;
- The territorial distribution of the organizations.

On the whole, four hundred and twenty-five (425) organizations were covered by the survey, of which 226 were agricultural cooperatives (i.e. 53.17%), 138 were multi-functional cooperatives (i.e. 32.47%), 25 pastoral cooperatives (i.e. 5.9%), 21 savings and loan cooperatives, 11 handicrafts cooperatives (i.e. 2.5%), 62 marketing cooperatives (i.e. 14.6%) and 02 cooperatives (i.e. 0.4%) whose sectors of activity it was not possible to determine.

Burkina-Faso has 30 provinces with an unequal density of population and with varying socio-economic scenarios.

1 - SURVEY RESULTS

The survey aimed at setting up a Regional Cooperative Data Bank was able to cover 425 farmers' organizations. The following results may be presented on the basis of available figures:

The 425 farmers' organizations surveyed can be divided as follows:

- * 37 cooperatives i.e. 8.7%
- * 379 pre-cooperative organizations, i.e. 89%
- * 2 associations, i.e. 0.47%
- * 7 organizations whose nature could not be determined, i.e. 1.6% .

The classification of the total number of organizations surveyed according to the period they were established gives the following results:

- * 43 organizations founded between 1960 and 1975, i.e. 10%
- * 165 organizations founded between 1976 and 1985, i.e. 39%
- * 206 organizations founded between 1986 and 1995, i.e. 48%
- * 165 organizations whose period of establishment could not be determined, i.e. 3%.

In addition, on the basis of type of organization, they can be classified as follows:

- * 213 village-level men's groups, i.e. 50%
- * 88 village-level women's groups, i.e. 21%
- * 87 village-level combined groups, i.e. 20%
- * 21 village-level cattle-breeders' groups, i.e. 5%.

The results obtained allowed us to prepare Tables. Each of the Tables obtained by crossing different variables of the survey made it possible to summarize a particular situation deemed important, which could provide information leading to a better understanding of the development of farmers' organizations.

1 - 1 ORGANIZATIONS ACCORDING TO PROVINCE AND TYPE OF ORGANIZATION

The 425 organizations surveyed all over the country in total, according to the province they are located in and the type of organization, are distributed as follows:

- * On an average, there are 14 per province
- * But extremes do exist - 33 organizations were surveyed in Yatenga and just 2 and 1 respectively in Bam and Kéné Dougou.

TABLE NO. 1

DISTRIBUTION OF ORGANIZATIONS
ACCORDING TO PROVINCE AND TYPE OF ORGANIZATION

PROVINCES	TYPE OF ORGANIZATION					TOTAL
	VMG	VWG	VCG	VCBG	BANKS	
BAM	0	0	2	0	0	2
BAZEGA	8	2	2	0	0	12
BOUGOURIBA	13	0	0	0	3	16
BOULGOU	4	3	4	1	0	12
BOULKIEMDE	8	1	4	0	0	13
COMOE	16	3	2	1	0	22
GANZOURGOU	6	8	5	2	0	21
GNAGNA	10	3	7	2	0	22
GOURMA	11	4	1	0	0	16
HOUET	2	4	4	0	0	10
KADIOGO	2	2	1	0	2	7
KENEDOUGOU	0	1	0	0	0	1
KOSSI	15	1	1	0	0	17
KOURITENGA	10	2	5	0	0	17
MOUHOUN	12	4	1	0	0	17
NAHOURI	3	11	1	0	1	16
NAMENTENGA	10	6	7	1	0	24
UDALAN	11	6	2	1	0	20
UDALAN	4	3	0	2	2	11
PASSORE	10	2	4	0	0	16
PONI	5	2	2	0	0	9
SANGUIE	4	1	0	0	0	5
SANMATENGA	6	3	9	0	0	18
SENO	2	3	4	2	0	11
SISSILI	1	1	4	0	0	6
SOUM	7	2	1	7	0	17
SOUROU	6	0	1	0	0	7
TAPOA	6	2	1	0	0	9
YATENGA	12	4	8	1	8	33
ZOUNDWEOGO	9	4	4	1	0	18
TOTAL	213	88	87	21	16	425

VMG : Village-level Men's Group
 VWG : Village-level Women's Group
 VCG : Village-level Combined Group
 VCBG : Village-level Cattle-breeders' Group.

16 Savings and Loan Banks or Cooperatives (COOPEC - Caisses ou Coopératives d'Epargne et de Credit) with both men and women as members.

1 - 2 CATEGORIZATION OF ORGANIZATIONS

The organizations can be categorized in various ways: according to their nature (cooperative, pre-cooperative, association) or on the basis of their organizational level (primary, secondary, tertiary).

TABLE NO. 2

CLASSIFICATION ON THE BASIS OF THE NATURE, THE CATEGORY OF THE ORGANIZATION AND ITS PERIOD OF ESTABLISHMENT												
Nature and category of organization												
Period	Cooperative			Pre-cooperative			Association			n.d.		Total
	Prim. level	Secnd. level	Tert. level	Prim. level	Secnd. level	Tert. level	Prim. level	Secnd. level	Tert. level	n.d.		
1950-1975	12	2	1	26	0	0	0	1	0	1		43
1976-1985	8	0	0	155	0	0	0	0	0	2		165
1986-1995	11	0	0	187	2	1	1	0	0	4		206
	2	1	0	8	0	0	0	0	0	0		11
TOTAL	33	3	1	376	2	1	1	1	0	7		425

Prim. : Primary
 Secnd. : Secondary
 Tert. : Tertiary
 n.d. : Not determined.

On the basis of the nature of organization, three categories can be distinguished:

- * Cooperatives - more-or-less completely and finally formed; 34 of the 425 organizations surveyed are of this kind, amounting to 8% of the total;
- * Pre-cooperatives which, as the name indicates, are an intermediary form before turning into full-fledged cooperatives; they are the most numerous - 225 of the total surveyed (53%);
- * Associations - a more recent form of organization initiated by the democratic process the country is undergoing; we were only able to meet with 2 (0.4%), because they are still young organizations and lack any real supervision, since they are recognized by the Ministry of Territorial Administration.

On the basis of organizational level, the following may be distinguished:

- * Primary or grassroots organizations whose membership consists of individuals;
- * Secondary organizations, higher-level bodies whose membership consists of grassroots organizations;

- * Tertiary or apex organizations, whose membership consists of secondary organizations;

With respect to the establishment period of organizations, the following conclusions may be reached:

- * During the 1960 to 1975 period, a number of organizations hesitantly saw the light of day. The sample only included 43 associative structures established in this period (10%).
- * The 1976 to 1985 period saw the development of organizations, particularly farmers' organizations, mostly serving as bridges for the popularization of agriculture; 165 organizations were included in the sample (39%);
- * The period between 1986 and the present witnessed the most rapid growth of organizations; this growth was partly due to the fact that the advent of the revolution gave a boost to the associative movement; the sample included 206 organizations (48%).

1 - 3 SECTORS OF ACTIVITY

TABLE NO. 3

CLASSIFICATION ON THE BASIS OF SECTORS OF ACTIVITY								
Sectors of Activity								
PERIOD	Agri-culture	Handi-crafts	Trade	Cattle-breeding	Savings /Loans	Others	n.d.	Total
1960-1975	18	0	0	0	2	23	0	43
1976-1985	102	5	8	8	1	47	1	165
1986-1995	102	6	17	17	17	62	1	206
n.d.	4	0	0	0	1	6	0	11
TOTAL	226	11	2	25	21	139	2	425

n.d. : Not determined.

For a rural and agricultural population of more than 80%, the associative movement was characterized by the birth of organizations based on agricultural and cattle-breeding activities. Hence, the sample includes:

- * 226 (53%) so-called agricultural organizations since subsistence cultivation activities are the most widespread although their uncertain nature must be borne in mind; most village-level groups are multi-functional while favoring subsistence crops.

- * 25 organizations (5.4%) are specifically concerned with cattle-breeding; these are pastoral cattle-breeders' groups from Northern Burkina.
- * 21 savings and loan establishments (5%); this form of organization, based on the management of funds, is relatively recent as compared with classical producers' organizations which form associations in order to solve common problems and safeguard mutual interests.
- * 11 craftsmen's organizations (2.5%); these are cooperatives or craftsmen's groupings who pool their efforts either to facilitate raw material supplies or the sale of their products.
- * 2 marketing organizations (0.4%).

With regard to the period of establishment, the strictly agricultural organizations can be divided in the following manner:

- * 102 agricultural organizations and 8 cattle-breeders' organizations were established between 1976 and 1985 (26%);
- * 102 agricultural organizations and 17 cattle-breeders' organizations were set up between 1986 and 1995 (amounting to 28%).

1 - 4 ORIGINATING BODIES AND MEMBERSHIP IN A UNION OR FEDERATION

The associative movement is characterized by two variables - originating bodies and membership in a Union or Federation.

Indeed, it may be said that organizations were created by three kinds of promoters : State departments, NGOs and organizations or groups of individuals.

TABLE NO. 4

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO ESTABLISHMENT PERIOD AND ORIGINATING BODY (IN %)

ESTABLISHMENT PERIODS	ORIGINATING BODY			
	STATE DEPTS.	N.G.O.	GROUP OF INDIVIDUALS	N.d.
60 - 75	19	33	6	6
76 - 85	44	21	36	45
86 - 95	36	46	55	45
N.d.	1	0	3	3
TOTAL	100.00%	100.00%	100.00%	100.00%

n.d. : Not determined

State departments set up the largest number of organizations, seeing as they are spread all over the territory and given the specific vocation some of them have.

Of the 100 organizations initiated with the help of NGOs, 38 are members of Unions, while only 2 are members of Federations.

State departments seem to have made very few efforts towards the establishment of apex organizations. Only 2 of the 100 organizations initiated by State departments are affiliated to Unions and only one (1) has joined a Federation.

TABLE NO. 5

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO ORIGINATING BODY AND MEMBERSHIP OR LACK OF MEMBERSHIP IN A UNION (in %)				
ORIGINATING BODY	MEMBERSHIP OR LACK OF MEMBERSHIP IN A UNION			TOTAL
	YES	NO	N.d.	
STATE DEPT.	2	80	18	100
NGO	38	60	13	100
GROUP OF INDIVIDUALS	18	65	17	100
N.d.	37	56	7	100

N.d. : Not determined

TABLE NO. 6

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO ORIGINATING BODY AND MEMBERSHIP OR LACK OF MEMBERSHIP IN A FEDERATION (in %)				
ORIGINATING BODY	MEMBERSHIP OR LACK OF MEMBERSHIP IN A FEDERATION			TOTAL
	YES	NO	N.d.	
STATE DEPT.	1	81	18	100
NGO	4	63	33	100
GROUP OF INDIVIDUALS	2	72	26	100
N.d.	0	82	18	100

N.d. : Not determined

1 - 5 LANGUAGE OF COMMUNICATION

The language of communication is an important variable for individuals desirous of pooling their efforts in order to achieve common goals.

TABLE NO. 7

CLASSIFICATION OF ORGANIZATIONS
ACCORDING TO PROVINCE AND LANGUAGE OF COMMUNICATION

PROVINCE	Fr.	Fr. Nat. lang.	Mooré	Dioula	Fulfuldé	Mooré Ful.	B.M.F. B.M.	Other Nat Lang.	N.d.	TOTAL
BAM	0	0	2	0	0	0	0	0	0	2
BAZEGA	0	0	12	0	0	0	0	0	0	12
BOUGOURIBA	0	2	1	0	0	0	0	13	0	16
BOULGOU	0	0	6	0	0	0	1	5	0	12
BOULKIEMDE	0	1	11	0	0	0	0	1	0	13
COMOE	0	1	0	0	0	0	0	21	0	22
GANZOURGOU	0	0	21	0	0	0	0	0	0	21
GNAGNA	0	0	0	0	0	0	0	23	0	22
GOURMA	0	0	0	0	0	0	0	18	0	16
HOUET	0	4	0	3	0	0	0	1	0	10
KADIOGO	0	3	4	0	0	0	0	0	0	7
KENEDOUGOU	0	1	0	0	0	0	0	0	0	1
KOSSI	0	0	0	7	0	0	0	10	0	17
KOURITENGA	0	0	17	0	0	0	0	0	0	17
MOUHOUN	0	0	1	0	0	0	0	15	0	17
NAHOURI	1	0	0	0	0	0	0	15	0	16
NAMENTENGA	0	0	18	0	0	0	4	1	0	24
OUDALAN	0	0	20	0	0	0	0	0	0	20
OUDALAN	0	0	0	0	2	0	0	9	0	11
PASSORE	0	1	15	0	0	0	0	0	0	16
PONI	0	2	0	0	0	0	0	7	0	9
SANGUIE	0	0	0	0	0	0	0	5	0	5
SANMATENGA	0	0	17	0	0	0	0	0	0	16
SEND	0	0	0	0	10	0	0	0	0	11
SISSILI	0	0	0	0	0	0	0	6	0	6
SOUM	0	0	0	0	13	0	0	0	0	17
SOUROU	0	0	0	2	0	0	0	4	1	7
TAPOA	0	0	0	0	0	0	0	9	0	9
YATENGA	1	7	23	0	0	0	0	0	0	33
ZOUNDWEOGO	0	0	14	0	0	0	0	4	0	18
TOTAL	2	22	184	14	25		5	164	1	425

Both the samples and the language used by the surveyors played a role in the conclusions drawn from the survey.

- * 184 of the 425 organizations (i.e. 43.2%) used Mooré as the language of communication. In fact, at national level, the Mossis constitute more than 50% of the total population of the country.
- * 25 of the 425 organizations surveyed (i.e. 6%) speak Fulfuldé; this is the language spoken by the Sahelian population where the associative fabric is quite strong because of the vulnerability of the region which has resulted in a large number of NGO activities in the area.
- * 14 of the 425 organizations surveyed (i.e. 3.2%) use Dioula as the language of communication. It is basically used as a vehicular language by people of the South-West, composed of different ethnies, who speak a variety of languages.

It must be noted that 22 organizations (i.e. 5%) are able to communicate in French in addition to a regional language, and 8 of them (2%) speak Mooré and Fulfuldé.

1 - 6 ORGANIZATIONAL STATUTES

Statutes and Rules of Procedure are deciding factors for characterizing organizations. They give an indication of the validity of an organization as well as its openness towards the outside world.

TABLE NO. 8

**CLASSIFICATION OF ORGANIZATIONS WITH STATUTES AND
RULES OF PROCEDURE THAT ARE OR ARE NOT IMPLEMENTED
ACCORDING TO THEIR PERIOD OF ESTABLISHMENT**

ESTABLISHMENT PERIOD	Statutes			Rules of Procedure		
	YES	NO	N.d.	YES	NO	N.D.
1960 - 1975	22	20	1	29	13	1
1976 - 1985	71	91	3	133	29	3
1986 - 1995	90	109	7	166	33	7
N.d.	5	6	0	9	2	0
TOTAL	188	226	11	337	77	11

N.d. : Not determined (Not mentioned)

Of the 425 organizations surveyed, 188 (44.2%) had Statutes as against 226 (53%) who did not. Eleven (11) organizations (2.5%) were unable to tell us whether they had any statutes or not.

As far as Rules of Procedure are concerned, 337 (79.2%) affirmed that they did have them, while 77 (1.6%) said they did not. The difference is due to the fact that many organizations draw up written Rules of Procedure which are applied while they are waiting for the far more complicated task of drawing up Statutes to be completed. What is more, some organizations merely have simplified oral or verbal Rules of Procedure on which they have agreed.

Concerning the period Statutes were obtained by such organizations, it was only from 1985 onwards that concerted efforts were made by State departments and NGOs in order to convince organizations to take the necessary steps at government level in order to acquire Statutes.

1 - 7 ENFORCEMENT OF RULES OF PROCEDURE

Although it is important to have Rules of Procedure, it is even more imperative to use them wisely in order to discipline members with a view to realizing the objectives that an organization has defined.

TABLE NO. 9

CLASSIFICATION OF ORGANIZATIONS HAVING RULES OF PROCEDURE ACCORDING TO WHETHER OR NOT THEY ARE ENFORCED AND ACCORDING TO THEIR PERIOD OF ESTABLISHMENT				
APPLICATION OF RULES OF PROCEDURE				
ESTABLISHMENT PERIOD	YES	PARTLY	N.d.	TOTAL
1960 - 1975	5	17	1	23
1976 - 1985	30	83	13	126
1986 - 1995	30	118	14	162
N.d.	3	6	0	9
TOTAL	86	224	28	320

N.d. : Not determined (Not mentioned)

Therefore, of a sample of 320 organizations who responded to the question:

- * only 68 (21.2%) say that their Rules of Procedure are wholly implemented;
- * 224 (70%) say that the provisions of their rules of Procedure are partly implemented;
- * 28 organizations (8.75%) which have Rules of Procedure do not apply them at all.

As for variations in the enforcement of Rules of Procedure over the years, the data collected is as follows:

- * Between 1960 and 1975, of 23 organizations having Rules of Procedure, 5 (21.7%) applied them wholly, 17 (74%) partly, and 1 (4.3%) not at all.
- * Between 1976 and 1985, of 126 organizations which had Rules of Procedure, 30 (23.8%) applied them wholly, 83 (65.8%) partly and 13 not at all.
- * Between 1986 and 1995, of 162 organizations which had Rules of Procedure, 30 (18.5%) applied them wholly, 118 (72.8%) partly and 14 (8.6%) did not implement them at all.

1 - 8 APPLICATION OF LEGAL TEXTS OR STATUTES

It is in the wider sense that the term application of Legal Texts is used here. There are organizations which have legal texts that they do not enforce; and there are others which do not have any Statutes, but try to respect the provisions of the general statutes of cooperative organizations!

TABLE NO. 10

CLASSIFICATION OF ALL ORGANIZATIONS ACCORDING TO WHETHER OR NOT THEY HAVE LEGAL TEXTS AND ACCORDING TO THEIR PERIOD OF ESTABLISHMENT					
PERIOD	YES	PARTLY	NON	N.d.	TOTAL
1960 - 1975	9	8	4	22	43
1976 - 1985	22	66	3	74	165
1986 - 1995	32	111	4	59	206
N.d.	2	4	0	5	11
TOTAL	65	189	11	160	425

N.d. : Not determined (Not mentioned)

TABLE NO. 11

CLASSIFICATION OF ALL ORGANIZATIONS ACCORDING TO WHETHER OR NOT THEY ENFORCE THEIR LEGAL TEXTS AND ACCORDING TO THEIR PERIOD OF ESTABLISHMENT					
PERIOD	YES	PARTLY	NON	N.d.	TOTAL
1960 - 1975	7	18	7	11	43
1976 - 1985	33	85	8	39	165
1986 - 1995	38	123	5	40	206
N.d.	3	6	0	2	11
TOTAL	81	232	20	92	425

N.d. : Not determined (Not mentioned)

Hence, of the 425 organizations surveyed:

- * 81 (19%) claim to enforce their Statutes wholly;
- * 232 (54.5%) enforce them partly;
- * 20 (4.7%) do not apply them at all;
- * and 92 (21.6%) failed to respond.

A historical review of the enforcement of legal texts provided the following results:

- * Of the 43 organizations established between 1960 and 1975, 7 (16.7%) enforced their legal texts in whole and 18 (41.8%) partly enforced them.
- * Of 165 organizations, between 1976 and 1985, 33 (20%) enforced their legal texts as against 85 (51.5%) which enforced them partly.
- * In the 1986 to 1995 period there were 38 farmers' organizations (18.4%) which wholly enforced their legal texts and 123 (60%) enforced them partly, of a total of 206 organizations surveyed.

1 - 9 AVERAGE NUMBER OF MEMBERS AT THE TIME OF ESTABLISHMENT

The number of members is a variable which can attest to the membership and enthusiasm of members of an organization. It would have been even more interesting to be able to study the increase or decrease in the number of members over the entire life of organizations. Unfortunately, the lack of documentation and the failure to update any documentation that did exist made it impossible to proceed with such a study.

TABLE NO. 12

AVERAGE NUMBER OF MEMBERS (MEN AND WOMEN) AT THE TIME OF ESTABLISHMENT OF DIFFERENT ORGANIZATIONS		
ORGANIZATIONS	MEMBERS	
	MEN	WOMEN
VRG	70	0
VWG	0	52
VCG	149	80
VCBG	48	30
BANKS	100	14

TABLE NO. 13

AVERAGE NUMBER OF MEMBERS OF BOARD OF DIRECTORS	
ORGANIZATION	AVERAGE NUMBER
VRG	6
VWG	6
VCG	6
VCBG	6
BANKS	5

At the time of their establishment, Village-level Mens' Groups (VMG) registered an average of 70 members and on average, 6 officials for their executive councils.

Village-level Women's Groups (VWG) registered an average of 52 members at the time they were established and an average of 6 officials in charge of managing the organization.

Village-level Combined Groups (VCG) registered an average of 48 men and 30 women with an average of 6 directors on their board.

As for the Savings and Loan cooperatives or banks (COOPEC), they registered an average of 100 men and 14 women at the time they were established and an Administrative Board of 5 members.

1 - 10 MEMBERSHIP MODALITIES IN ORGANIZATIONS

Organizations generally constitute a frame-work in which a group of people can meet in order to take action with the aim of realizing their common objectives. Given this fact, membership in these organizations is open to all; however, in rural areas, one sometimes comes across cases where membership in village groupings is sought through a kind of unconscious mimicry.

TABLE NO. 14

**CLASSIFICATION OF ORGANIZATIONS
ACCORDING TO MODALITIES OF MEMBERSHIP**

ORGANIZATION	TYPE OF MEMBERSHIP			
	OPEN	MANDATORY	OTHERS	N.d.
VMG	199	0	0	14
VWG	86	0	0	2
VCBG	85	1	0	1
VCG	20	0	0	1
BANKS	15	0	0	1
TOTAL	405	1	0	19

N.D. : Not determined

Of the 425 organizations surveyed, 405 (95%) claimed that their membership was open while only 1 (one) (0.2%) declared that membership was mandatory. Nineteen (19) organizations (4.4%) failed to respond to the question.

1 - 11 DECISION-MAKING POLES

Within the organizations, decisions can be taken at different levels according to the nature of the decision and the dynamism of the associative structure.

TABLE NO. 15

**CLASSIFICATION OF ORGANIZATIONS ACCORDING TO
DIFFERENT POLES OF DECISION-MAKING**

ORGANIZATION	DECISION-MAKING						TOTAL
	Members	Executives	Manager	Members & Executives	E.M.R.E.	N.D.	
VMG	138	18	0	55	0	2	213
VWG	77	0	0	8	0	3	88
VCG	59	14	1	13	0	0	87
VCBG	15	3	0	2	0	1	21
BANKS	9	2	0	3	1	1	16
TOTAL	298	37	1	61	1	7	425

N.D. : Not determined

The survey came up with the following results:

- * 298 of the organizations sampled (70%) recognize the fact that a General Assembly (GA) constitutes an important decision-making body.
- * 37 organizations (8.7%) emphasize the fact that executives constitute a pole of decision-making, i.e., they are empowered to make decisions on behalf of the members.
- * 81 organizations (19%) believe that members and executives (together) generally also constitute an important pole of decision-making within structures.

1 - 12 DECISION-MAKING METHODS

Decisions, in the organizations, are made on the basis of a specific method. In the light of data collected, it may be said that the organizations most/ often mentioned three basic methods: consensus, voting, voting and consensus combined.

TABLE NO. 16

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO DECISION-MAKING METHODS						
ORGANIZATION	DECISION-MAKING METHOD					TOTAL
	CONSENSUS	VOTE	CONSENSUS + VOTE	G.A. PROPOSAL	N.D.	
VMG	143	15	43	0	12	213
VWG	71	7	8	0	2	88
VCG	60	11	15	0	1	87
VCBG	18	0	2	0	1	21
BANKS	4	11	0	1	0	16
TOTAL	296	44	68	1	16	425

G.A. : General Assembly
N.D. : Not determined

Hence, the following situations have been observed:

- * 296 organizations (69.6%) mentioned that decisions were made by consensus.
- * 44 organizations (10.3%) admitted that decisions were made on the basis of voting.
- * 68 organizations (16%) used a mixture of voting and consensus as their method for decision-making. In other words, in some cases, voting has to result in an overwhelming majority in favour of the proposal concerned, considered comparable with a consensus.

1 - 13 TYPE OF MEETING

The organizations hold statutory meetings like General Assemblies or functional meetings like those of the Board of Directors, as well as other useful meetings for carrying out their activities.

TABLE NO. 17

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO TYPES OF MEETING											
PERIODICITY											
ORGANIZATION	O.G.A.				E.G.A.			B.D.			
	Weekly	Monthly	Ann.	Nn.d.	In case of need	n.d.	Weekly	Monthly	Ann.	Nn. d.	
VMG	4	39	145	25	80	133	3	96	27	85	
VWG	1	27	56	4	25	63	3	33	7	45	
VCG	1	16	58	12	29	58	2	32	16	37	
VCBG	0	7	12	2	7	14	0	4	2	15	
BANKS	0	2	13	1	3	13	0	12	0	4	
TOTAL	6	91	284	44	144	281	8	179	52	186	

N.D.: Not determined O.G.A.: Ordinary General Assembly
E.G.A.: Extraordinary General Assembly B.D.: Board of Directors.

1 - 14 PARTICIPATION IN ASSOCIATIVE LIFE

TABLE NO. 18

PARTICIPATION IN THE ASSOCIATIVE LIFE OF THE ORGANIZATION												
LEVEL OF PARTICIPATION												
ORGANI- ZATIONS	GROUP WORK				MEETINGS				EVENTS			
	A lot	A little	Not at all	ND	A lot	A little	Not at all	ND	A lot	A little	Not at all	ND
VMG	94	116	1	2	74	133	3	3	85	116	2	8
VWG	50	37	0	1	41	46	0	1	50	37	0	1
VCG	39	45	1	2	36	45	2	1	42	36	4	3
VCBG	7	13	0	1	2	18	0	1	3	16	1	1
BANKS	4	11	0	1	3	12	0	1	7	7	0	2
TOTAL	194	222	2	7	158	255	5	7	187	216	7	15

N.D. : Not determined

The associative life of organizations is characterized by participation in group work, meetings and social events of all kinds.

The survey revealed that:

- * participation in group work was relatively substantial;
- * participation in meetings was deemed quite satisfactory by the organizations surveyed.

With respect to events organized through their offices:

- * 187 (44%) of the organizations believe that participation was satisfactory;
- * 215 (50%) of the organizations believe that it was weak;
- * 1.6% of the organizations declared that there was no participation;
- * and 15 (3.5%) of the organizations did not respond to this question.

1 - 15 PROGRAMMING OF ACTIVITIES IN THE ORGANIZATIONS

Although it may not be a recent innovation, programming of activities is not really prevalent within the organizations. Short-term programming is practiced with respect to group work or joint investment tasks. It is not considered as important for activities like training, promotion and mobilization.

TABLE NO. 19

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO THEIR PROGRAMMES						
ORGANI- ZATIONS	PROGRAMMES					
	Promotion of participation	Education Training	Group Work	General Orientation	Full-time Mobilization	Others
VMG	37	43	179	35	36	18
VWG	13	6	79	6	7	7
VCG	18	18	67	23	14	7
VCBG	6	2	19	0	0	0
BANKS	7	6	9	3	1	0
TOTAL	81	75	353	67	56	32

The survey of the 425 organizations in the sample provided the following results:

- * In 353 organizations (83%) programming is done for group work;
- * In 81 organizations (19%) programming is done for promotion and participation sessions;
- * In 75 organizations (17.6%) programming is carried out for training programmes organized for their members.

1 - 6 ORGANIZATIONAL CAPITAL

Organizational capital is basically composed of annual, monthly and sometimes weekly membership fees and profits from various activities.

TABLE NO. 20

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO THEIR CAPITAL BRACKET						
in the BRACKET of	ORGANIZATIONS					
	VMG	VWG	VCG	VCBG	BANKS	TOTAL
(< = 50,00	113	61	27	15	1	217
frm 50,001 to 100,00	30	13	21	4	1	69
frm 100,001 to 1,000,00	33	6	26	1	7	73
frm 1,000,001 to 25,000,00	3	0	3	0	5	11
n.d.	34	0	10	1	2	55
TOTAL	213	88	87	21	16	425

n.d. : Not determined

Generally speaking, pre-cooperative and cooperative organizations have what can be described as a weak to fair amount of capital.

1 - 17 CONTRIBUTION OF WOMEN TO AUTHORIZED CAPITAL

TABLE NO. 21

SHARE OF WOMEN IN THE AUTHORIZED CAPITAL OF ORGANIZATIONS AND CORRESPONDING AMOUNTS		
ORGANIZATION	AUTHORIZED CAPITAL	
	SHARES	AMOUNT
VMG		
VWG	2,446	2,492,000
VCG	1,326	1,576,400
VCBG	112	109,500
BANKS	164	852,000
TOTAL	4,050	5,022,900

Women's contributions to authorized capital amount to more than five million Francs, which is an indication of their effort to participate in the consolidation of financial resources within organizations.

1 - 18 WOMEN'S PARTICIPATION IN DECISION-MAKING

Generally speaking, women's participation in combined organizations is weak due to the influence of the men. In fact, women find it difficult to express themselves freely in the presence of men. They participate more actively in the decision-making process in Women's Organizations.

TABLE NO. 22

CLASSIFICATION OF ORGANIZATIONS ACCORDING TO WOMEN'S PARTICIPATION IN THE DECISION-MAKING PROCESS					
ORGANIZATIONS	MODE OF PARTICIPATION				TOTAL
	Right to Speak	Right to Vote	R.S.V.	N.D.	
VMG	10	1	24	174	209
VWG	13	5	56	12	86
VCBG	28	1	39	23	91
VCG	1	1	3	18	23
BANKS	3	2	9	2	16
TOTAL	55	10	131	229	425

N.D. : Not Determined.

R.S.V. : Right to Speak and Vote.

Of a total of 91 combined organizations:

- * Women have the right to speak in 38 Village-level Combined Groups, i.e. 32.5% of VCGs;
- * They have the right to speak and/or vote in 39 (45%) VCGs;
- * 23 organizations failed to respond to the question.

1 - 9 PRESENCE OF WOMEN IN GENERAL ASSEMBLIES

The presence of women in General Assemblies is an indication of their commitment to the realization of the objectives of the organization concerned. The survey has enumerated the average number of women participating in VMG and VCG General Assemblies:

TABLE NO. 23

CLASSIFICATION OF ORGANIZATIONS
ACCORDING TO THE PRESENCE OF WOMEN
IN GENERAL ASSEMBLIES

ORGANIZATION	WOMEN	
	NUMBER	AVERAGE
VMG		
VWG	63	41
VCG	61	24
VCBG	4	28
BANKS	3	58

- * Of an average number of 63 people in the VWGs (Village-level Women's Groups), there are 41 women (65%), on an average, who participate in the GAs.
- * Of an average number of 61 people in the VCGs (Village-level Combined Groups), on an average, 24 women (39.4%) participate in the GAs.

CONCLUSION

The nobility of the various tasks farmers' organizations have to accomplish today in the frame-work of the development process of our States is an inducement for launching a deeper examination of their structuring, their functioning and their ability to conduct development projects at local level.

It is in this perspective that we are able to appreciate the importance of building a regional cooperative data bank. In fact, this study may lead to a greater understanding of the problems faced by these structures in the context of development efforts.

The study has uncovered the lacunae from which these cooperative organizations suffer.

2 - SUMMARY OF REPORT ON

CAPE VERDE

**2 - SUMMARY OF REPORT ON
CAPE VERDE**

ABBREVIATIONS

ICA/ROWA	:	International Cooperative Alliance/ Regional Office for West Africa
SELF-PROMO	:	Self-promotion
RCDB	:	Regional Cooperative Data Bank
COOP	:	Cooperative
Consen	:	Consensus
Execs	:	Executives
Man	:	Managers
INC	:	Institut National des Coopératives (National Cooperative Institute)
ME	:	Members and Executives
ME & OEMP	:	Members, Executives and Other Employees
Mem	:	Members
MMan	:	Members and Managers
ORGAN	:	Organization
Chair	:	Chairman
A/ChairDir	:	Regional Chairman for West Africa According to Chairman's Directives
Vte/Cons	:	Vote or consensus

INTRODUCTION

In Cape Verde, the INC (*Institut National des Coopératives* - National Cooperative Institute) has shown special interest in the establishment of a data bank and has joined in this initiative through its Statistics Cell and officials from the "concelhos" (Councils). It was then decided that an exhaustive operation would be launched, with the aim of:

- * Learning about the present state as well as the evolution of the cooperative sector
- * Ensuring that users have easy access to data which would help in characterizing the sector as well as in quantifying the objectives of efforts aimed at the development of cooperatives
- * Setting up a descriptive data bank on cooperatives and other self-promotion organizations.

The cooperative census pre-supposes the existence of a basic list. A list of 204 cooperatives was drawn up to this end. It was categorized as follows:

COOPERATIVES REGISTERED WITH THE INC

<u>CONCELHO</u>	<u>STAFF OF COOPERATIVE</u>
SANTIAGO	118
PRAIA	80
SANTA CATARINA	1 0
SANTA CRUZ	22
TARRAFAL	6
SANTO ANTAO	27
RUBEIRA GRANDE	12
PORTO NOVO	9
PAUL	6
VICENTE	11
FOGO	22
BRAVA	2
SÃO NICOLAU	3
SAL	3
BOA VISTA	5
MAIO	13
TOTAL	204

Source: INC, Cape Verde, 1993.

The census was carried out by INC officials in the "concelhos" (Councils) - one statistician from the Institute and 2 surveyors recruited in Praia.

The INC statistician and the consultant supervised the field operations.

The statistical units were the primary, secondary or tertiary level cooperatives, or non-cooperative self-promotion organizations functioning in 1993 and still in operation at the time the census took place.

The survey units were approached through direct interviews, except for the National Consumers Cooperative Federation which filled in the questionnaire after a discussion with the surveyor.

ANALYSIS OF RESULTS

COOPERATIVE AND OTHER SELF-PROMOTION ORGANIZATIONS IN EACH CONCELHO IN 1993

TABLE NO. 1

CONCELHO	COOP. ORGAN.	SELF-PROMO. ORG.	TOTAL
SANTIAGO	40	24	64
PRAIA	24	8	32
STA CATARINA	2	5	7
SANTA CRUZ	13	9	22
TARRAFAL	1	3	4
SANTO ANTAO	9	1	10
RUBEIRA GRANDE	1	1	2
PORTO NOVO	6	-	6
PAUL	2	-	2
SAO VICENTE	10	-	10
FOGO	15	1	16
BRAVA	-	-	-
SAO NICOLAU	6	-	6
SAL	1	-	1
BOA VISTA	2	-	2
MAIO	10	3	13
TOTAL	93	29	122

Source: Cooperative Census, Cape Verde, 1993

The cooperative census also made it possible to observe an encouraging trend towards the establishment of self-promotion organizations of the non-cooperative type and to great effect on

Santiago Island where they constitute almost 24% of the existing organizations.

TABLE NO. 2: COOPERATIVE AND OTHER SELF-PROMOTION ORGANIZATIONS PER CONCELHO ACCORDING TO THEIR SECTOR OF ACTIVITY IN 1993

A - PRODUCTION SECTOR

SECTOR OF ACTIVITY	AGRIC.	INDUS.	FISHERY	CATTLE-B.	HANDICR.	INDUS. COM.	AGRIC. CATTLE-B.	TOTAL
Praia		2	4				1	7
Sta Catarina				1			2	3
Sta Cruz	3	5	2			1	1	11
Tarrafal				1	1			2
Maio	4				2			6
S Vicente		3	1		1			5
Sto Antao	1							1
S Nicolau		1	1			2		4
Boavista								0
Fogo	1	2						3
Sal								0
TOTAL	9	13	8	2	4	3	4	43

AGRIC. : Agriculture
 INDUS. : Industry
 CATTLE-B. : Cattle-breeding
 HANDICR. : Handicrafts
 INDUS./COM. : Industry & Commerce

B - OTHER SECTORS

SECTOR OF ACTIVITY	CONSUM.	S-L	MULTI	BUILD.	PROMO INSTIT.	EDUCA.	OTHERS	TOTAL
Praia	10	1	3	4	6	1		25
Sta Catarina	2						1	3
Sta Cruz	7	3						10
Tarrafal	1						1	2
Maio	6		1					7
S Vicente	4						1	5
Sto Antao	8		1					9
S Nicolau	2							2
Boavista	2							2
Fogo	12		1					13
Sal	1							1
TOTAL	55	4	5	4	6	1	3	79

CONSUM. : Consumers
 S - L : Savings & Loan
 MULTI : Multi-functional
 PROMO INSTIT. : Promotion Institute
 EDUCA. : Education

A - Cape Verde cooperatives are still concentrating on the consumer sector, although they are exhibiting a trend towards progressive diversification into other sectors.

The cooperative census results enabled us to conclude that this situation is progressively being reversed. In fact, consumer cooperatives which constituted 67% of the total number of cooperatives (mid-1992 Source: INC), only formed 47% of the total at the end of 1993. This finding has also been corroborated by the INC registers according to which, after 1991, most new cooperatives were established in the fields of goods and services and, particularly, in agriculture, cattle-breeding, fisheries and industry.

After 1990, with the advent of the market economy option, promoters have basically been interested in the production of goods and services, given that cooperatives thenceforth fell in the private sector and given their singular ability to promote the profitable use of small amounts of capital.

Cooperatives from sectors other than the consumer sector generally have a smaller number of members and are essentially organizations set up by the socio-professional classes.

Savings and loan organizations only exist in Santiago Island. These have been successful experiments which need to spread to the rest of the country.

Cooperative and Self-Promotion Organizations
according to their Nature and Category in 1993

TABLE NO. 3

NATURE/CATEGORY	STRENGTH	
COOPERATIVE	84	
PRIMARY	80	
SECONDARY	3	
TERTIARY	1	
COOPERATIVE	8	
PRIMARY	8	
SECONDARY	-	
TERTIARY	-	
COOPERATIVE	30	
PRIMARY	30	
SECONDARY	-	
TERTIARY	-	
TOTAL	122	

Source : Cooperative Census, Cape Verde, 1993.

Overall, the cooperative and associative movement has not yet reached a satisfactory level of maturity. Almost all the organizations (96.7%) are primary-level organizations. In Cape Verde, there are only three (3) Unions (Maio, Santo Antao and Fogo) and just one (1) Federation (Praia - Santiago).

Certainly, for any upwards development, primary-level organizations would need to be strong, dynamic and organized and their internal mode of functioning would need to be such that qualitative jumps are possible.

The smaller number of secondary- and tertiary-level organizations is undoubtedly a reflection of the severe lack of solidarity and organization and, consequently, the overall fragility of primary-level organizations.

COOPERATIVE AND OTHER SELF-PROMOTION ORGANIZATIONS
ACCORDING TO PERIOD OF ESTABLISHMENT

TABLE NO. 4

ESTABLISHED	STRENGTH OF COOP.
BEFORE 1980	15
FROM 1985 TO 1990	19
1990 ONWARDS	31
ND	45
	12
TOTAL	122

Source : Cooperative Census, Cape Verde, 1993

B - Cooperatives and self-promotion organizations basically unite people of 25 years or above and essentially employ staff and contract workers on a full-time basis.

**MEMBERS OF COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS
ACCORDING TO AGE GROUP, SECTOR OF ACTIVITY AND CONSELHO**

TABLE NO. 5 - CAPE VERDE

SECTOR OF ACTIVITY	- 25 yrs	25-54 yrs	55 yrs +	ND	TOTAL
CONSUMPTION	58	1598	548	3529	5733
AGRICULTURE	3	63	24	89	179
INDUSTRY	9	130	3		142
FISHERIES	31	51	10		92
SAVINGS/LOAN	7	374	56	211	648
INDUST./TRADE		16			16
AGRIC./CATTLE-B.		12	3		15
HANDICRAFTS	16	6			22
MULTI-FUNCTIONAL	1	6	2	6	15
CATTLE-BREEDING		20		25	45
BUILDING		97			97
PROMOTION INSTIT. EDUCATION	13		2		15
OTHER		652	416		1068
TOTAL	138	3,025	1064	3860	8087

Source : Cooperative Census, Cape Verde, 1993.

The majority of cooperators and members of self-promotion organizations are people of working age and those who are relatively mature. The ages of almost 47.73% of the latter are not known.

**EMPLOYEES OF COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS
BY CATEGORY, BY TYPE OF CONNECTION AND BY CONCELHO**

TABLE NO. 6

TYPE OF CONNECTION	FULL-TIME EMP.	PART-TIME EMP.	SEASONAL EMP.	TOTAL
EMPLOYEES	181	31	12	224
SUB-CONTRACTED	61	12	22	95
COOPERATORS	179	20	10	209
NGO/VOLUNTEERS	5			5
TOTAL	426	63	26	515

Source : Cooperative Census, Cape Verde, 1993.

The majority of employees of cooperatives and self-promotion organizations work full-time.

C - The bottleneck in the development of cooperatives seems to be the as yet nascent organizational culture and the almost total absence of any management capabilities.

The majority of organizations do not have any accounts books, which is the reason executives rarely have any exact knowledge of the property or financial situation of these organizations (Table 7).

**COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS
ACCORDING TO ESTABLISHMENT PERIOD, DEGREE OF ORGANIZATION
OF ACCOUNTS AND SECTOR OF ACTIVITY**

TABLE NO. 7

SECTOR OF ACTIVITY	BEFORE 1990		AFTER 1990		ND		TOTAL	
	ACCT.	NO ACCT.	ACCT.	NO ACCT.	ACCT.	NO ACCT.	ACCT.	NO ACCT.
CONSUMER	14	22	5	5	5	3	24	30
OTHERS	10	19	4	31	-	4	14	54
TOTAL	24	41	9	36	5	7	38	84

Acct. : With accounting No Acct. : Without accounting

On the basis of the cooperative census, a trend towards the diversification of sectors of activity has been observed. In fact, in 1993, almost 56% of the organizations were working in sectors other than the consumer sector and 51% had been set up after 1990.

However, no real improvement in organizational level has been observed in the non-consumer organizations, as compared with consumer sector organizations. In fact, while 44.4% of the consumer organizations do have some system of accounting, only 20.59% of those in other sectors of activity maintain an accounts register. Of these latter organizations, those that were established before 1990 seem to be better organized. Of them, 34% do have an accounts register, while in the case of those that were set up after 1990, only 11.43% maintain one.

The conclusion to be drawn is, therefore, that the lack of accounting is a universal problem but, over time, some organizations feel the need to improve their organizational methods while others may disappear altogether.

Most of the cooperatives (69.11%) maintain no books concerning their operations, particularly accounts registers. This is all the more evident since census results have shown that this tendency is quite strong in organizations set up after 1990 (80%), after almost 20 years of cooperative life with substantial expenditure on promotion and integration programmes as well as training programmes.

A comparative analysis of organizations set up after 1990 has revealed that a larger number of the cooperatives established in the early years maintain accounts registers. Undoubtedly, this is one of the reasons for their survival, since cooperative mortality rates are quite high - as was shown earlier. In fact, only 37% of existing and functioning organizations were set up before 1990.

Therefore, it is important to note that, in these circumstances, it is impossible to assess the contribution of the cooperative sector to the increase in national wealth, particularly from a dynamic perspective. Furthermore, its contribution to the alleviation of social problems is all the more difficult to evaluate.

D - Participation in the internal life of an organization basically boils down to participation in meetings.

Promotion/integration and training programmes are rather minimal, obviously as the result of the relative lack of any internal life.

The organization of events by cooperatives and self-promotion organizations in Cape Verde does not seem to be considered very important: 63.11% of the members participate in this kind of event. (Table No. 8)

The degree of participation is much higher in the case of meetings - particularly statutory meetings (96.72%) - and group work (71.31%) in cooperatives and self-promotion organizations. This fact partly explains why most decisions are taken by members and executives.

It would also be useful to note that activities like promotion and integration programmes and training programmes are rather weak in Cape Verde cooperatives.

COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS ACCORDING TO ASSOCIATIVE LIFE, PROMOTION/TRAINING PROGRAMMES AND CONSELHOS

TABLE NO. 8

ASSOCIATIVE LIFE PROGRAMMES	GROUP WORK		PARTICIPATION IN MEETINGS			PARTICIPATION IN COOP. EVENTS			ND	
	L	S	N	L	S	N	L	S		N
ANIMATION	5	2	1	9			6		3	
EDUCATION/TRAINING	7	2	1	13	1		6	2	1	
GROUP WORK	9	3		10	2		7	2	1	1
GENERAL ORIENTATION	7	3	2	11	1		5	2	3	
CONTINUOUS MOBILIZATION	7	3	1	8	2		6	3	1	
ND	10	2	7	25	13	1	8	3	5	
OTHER		11			2			2	1	
		2								
	45	25	12	76	21	1	38	14	15	1
TOTAL		82			97			77		1

Source : Cooperative Census, Cape Verde, 1993. L: Large participation S: Small N: None

The situation can be explained by the following:

The National Cooperative Institute (INC) has always taken the initiative to organize cooperative promotion and training programmes. Although it is true that the cooperatives, on the one hand, lack the ability to generate similar initiatives themselves, it is no surprise that the "waiting for everything from the INC"

attitude prevails, thereby inhibiting, to a greater or lesser extent, the creative spirit of cooperative organizations.

In fact, there were only 7 organizations which had promotion programmes and almost 10 which had education/training programmes. Therefore, one cannot draw the conclusion that, compared with organizations that have no promotion and education/training programmes, those that do have such programmes exhibit a different behaviour in associative life. The almost total absence of this type of programme may indicate a certain absence of internal life within cooperatives, with the result that they may lack the capacity to examine their past and present circumstances and to foresee their future. It may also partly explain the high cooperative mortality rate.

E - However, it is gratifying to note that there is an apparently strong feeling of belonging and that members participate in the management of their organizations. On the other hand, it does not seem as if cooperatives and self-promotion organizations have been able to reverse the downward trend in solidarity within communities. The enthusiastic availability of people for cooperative activities may indicate the existence of a great deal of goodwill, precious capital which is unfortunately not put to adequate use. The volume of investment available to organizations is quite insignificant.

FEELING OF BELONGING AND DEGREE OF SOLIDARITY
BETWEEN MEMBERS

TABLE NO. 9

DEGREE OF SOLIDARITY IN CASE OF	FEELING OF BELONGING			N.D.	TOTAL
	A LOT	A LITTLE	NOT AT ALL		
DEATH	37	12	1	3	53
ILLNESS	27	7	1		35
BIRTHS	8	1	1		10
MISC. WORK	15	3	2		20
HOUSE BUILD.	23	6	1	2	32
OTHERS	7	2		1	10
ND	22	13	3	19	57
TOTAL	139	44	9	25	217

It does not look like cooperatives and self-promotion organizations have been able to reverse the downward trend in solidarity within communities. However, this is not a definitive conclusion, since factors for comparison are lacking. In fact, this analysis would be incomplete without examining the degree of solidarity within communities, between people who are not members of cooperatives or self-promotion organizations.

This conclusion, although it may not be absolute, is based on the fact that in the past, solidarity between inhabitants of Cape Verde belonging to the same community was quite strong in cases of illness, deaths or births, particularly in rural areas.

However, this may be due to the fact that a substantial percentage of cooperatives and self-promotion organizations (34.43%) are based in the two more urbanized communes (Praia and S. Vicente), given the hypothesis that solidarity between members of a community lessens with an increase in urbanization (Table No. 2).

GROUP DISCIPLINE AND PARTICIPATION IN
DECISION-MAKING

TABLE NO. 10

RESPECT OF LEGAL TEXTS	PARTICIPATION IN DECISION-MAKING										Total
	Mem	Exec	Mgr	MMgr & OE	ME	MEMgr	MMgr	EMgr	Other	ND	
Total respect	20	11			19	2	2		1	1	55
Partial respect	8	4	3	1	16			2			34
No respect by ignorance	6	1									7
No legal texts	1	1			1						3
ND	7	6	1		8					1	23
TOTAL	42	23	4	1	44	2	2	2	1	1	122

Source : Cooperative Census, Cape Verde, 1993.

It is comforting to note that in most organizations (73%) there is total or partial respect of legal texts and decisions are made by members and/or elected executives. This is a proof of the existence of a reasonable knowledge of the Statutes and Rules of Procedure, or at least, of the functions of these instruments. However, one cannot draw the conclusion that the respect of legal texts is due to any conviction or inadvertent enforcement by the executives. Nor

can it be concluded that cooperators and members of self-promotion organizations believe and have faith in the provisions of the Statutes or Rules which govern the life of their respective organizations.

In a comfortable majority of cooperatives and self-promotion organizations (63.93%), members participate in decision-making (Decisions and Votes). The partial or total availability of members (59.83%) is also quite expressive of the activities of cooperatives and self-promotion organizations (37.70% and 22.13% respectively), which may indicate the existence of a great deal of goodwill, precious capital which is unfortunately not put to adequate use within these organizations (Table No. 11). This may show how promising cooperativism and associativism may be, in general.

AVAILABILITY OF MEMBERS FOR COOPERATIVE ACTIVITIES
AND PARTICIPATION IN DECISION-MAKING

TABLE NO. 11

PARTICIPATION IN DECISION- MAKING	AVAILABILITY FOR COOPERATIVE ACTIVITIES			TOTAL
	Full-time	Part-time	ND	
* Participate in decision-making (A)	1	1		2
* Participate in voting (B)		1	1	2
* A and B	22	41	11	74
* ND	4	3	37	44
TOTAL	27	46	49	122

Source : Cooperative Census, Cape Verde, 1993.

COOPERATIVES ACCORDING TO DURATION OF LAST BOARD OF DIRECTORS
AND ON THE BASIS OF PARTICIPATION IN DECISION-MAKING
AND OF CONSELHO

TABLE NO. 12

WHO MAKES THE DECISIONS	DURATION OF LAST BOARD OF DIRECTORS							Total
	- 1 yr	1-2 yrs	2-3 yrs	3-4 yrs	4-8 yrs	8 yrs +	ND	
MEMBER	1	6	7	9	3	3	13	42
EXEC	1	4	2	5	4	1	6	23
MGR		1		1	1		1	4
ME&OEMP			1					1
ME	5	7	7	4	11	3	7	44
MEMgr			1				1	2
MMgr		1	1					2
EMgr			1			1		2
Other	1							1
ND							1	1
TOTAL	8	19	20	19	19	8	29	122
		47				75		

In most of the cooperatives, decisions are not within the competence of managers or other employees. Therefore, it seems as if internal democracy does function, given that decision-making is basically the prerogative of members and elected executives. Cooperatives still functioning in 1993 are apparently better organized.

It appears that a system of rotation and renewal of executive bodies is followed in cooperatives and self-promotion organizations, although in many cases (28.69%), the interviewers were unable to ascertain the duration of the last Board of Directors. In fact, of 100 organizations in 1993, 38 had a Board of Directors which had been in office for less than 3 months.

However, with regard to organizations set up after 1990, the required time for the rotation and renewal of executive bodies has not yet elapsed. It would therefore be necessary to verify (at the end of the period) whether the behaviour of organizations set up after 1990 is similar or different, as far as rotation/renewal of executive bodies is concerned.

COOPERATIVES ACCORDING TO DURATION OF LAST BOARD OF DIRECTORS
AND ON THE BASIS OF CONSELHOS AND
PARTICIPATION IN DECISION-MAKING

TABLE NO. 13

HOW ARE DECISIONS MADE	DURATION OF LAST BOARD OF DIRECTORS						ND	Total
	- 1 yr	1-2 yrs	2-3 yrs	3-4 yrs	4-8 yrs	8 yrs +		
By consensus	2	8	6	7	4	4	17	48
By voting		5	4	3	2	1	3	18
Vote/Consensus	7	5	10	8	11	2	7	50
ND							1	1
Other		1		1	2		1	5
TOTAL	9	19	20	19	19	7	29	122

Source : Cooperative Census, Cape Verde, 1993.

In 44% of the organizations whose Boards of Directors are less than 3 years old, decisions are made by members or by executives. This figure is lower (38%) in the case of organizations which have not changed their Boards of Directors for 3 years or more.

There do not seem to be any marked differences in the manner in which decisions are made in organizations whose Boards of Directors are less than 3 years old and those in which they are 3 years old or more. Decisions are made on the basis of a majority, by voting and/or consensus (97.92% and 93.33% respectively).

Generally speaking, until now, organizations (still operating) have not made any major investments in social sector facilities for the benefit of their communities. Due to incomplete data on the financial conditions and property ownership of most cooperative organizations, we are unable to draw any conclusions about whether their property/financial conditions enable them to invest in community facilities or whether such activities are given no priority.

The Cape Verde Esc. \$ 525,00,00 invested to date were basically realized after 1991, the largest realization being in Maio Island for the construction of a Health Centre (Esc.\$ 400,000,00), followed by an investment of Esc. \$ 50,000,00 realized in Fogo Island in the field of Housing and another for the establishment of a kindergarten. In Santiago, Child Aid during Christmas (Esc. \$ 41,900.00) and School Aid to Santa Cruz was recorded.

CONCLUSION

At the end of the exercise, we feel that we may declare that the first cooperative census in Cape Verde was a success.

This success is due to the applicability of the methodology and to the organization of field work, and consequently, the quality of the data collected.

However, we admit that in many cases, information on accounts, financial conditions and property ownership of organizations was rather inadequate, even incoherent. This is perhaps the result of an organizational culture which is at a nascent stage, as well as inadequate management abilities.

For the Statistical Cell of the INC, this cooperative census constituted a precious asset in terms of the experience gained, under the directives of the ICA/ROWA consultant, with regard to the organization of this kind of statistical operation, apart from the considerable volume of data collected which will be used to characterize Cape Verde's cooperative movement. In addition, this operation will provide the INC with a reference base for future surveys.

3 - SUMMARY OF REPORT ON

**COTE D'IVOIRE
(formerly Ivory Coast)**

3 - SUMMARY OF REPORT ON

**COTE D'IVOIRE
(formerly Ivory Coast)**

INTRODUCTION

The establishment of a Regional Cooperative Data Bank would meet what is perhaps a national requirement for the Côte d'Ivoire today.

In fact, on the morrow of this country's independence, particular emphasis was laid on the development of the Cooperative Movement, especially in the agricultural sector.

Since the 1970s, a plethora of cooperative organizations (GVC, GVC Unions and cooperatives) were set up and continued to be instituted in most sectors of the nation's economic life. But of all these cooperative structures, it was impossible to distinguish with any clarity between those that were still performing and those that were no longer functioning.

The Regional Cooperative Data Bank (RCDB) therefore gave the Côte d'Ivoire the opportunity to overcome this deficiency.

To this end, our first task was sampling, which was done on the basis of:

- * 2,721 agricultural organizations (primary pre-cooperatives);
- * 64 GVC Unions (63 secondary pre-cooperatives and one primary cooperative society);
- * 236 non-agricultural cooperative organizations (primary cooperatives and pre-cooperatives).

Thus, a total of 3,021 cooperative organizations were considered. The final sample was as indicated by the Table below:

FINAL SAMPLE

DESIGNATION	G.V.C.	G.V.C. UNIONS	COOPERATIVES	TOTAL
AGRICULTURAL COOPERATIVE ORGANIZATIONS	130	13	0	143
NON-AGRICULTURAL ORGANIZATIONS	0	0	10	10
TOTAL	130	13	10	153

→ This sample reflects the cooperative movement in Côte d'Ivoire where agriculture remains the key sector of the economy.

1 - IDENTIFICATION OF ORGANIZATIONS

TYPE OF ORGANIZATION	WITH AN ADDRESS	WITH A FOUNDATION DATE	SET UP BY MEMBERS	REGISTERED	AFFILIATED TO A UNION	AFFILIATED TO ICA/WARO
G.V.C. (PRIMARY)	95	116	113	55	57	0
G.V.C. UNION (SECONDARY)	13	13	12	9	0	3
NON-AGRICULTURAL COOPERATIVE	8	9	3	8	0	0
TOTAL	116	138	128	62	57	3

- Less than half (62/153, i.e. 40.52%) of its organizations are officially registered.
- The majority emerged at the grassroots: 128, i.e. 83.66%.

TYPE OF ORGANIZATION	LANGUAGES OF COMMUNICATION		LEGAL TEXTS	
	WITH FRENCH	WITH LOCAL LANGUAGE	AVAILABILITY	APPLICABILITY
G.V.C. (PRIMARY)	130	124	97	84
G.V.C. UNION (SECONDARY)	13	7	13	11
NON-AGRICULTURAL COOPERATIVES	10	5	8	8
TOTAL	153	136	118	103

- Cooperative organizations in Côte d'Ivoire use both French as well as local languages as working tools, but the real problem is the quality and difficult circulation of information. In fact, information is often distorted during the passage from one language to another, according to the way it is understood and interpreted, and depending on the interest of the person who is undertaking the task. Thus, the process also impacts on relations and activities within the organizations.

1 - 1 ORGANIZATIONAL ASPECTS OF ENTERPRISES IN 1993

1-1-1 MEMBERSHIP

TYPE OF ORGANIZATION	NO. OF MEMBERS		POPULATION OF ZONE	Below 25 yrs.	MEMBERS				Resigned	Deceased
	MEN	WOMEN			24-54 yrs.		+ 55 yrs.			
					MEN	WOMEN	MEN	WOMEN		
G.V.C.	10,759	287	113,521	524	3,573	245	1,925	71	1,314	24
G.V.C. UNION	-	-	-	-	-	-	-	-	-	-
NON-AGRICULTURAL COOPERATIVES	509	550	10,000	15	25	239	12	69	131	1
TOTAL	11,268	837	123,521	539	3,598	484	1,937	140	1,445	25

12,105

→ The levels of integration of women and youth are very low in the organizations, a reflection of the prevailing cultural and social conditions in which tradition still plays a major role, particularly in rural areas.

1-1-2 DURATION OF POSTS WITHIN VARIOUS BODIES

TYPE OF ORGANIZATION	AVERAGE DURATION OF POST (B.D. LEVEL)			AUDITOR		
	CHAIRMAN	SECRETARY	TREASURER	1st	2nd	3rd
G.V.C.	2 YRS	2 YRS	2 YRS	2 YRS	2 YRS	5 YRS
G.V.C. UNION	5 YRS	5 YRS	7 YRS	3 YRS	4 YRS	-
NON-AGRICULTURAL COOPERATIVES	6 YRS	5 YRS	7 YRS	5 YRS	5 YRS	5 YRS

B.D = Board of Directors

→ There are frequent changes within G.V.C. bodies. The speed with which officials are rotated in different posts has a negative impact on the efficiency of these bodies, since officials have no time to prove their worth.

1-1-3 PARTICIPATION IN DECISION-MAKING AND METHOD OF
DECISION-MAKING

TYPE OF ORGANIZATION	PARTICIPATION IN DECISION-MAKING				DECISION-MAKING METHOD		
	MEMBERS	EXECUTIVES	MANAGERS	N.D.	CONSENSUS	VOTE	N.D.
G.V.C.	89	25	1	15	91	23	16
G.V.C. UNION	9	3	0	1	9	3	1
NON-AGRICULTURAL COOPERATIVES	2	5	0	3	4	3	3
TOTAL	100	33	1	19	104	29	20

N.D. : NOT DECLARED

- In the majority of cases, decisions are made by the members.
- Consensus is favoured above all other decision-making methods.

However, interference from outside the decision-making body has to be noted in this context, since it impacts on:

- * the quality of decisions and undermines the respect of democratic principles which are normally enforced within cooperatives;
- * the quality of participation by the members who are unable to express themselves.

1-1-4 DATA ON EMPLOYEES OF THE ORGANIZATIONS

TYPE OF ORGANIZATION	FULL-TIME EMPLOYEES	PART-TIME EMPLOYEES	SEASONAL EMPLOYEES
G.V.C.	1,385	790	619
G.V.C. UNION	55	27	76
NON-AGRICULTURAL COOPERATIVES	36	4	44
TOTAL	1,449	821	739

- Cooperatives contribute to the gradual reduction of unemployment, but to a very minor extent because of their financial, economic and organizational deficiencies. Given their number and spread in the country, they should at least be able to do ten times as much as they are, in this context.

1-1-5 ORGANIZATION OF MEETINGS

A - Ordinary General Assemblies (OGA) and Extraordinary General Assemblies (EGA)

TYPE OF ORGANIZATION	ORGANIZATION OF OGAs	AVERAGE NO. OF OGAs/YR.	ORGANIZATION OF EGAs	NO. OF EGAs/YR
G.V.C.	95 G.V.C.s	2	38 G.V.C.s	2
G.V.C. UNION	12 UNIONS	2	8 UNIONS	2
NON-AGRICULTURAL COOPERATIVES	6 N.A. COOP.s	1	4 N.A. COOP.s	2
TOTAL	113	5	50	6

B - Other Meetings

TYPE OF ORGANIZATION	ORGANIZATION OF B.D. MEETINGS	NO. OF B.D. MEETINGS/MONTH	B.D. MEETINGS N.D.
G.V.C.	106 G.V.C.	2	24
G.V.C. UNION	13 UNIONS	1	0
NON-AGRICULTURAL COOPERATIVES	7 N.A. COOPs	1	3
TOTAL	126	4	27

→ These two Tables may indicate that there are no real communication problems in cooperatives, but, in reality, the reverse is true. The dissemination of information constitutes a grave problem in most Côte d'Ivoire cooperatives. Generally speaking the meetings are held, but a large number of questions remain unanswered. Furthermore, are they adequately democratic in nature? Do they centre on the real problems faced by their members?... Wherein lies the problem of their true efficiency.

Of the agricultural organizations identified, 98% are primary-level pre-cooperatives and 2% are secondary-level pre-cooperatives.

Those developing in economic fields other than that of agriculture can be divided as follows: 75% pre-cooperatives (primary level) and 25% cooperatives (primary level).

All these cooperative organizations - the majority of them - are characterized by a certain mono-functionality which is the basic cause of the instability of their existence and of their profitability.

Their survival and development depend on the adoption of alternatives:

- * Diversification of their activities
- * Mergers based on affinity and, as far as possible, political, religious, ethnic and other considerations of this kind.

1 - 2 ECONOMIC AND ACCOUNTANCY ASPECTS

1 - 2 - 1 VALUE OF PROPERTY

TYPE OF ORGANIZATION	PROPERTY	DEBTS	NEGATIVE RESULT	POSITIVE RESULT	AMOUNT OF CAPITAL
G.V.C.	841,384,587	354,914,725	370,588,266	21,849,700	78,382,110
G.V.C. UNION	14,250,595	4,260,000	9,990,595	-	88,472,000
NON-AGRICULTURAL COOPERATIVES	181,326,222	38,536,900	527,673	-	40,265,000
TOTAL	1,036,961,404	397,711,625	381,106,534	21,849,700	207,119,110

- The value of property owned by cooperative organizations in the Côte d'Ivoire, put together, is relatively high; they need to improve management of their property by acquiring adequate management tools. Nonetheless, given the number of people involved in the movement, their performance is highly flawed.

The Côte d'Ivoire cooperative landscape is characterized by the presence of a plethora of pre-cooperatives (GVCs). These GVCs are distinguished by their chronic instability and/or absence of management, with the result that:

- * GVCs are notoriously incapable of acquiring effective human and material resources in order to overcome their inadequacies.
- * A large number of GVC Unions are stagnating or breaking-up, in the image of their members.
- * Both cooperators and most sponsors are suffering a crisis of confidence with regard to pre-cooperatives.

Pre-cooperatives, given these serious defects, are liable to weaken if not ossify the national cooperative organization. They need to be replaced as soon as possible by more effective structures, sufficiently endowed with the necessary human and material resources to enable them to perform like true enterprises in order to face the sad realities of the competitive market in which they

must operate.

Cooperative legislation reforms, recommended by the Directorate of Farmers' Mutuals, Cooperation and Rural Promotion/Integration (DMC - *Direction de la Mutualité, de la Coopération et de l'Animation Rurale*) seem to represent a first step towards the solution of the problematic conditions which continue to prevail in the national cooperative environment.

1 - 3 SOCIAL ASPECTS

1 - 3 - 1 COMMUNITY FACILITIES BUILT

TYPE OF ORGANIZATION	SCHOOLS	HEALTH CENTRES	CULTURAL CENTRES	MARKETS
G.V.C.	23	115	3	3
G.V.C. UNION	0	3	0	0
NON-AGRICULTURAL COOPERATIVES	1	9	0	0
TOTAL	24	137	3	3

TYPE OF ORGANIZATION	HOUSING SITE DEVELOPMENT	WELLS	HOUSING	OTHERS
G.V.C.	4	125	1	10
G.V.C. UNION	0	13	0	1
NON-AGRICULTURAL COOPERATIVES	0	10	0	0
TOTAL	4	148	1	11

→ At the time GVCs were established, emphasis was laid only on community facilities. These investment levels prove that GVCs truly did take care of grassroots community development. This responsibility often hampered cooperatives in playing the role of profit-oriented enterprises as well.

1 - 3 - 2 ASSOCIATIVE LIFE

TYPE OF ORGANIZATION	PARTICIPATION IN								
	GROUP WORK			MEETINGS			COOPERATIVE EVENTS		
	Large	Small	None	Large	Small	None	Large	Small	None
G.V.C.	47	48	35	84	29	17	75	27	28
G.V.C. UNION	5	4	4	8	3	2	6	2	5
NON-AGRICULTURAL COOPERATIVES	4	2	4	6	1	3	5	2	3
TOTAL	56	54	43	98	33	22	86	31	36

→ The question of ascertaining whether or not this participation is effective and productive or whether it remains a mere declaration of presence still needs to be raised.

1 - 3 - 3 MISCELLANEOUS PROGRAMMES

TYPE OF ORGANIZATION	PROMOTION/INTEGRATION	EDUCATION/TRAINING	GROUP WORK	FULL-TIME MOBILIZATION	OTHERS
G.V.C.	30	27	18	4	2
G.V.C. UNION	4	3	0	3	0
NON-AGRICULTURAL COOPERATIVES	3	3	1	3	0
TOTAL	37	33	19	10	2

→ Promotion and integration work is often done by external agents: this is due to the lack of funds and qualified personnel. Those interested could take over promotion and integration tasks.

1 - 3 - 4 GROUP DISCIPLINE AND SOLIDARITY AMONG MEMBERS

TYPE OF ORGANIZATION	RESPECT OF LEGAL OF TEXTS					SOLIDARITY IN CASE OF			
	Y	N	PY	NI	NIN	DEATH	ILLNESS	BIRTHS	MISC. WORK
G.V.C.	46	71	47	8	13	99	50	12	15
G.V.C. UNION	9	4	2	0	0	8	7	0	0
NON-AGRICULTURAL COOPERATIVES	7	3	0	0	0	4	3	2	2
TOTAL	62	78	49	8	13	111	60	14	17

Y = YES N = NO PY = PARTLY YES
 NI = NO THROUGH IGNORANCE NIN = NO THROUGH MALADJUSTMENT

→ Actually, texts are often not accessible due to the vocabulary used. In fact, most of the time, archetypical texts are proposed by external agencies (State, NGOs, etc.), but their applicability proves difficult.

The results obtained from the analysis of the data collected indicate, on the whole, that:

- * GVCs and cooperatives make a very minor contribution to community works, while GVC Unions do not involve themselves in any.
- * As a result of the almost total indifference of members towards meetings and cooperative events, the rate of attendance is markedly lower than average.
- * An endogenous cooperative development programme is lacking and/or inadequate.
- * The members' feeling of belonging with regard to their organization is crumbling away.
- * There is a great feeling of solidarity among members, primarily in cases of death.
- * Due to ignorance about legal texts, members have very low levels of understanding of these texts.

Community works carried out by GVCs in villages were commissioned by the State, through local authorities, to the detriment of productive investment by these village-level enterprises. Social aspects took precedence over economic gain and the high propensity for social services constitutes the primary cause of the mortality or non-viability of a large number of organizations. The single most objective means of overcoming this weakness in the system is the real and not just verbal liberalization of the National Cooperative Movement.

In fact, most of those involved in cooperatives in the Côte d'Ivoire have no feeling of ownership of their enterprises although

they may have founded them, simply because cooperatives are subjected to too much exogenous interference. However, liberalizing them should in no way mean abandoning them.

Moreover, the State should contribute to the redefinition of the legal frame-work of cooperatives and supervise their performance in order to ensure the adequate and sustained development of cooperatives.

1 - 4 ROLE OF WOMEN

1 - 4 - 1 PARTICIPATION OF WOMEN IN

ORGANIZATIONS	NO. OF SHARES SUBSCRIBED	AMOUNT OF SHARES RELEASED
G.V.C.	187	220
UNION	527	511
NON-AGRIC. COOPS	3,016	3,016
TOTAL	3,730	3,747

→ The fact that they have paid off their authorized shares is remarkable, and proves that women are interested in the cooperative and associative world. They exhibit their interest whenever they have the opportunity to do so.

ORGANIZATIONS	G.A.	B.D.	AUDITORS	EMPLOYEES
G.V.C.	268	7	3	3
UNION	2	-	0	0
NON-AGRIC. COOPS.	30	29	2	1
TOTAL	300	36	5	4

→ The extremely low participation of women confirms their status as excluded and marginalized individuals. The burden of tradition remains very heavy.

1 - 4 - 2 WOMEN'S LITERACY LEVELS

TYPE OF ORGANIZATION	CAN READ & WRITE IN FRENCH			NO. OF WOMEN			LOCAL LANGUAGE
	R.W.	R	NAT	R.W.	R	NAT	
G.V.C.	3	1	125	4	1	-	NA
UNION	-	-	-	-	-	-	-
NON-AGRICULTURAL COOPERATIVE	3	2	3	107	54	-	NA
TOTAL	6	3	128	111	58	-	NA

R.W. = Can Read & Write R = Can Read
 NAT = Not At All NA = Not Available

→ This situation of illiteracy is an apt reflection of the condition of women in Africa and in other sectors of activity.

1 - 4 - 3 NUMBER OF EMPLOYEES

TYPE OF ORGANIZATION	JOB			WOMEN EMPLOYED
	SEASONAL	PART-TIME	FULL-TIME	
G.V.C.	0	0	0	130
UNION	1	0	1	11
NON-AGRIC. COOPERATIVES	0	0	2	8
TOTAL	1	0	3	149

→ This Table provides a good illustration of the difficulty women have in integrating themselves in the cooperative movement as far as employment is concerned. Although women may be employed in this sector, they are most often given traditionally "feminine" jobs.

In rural African communities, women are rarely involved in the management of socio-economic affairs. Men mostly consult them "in the shadows" to get their point of view concerning whatever problem has to be solved or whatever decision has to be made.

Moreover, women farmers in Africa are rarely farm-owners

themselves. But an individual's participation in a cooperative, in the case of coffee-cocoa marketing GVCs, is linked to their ownership of a plantation of one of these crops.

If rural African women may not participate in decision-making in the light of day and if they cannot hold a farm in their own names, they shall continue to merely tag behind the men.

This has been proved all the more true by the fact that of a sample of 8,683 GVC members, there are only 287 women - just 3%.

Although 99% of the women members attend General Assembly meetings, very few are allowed to enter the Boards of Directors of village-level GVCs (2% of the women members).

These conditions are worsened by the chronic illiteracy of women farmers, placing them in an inferior position to men.

African societies need to agree to treat women on an equal footing with men, by enabling them:

- * to have access to ownership of a plot of land in their own name, along with family farms;
- * to avail of adult and school education;
- * to enjoy the full confidence of men through the equal sharing of responsibilities within village-level cooperative organizations.

If need be, women can form a group within multi-purpose cooperative structures to take care of all the economic activities of a particular village locality. They could then show men what their real abilities are with regard to the organization and management of common projects.

CONCLUSION

This project was carried out with great difficulty in terms of technical, material, financial and human resource inputs. It has a lot of flaws.

With the new measures being taken by the State, on the one hand, for the reorganization of the system of personnel training and supervision, and on the other, for the revision of national cooperative legislation, there is truly reason to believe that the work of updating the RCDB will be carried out in much improved conditions.

4 - SUMMARY OF REPORT ON

SENEGAL

4 - SUMMARY OF REPORT ON

SENEGAL

ACRONYMS USED

BAHSO	=	Bureau d'Appui à l'Habitat Social (Social Housing Support Bureau)
BHS	=	Banque de l'Habitat du Sénégal (Senegalese Housing Bank)
BNDS	=	Banque National de Développement (National Development Bank)
CNCAS	=	Caisse Nationale de Crédit Agricole du Sénégal (National Agricultural Bank of Senegal)
CNTS	=	Centrale Nationale des Travailleurs Sénégalais (National Group of Senegalese Workers)
CONGAD	=	Conseil des ONG et d'Appui au Développement (NGO and Development Support Council)
FONGS	=	Fédération des ONG du Sénégal (NGO Federation of Senegal)
UNCAS	=	Union Nationale Des Coopératives Agricoles (National Association of Agricultural Cooperatives)
UNCEPS	=	Union Nationale des Coopératives d'Exploitants Forestiers (National Association of Foresters)
UNCO	=	Union Nationale des Coopératives Ouvrières (National Association of Workers' Cooperatives)

INTRODUCTION

The associative landscape comprises of various organizations, the following being selected for the survey:

- * Cooperatives (inclusive of those dissolved and reformed)
- * Trade Associations
- * NGOs

To the best of our knowledge and on the basis of information received, the associations include: Cooperatives designated as such:

- * Rural Cooperatives
- * Consumer Cooperatives
- * Craftsmen's Cooperatives
- * Construction and Housing Cooperatives
- * Bakery Cooperatives
- * Village-level branches
- * National Association of Agricultural Cooperatives
- * Cooperatives' Federation

In other words, there are a large number of such organizations in Senegal.

The survey will be conducted on rural and urban organizations.

RURAL AREAS

ORGANIZATIONS	ESTIMATED	ACTUAL	% OF ACTUAL
GROUNDNUT VILLAGE GROUP	314	247	78
RICE VILLAGE GROUP	3	4	133
MARKET GARDENING GROUPS	40	23	57
NATIONAL UNION	2	2	100
FEDERATION	4	3	75
TOTAL	363	278	77%

URBAN AREAS

COOPERATIVES	ESTIMATED	ACTUAL	% OF ACTUAL
CONSTRUCTION AND HOUSING	22	22	100
CONSUMER	14	14	100
HANDICRAFTS	10	11	110
MILK PROCESSING	1	1	100
UNCO	5	5	100
	1		
TOTAL	53	54	102

RURAL ORGANIZATIONS	:	363	278	77%
URBAN ORGANIZATIONS	:	53	54	102%
TOTAL		416	332	79%

1 - RESULTS OF THE SURVEY

1 - 1 CRAFTSMEN'S COOPERATIVES

The analysis was carried out on 15 organizations in the sub-sector of handicrafts and pertaining to urban areas.

They are registered in the handicrafts sector and fall under the Administrative services. We also use this classification although we are well aware of the fact that baking is not a handicraft.

These 15 Organizations form 14 Cooperatives and one women's group in the following fields:

* Bakery	5 Cooperatives
* Wood sculpture	1 Cooperative
* Sewing	1 Cooperative
* Jewellery making	1 Cooperative
* Leather and skins	2 Cooperatives
* Weaving	1 Cooperative
* Milk Powder Processing	2 Cooperatives
* Fish processing	1 Women's Group

ORGANIZATIONAL ASPECTS

NUMBER OF MEMBERS

ORGANIZATIONS	POPULATION							
	WHEN 1991 ESTABLISHED		1992				1993	
	Men	Women	Men	Women	Men	Women	Men	Women
SENEGALESE JEWELLERY	84		20		20		20	
JEWELLERY CRAFTSMEN	34		22		22		22	
COBBLERS	23		17		17		17	
YOUNG LEATHER CRAFTSMEN	8		8		8		8	
WOODCUTTERS	103		125		125		125	
WEAVERS	15		12		12		12	
DRESSMAKERS		21		15		15		15
MILK SELLERS	217	21	217	21	217	21	217	21
MILK PROCESSING	7		7		7		7	
NIETTY MBAR	15		15		15		15	
DIOURBEL	16		17		19		19	
GUEDIAWAYE RENOVATION	23		14		14		14	
RUFISQUE	16		32		32		32	
RECLAIMED/ REZONED PLOTS	19		21		14		12	
WOMEN'S GROUPS		160		175		190		200
TOTAL	580	202	527	211	522	226	520	236

The total number of members in the 85 Cooperatives surveyed is only of about 1500. Many of the Cooperatives exist only on paper.

Seven out of a total of 15 have been analyzed in this sector:

- * 5 Bakeries
- * The Milk Sellers Cooperative
- * Women's groups

The 1992 consolidated balance sheet of the 4 bakeries (reclaimed/re-zoned plots' data not yet available) is as follows:

ASSETS	IN CFA FRANCS
FIXED ASSETS	210,960,727
OPERATIONAL ASSETS	4,984,483
AVAILABLE REALIZABLE ASSETS	44,205,217
TOTAL	260,150,427

LIABILITIES

OWN FUNDS	25,457,264
SHORT-TERM DEBTS	16,000,577
SUBSIDIES	130,323,075
TOTAL	171,780,916

TOTAL TURNOVER REALIZED = 462,662,263

An attempt was also made to provide a balance sheet in the case of the Women's Group but there were no separate accounts which would have made this possible.

On the whole, the services provided, the turnover and the outcome of the 12 Craftsmen's's Cooperatives for the year 1992 are as follows:

IN CFA FRANCS

ORGANIZATIONS	TURNOVER	RESULTS
SENEGALESE JEWELLERY	6,344,000	370,000
JEWELLERY CRAFTSMEN	6,500,000	235,000
COBBLERS	9,850,000	675,000
YOUNG LEATHER CRAFTSMEN	2,533,000	21,300
WOODCUTTERS	35,500,000	930,000
WEAVERS	9,671,029	45,200
DRESSMAKERS	3,744,000	561,600
NIETTY MBAR	104,331,210	5,820,989
DIOURBEL	130,377,615	3,072,679
GUEDIAWAYE RENOVATION	99,748,075	(1,776,563)
RUFISQUE	128,205,363	2,102,818
WOMEN'S GROUP	90,000,000	23,000,000
TOTAL	626,804,292	35,058,023

SERVICES PROVIDED

COBBLERS	3000 PAIRS OF SHOES
LEATHER CRAFTSMEN	1620 PAIRS OF SHOES
WOODCUTTERS	42,000 OBJETS D'ART
MILK SELLERS	59 TONS OF MILK POWDER
NIETTY MBAR	1,159,235 FRENCH BREAD LOAFS
DIOURBEL	1,185,251 FRENCH BREAD LOAFS
GUEDIAWAYE RENOVATION	1,108,311 FRENCH BREAD LOAFS
RUFISQUE	1,424,504 FRENCH BREAD LOAFS
WOMEN'S GROUP	200 TONS OF DRY FISH 220 TONS OF SMOKED FISH 445 TONS OF DRIED SALT FISH (SHARK WINGS WINGS AND OTHERS)

FINANCING / ASSISTANCE

The Milk Powder Sellers' Cooperative received 28 800 000 in loans from C.V.C.A.S. in 1993.

In the case of the 5 Bakery Cooperatives, a grant of 900,000,000 CFA Francs, starting in 1984, has financed machinery and rolling stock, and provided working capital for 3 months.

PARTICIPATION OF WOMEN

3 Cooperatives have women in their membership

* Women's group with 200 members

* Dressmakers Cooperative with 15 members

The Milk Sellers Cooperative has 21 women members. It is the only mixed cooperative.

Bakeries also have women employees.

1 - 2 CONSTRUCTION AND HOUSING COOPERATIVES

Number of cooperatives surveyed: 22
 Number of members : 2416 including 77 women
 Paid-up authorized capital : 10,175,000 CFA Francs
 Home-buyers' savings scheme : 365,400,000 CFA Francs
 Construction projects : 4
 Number of houses constructed : 635
 Housing Finance : 3,121,549,630 CFA Francs

Housing cooperatives are generally constituted by employees in the Administration and the private sector, based on the member's creditworthiness and what security he can offer.

Their objective is to

- * acquire land
- * and construct housing for their members.

HOUSING COOPERATIVES SITUATION

WHEN SET UP	COOP.	APPROVAL GIVEN	NO. OF MEMBERS		CAPITAL	SAVINGS	PROGRAMME	
			M	W			AMT.	HOUSING
19.03.87	CARNOT	10.04.89	148	-	740,000	17,350,000		
17.03.86	AIR FRANCE	06.04.87	50	-	250,000	7,200,000		
18.09.87	CONACHAP	04.01.89	345	-	345,000		957,549,630	265
21.02.86	SORES	10.04.88	78	7	425,000	12,250,000		
18.08.84	SENEPHARMA	22.06.86	59	-	590,000	22,500,000		
26.01.84	SONEES	22.02.86	20	5	250,000	5,250,000		
24.10.81	AIR SENEGAL	17.01.83	63		630,000	12,000,000		
20.6.81	S.A.R.	25.08.82	145	-	580,000	50,000,000		
28.06.80	IMPORTS ET DOMAINES	25.08.82	85	15	1,000,000		567,000,000	001
27.10.92	CPCE	07.04.83	21	4	25,000	5,250,000		
13.06.88	LONASE	23.03.89	140	13	1,275,000	99,000,000		
29.08.87	SAGAV	04.01.89	175	-	875,000	18,775,000		
22.07.83	URBAN DEV. MINISTRY	17.08.84	250	20	400,000		720,000,000	051
28.08.90	SOMATEL	04.01.92	109	11	600,000		877,000,000	120
24.12.91	CES	23.04.92	48	2	50,000	17,500,000		
27.10.90	MATFORCE	27.01.92	15	-	75,000	8,200,000		
11.03.92	SGS	18.11.91	27	-	27,000	5,125,000		
2.10.92	MAERSKLINE	07.04.93	38	-	38,000	2,250,000		
01.07.88	ASSURANCES SENEGAL	23.03.89	400	-	800,000	51,750,000		
19.12.88	M.T.O.A.	29.11.89	60	-	300,000	31,000,000		
19.12.88	DIASEN TOYOTA	29.11.89	90	-	900,000			
28.03.89	LA ROCHETTE	29.11.89	110	-				
	TOTAL		2116	77	10,175,000	365,400,000	3,121,549,630	635

1 Woman Chairman; 1 Woman Vice-Chairman

ORGANIZATIONAL ASPECTS

Everything centres around people with influence in the land and finance-related departments. A number of politicians affiliated to political parties are members of these cooperatives.

The Cooperatives are structured around committees in charge of:

- * savings
- * land negotiations
- * allotment of plots
- * architectural plans

BAHSO's presence facilitates the realization of objectives. It informs the Cooperatives about the procedures to be followed and provides assistance in the following fields:

- * search for plots of land
- * registration of land
- * construction proposals
- * preparation of estimates
- * consultancy...

ECONOMIC AND ACCOUNTING ASPECTS

Only 4 among the Cooperatives surveyed (365,000,000 F have been deposited as savings) have been given any financial assistance.

3,121,000,000 CFA Francs have been released by the Banque de l'Habitat du Sénégal (BHS) or Senegalese Housing Bank for the 635 flats already constructed. Interest being fairly high, very few projects can be financed on the basis of the average cost of housing financed by BHS (4,914,960 CFA Francs) before devaluation; in fact, 12,000,000,000 CFA Francs (before devaluation) would be required for the 22 Cooperatives which have 2,416 members altogether.

According to BAHSO, savings reached 6,000,000,000 CFA Francs in 1991.

SOCIAL ASPECTS

The Housing Cooperative has one main aim: to construct housing projects for its members. Thus, it offers its members the following services:

- * the combined services of architects at "wholesale" rates
- * free administrative assistance
- * project financing by BHS

PLACE OF WOMEN

There are 77 women members - 3.18% of the total number of members - in 22 Cooperatives. This low percentage is easy to understand as it is the man who has to look for a house for his family. However, women can be found in responsible decision-making positions:

- * the SONEES Chairman is a woman
- * there are two women Vice-Chairmen in SORES and LONASE
- * the Secretary General of Impôts et Domaines (Income tax and property) is also a woman
- * there are two women auditors in SONES and SORES

1 - 3 CONSUMERS COOPERATIVES

The 14 Cooperatives are :

- * 7 company Cooperatives
- * 2 retired persons' Cooperatives
- * 5 area Cooperatives

with an average annual turnover per Cooperative of =
21,290,000 CFA Francs.

CONSUMERS' COOPERATIVES SITUATION

COOP.	WHEN CONSTITUTED	NO. OF MEMBERS		CAPITAL	TURNOVER 93 RESULT	
		M	W			
QUARTIER ARAFAT	05.05.84	25		500,000	6,000,000	112,000
CAFAL EMPLOYEES	10.09.90	62		310,000	21,800,000	305,000
SONEES RETIRED PERSONS	07.04.83	125		187,500	11,000,000	310,000
SANTIABA NDIOBENE	13.03.83	22		50,000	36,000,000	312,000
SAGAN EMPLOYEES	08.05.87	177		885,000	42,000,000	538,000
ASC COUD	26.05.87	50		50,000	28,200,000	179,000
CITE SOTIBA	02.08.88	20		1,000,000	20,800,000	180,000
CENTRE EMETTEUR REC. ASECNA	23.09.88	34		51,000	21,800,000	188,000
SOTRAC RETIRED PERSONS	23.07.88	138		1,870,000	28,800,000	378,000
CITES UNIES	02.11.86	30		300,000	6,500,000	110,000
RAHMANE	19.03.89	20		300,000	4,600,000	125,000
URIS	24.05.91	25		500,000	30,500,000	215,000
KATRAL	09.11.91	25		25,000	29,000,000	176,000
AGENTS BUREAU NAT TP	22.09.93	30		30,000	21,600,000	135,000
TOTAL		783		6,058,500	319,400,000	3,293,000

The annual average consumption per member is 403,000 CFA Francs, i.e. 34,000 CFA Francs per month.

A number of problems have arisen ever since revolving credit instituted by the National Development Bank of Senegal (BNDS or *Banque Nationale de Développement du Sénégal*) was abolished.

Many conflicts arose with regard to a democratic system of management and most Cooperatives are being managed by small groups who generally act out of self-interest:

- * business relations
- * bonus given by traders
- * manipulation of accounts

SOCIAL ASPECTS

Serious members have managed, in the case of certain large Cooperatives, to arrange for:

- * furniture
- * household appliances
- * and a vehicle.

1 - 4 VILLAGE-LEVEL RICE-GROWERS GROUPS

They can be found in the St. Louis region. The three village-level groups surveyed have, altogether, 670 members with 273 women and 397 men.

What is noteworthy is the release of 1,020,000 CFA Francs for community shares, although the law does not require groups to have authorized capital.

The fourth organization is not a rural Cooperative, it is a union of groups.

ECONOMIC AND ACCOUNTING ASPECTS

GROUPS	INHERITANCE (in million)			PRODUCTIONS (in tons)					TURNOVER (in million)	RESULTS (in million)	
	Land	Finance	Const- ruction	Machi- nery	Rice	Onions	Vege- tables	Chicken			Eggs
BOUNDIUM	560	13			210					11	(6)
MOUMBAYE		2.1	1.2			400	500			288	
MBARIGOT	75	3.5	18	33.5			800	3000		14	1.8
UNION SUMA				24.6						121.075470	33.306546

N.B Mbarigot has undertaken fattening of livestock with 10 heads.

- * Boundoum has a reservoir constructed at a cost of 560 million.
- * Mboumbaye practises market-gardening, producing 4000 tons of onions and 500 tons of different vegetables.
- * Mbarigot is involved in a number of activities simultaneously: rice-growing, bovine-fattening and poultry farming.
- * The Union of groups using agricultural machinery (SUMA or *l'Union des sections d'utilisation de matériel agricole*) manage water pumping stations and ploughing equipment.

PLACE OF WOMEN

40% of the members of the 3 groups are women. In Mboumbaye, they account for 21% and in Mbarigot 57% of the members.

In the 3 village groups, 91 women out of a total of 273 know how to read or read and write.

1 - 5 GROUNDNUT GROWERS VILLAGE-LEVEL GROUPS

Reforms in the cooperative sector have always been initiated in groundnut-related activities.

ORGANIZATIONAL PLAN

Nothing has changed since these cooperatives were established in 1983. Except in some rare cases, one finds the same people in the same posts and often without any specific responsibilities.

ACCOUNTING AND ECONOMIC ASPECTS

Of a total of 4,536 village groups listed, only 944 have served as data collection points over 3 years, which means that each year, 314 groups are surveyed, i.e. 6.92% of the groups as a whole.

The commercial transactions of these organizations in the year 1992/1993 were as follows:

REGIONS	NO. OF GROUPS	TONNAGE MARKETING (KG)	TRADE VALUES (CPA)	PROFIT MARGIN	NO. OF MEMBERS
DIORBEL	11	1,112,097	88,967,760	1,736,248	5,994
FATICK	36	7,074,921	565,993,680	10,750,997	10,541
KAOLACK	57	21,653,775	1,732,302,000	24,388,677	69,647
KOLDA	95	12,048,836	963,906,880	16,483,916	74,279
LOUGA	7	544,436	43,554,880	806,174	6,160
TAMBACOUNDA	30	5,302,481	424,198,480	10,498,198	6,144
THIES	7	594,354	47,548,320	1,235,420	1,576
ZIGUINCHOR	4	91,796	2,978,880	174,486	883
TOTAL	247	48,422,696	3,869,450,880	66,074,016	175,224

SOCIAL ASPECTS

When the UNCAS was booming, the infrastructure consisted of:

- * warehouses
- * consumer-goods stores
- * storage seccos (sheds/silos ?)

which were constructed for the common use of cooperatives. Unfortunately, with the state these groups are in at present, it is not possible to measure any social parameters (satisfaction-motivation-solidarity-equity-power management).

PLACE OF WOMEN

Women have established their own group for market-gardening activities, sale of shelled groundnuts, groundnut-grinding as a sort of cottage industry, poultry and other small trades.

1 - 6 UNCA

Name : Union Nationale des Coopératives Agricoles (UNCA)
(National Union of Agricultural Cooperatives)
Address : 33, Rue Vincens - Dakar
Date of establishment : 13th May 1978
Date of approval : 9th September 1978
Approval no. : 012478

The UNCA comprises of different groups which characterize the organization. It is worthwhile to note that it consists of:

- * 10 regional unions
- * 30 departmental unions
- * 90 local unions
- * 333 rural cooperatives
- * 4536 village-level groups
- * 2,018,646 members

$$\begin{array}{r} 333 \\ 4536 \\ \hline 4869 \end{array}$$

To have a national-level organization, everything had to begin at the grass-root level. Representatives elected at each level comprise the General Assembly of the level concerned. The (*Direction de l'Action Coopérative - DAC*) Department of Cooperative Action's intervention stops at the regional level.

ECONOMIC AND ACCOUNTING ASPECTS

BALANCE SHEET

The analysis of the balance-sheet given below shows that there is a negative working capital. The total amount of its debts (595,226,550 CFA Francs) is way above the level of its realizable and available (120,984,063) operational assets (260,701,524 CFA Francs).

BALANCE-SHEET AS ON 31/12/93

<u>ASSETS</u>		<u>LIABILITIES</u>	
<u>HEADING</u>	<u>AMOUNT</u>	<u>HEADING</u>	<u>AMOUNT</u>
<u>FIXED ASSETS</u>			
- Construction (warehouses)	34,000,000	CAPITAL	11,489,300
Diourbel	-	DEBTS FROM TURNOVER	505,407,000
Kaolack	-	FERTILIZERS	30,000,000
Kolda	-	SEEDS	10,000,000
Transport equipment	2,378,750	OVERDRAFT	49,819,550
Office material	690,460	COMMON FUND	595,226,550
Share			
CNCA	100,000,000		
NOVASEN	10,000,000		
S/TOTAL	147,069,210		
<u>OPERATIONAL ASSETS</u>			
Kaolack seeds	99,000,000		
Kolda	24,750,000		
Fatick	24,750,000		
Thiès	49,500,000		
Others	62,701,000		
S/TOTAL	260,701,524		
<u>REALIZABLE AND AVAILABLE ASSETS</u>			
Sonacos	97,762,468		
Members	13,216,195		
Cash	389,266		
Bank	9,616,134		
S/TOTAL	120,984,063		
TOTAL ASSETS	528,754,797		
RESULT	77,961,253		
TOTAL	606,716,050	TOTAL	606,716,050

BUDGET

- * In 1993, UNCAS managed of a budget of 97,762,468 CFA Francs, of which up to 77% was realized.
- * 79,44% of the budget was used for paying salaries and other administrative costs of the regional unions.
- * 8,39% was invested in training.

BUDGET 93

<u>USAGE</u>			<u>RESOURCES</u>	
1.	Salaries, allowances and mission expenses		ADVANCE ON MARGIN	
	Expenditure	28,900,682 38	MARKETING	35,900,000
2.	Operation	17,855,256 23.44	DIVIDENDS	2,807,515
3.	Training	6,390,000 8.39	FINANCING ROWA	4,215,100
4.	SECCOS management	3,219,650 4.22	LOAN REPAYMENT	13,216,195
5.	Borrowings	961,063 1.26	BANK OVERDRAFT	10,000,000
6.	Loans	2,119,000 2.73	CASH AND BANK BALANCES	10,005,400
7.	u.r. Budget	13,480,550 17.70		
8.	(cash - bank) Availabilities	2,625,334 3.44		
9.	Miscellaneous	592,675 0.77		
TOTAL		76,144,210	TOTAL	76,144,210

SOCIAL ASPECTS

It is difficult to evaluate the social parameters since organizational dysfunction leads to break-downs at various levels.

Nonetheless, the UNCA strives to intervene at different levels, by attempting to involve all the organizations in the network:

- * protection of Niébé production

- * recruitment of 80 contradictory balances/weighing scales (?) (personnel?) paid on the basis of marketing margins.
- * a 49,819,550 CFA Francs guarantee for cereal banks
- * a 2,500,000 CFA Francs share subscription in a fruit and vegetable market construction project
- * preparation and presentation of projects to sponsors
- * rural voluntary service scheme: by training 5 volunteers at ENEA.

PLACE OF WOMEN

The role of women in decision-making bodies as well as at the grass-root level is not very clear. Women are, in fact, rarely members of groups.

UNCA is trying to change this situation and mobilize women by encouraging them to participate in projects, most of which are looking for funding in order to be implemented.

1 - 7 FONGS (NGO FEDERATION)

Name : *Fédération des ONG du Sénégal* (NGO Federation of Senegal)
 Address : P.B. 269 Thiès
 Date of establishment : 1976
 Date of registration : 1978

ORGANIZATIONAL ASPECTS

The FONGS brings together 24 farmers' associations. The FONGS' involvement in rural areas has started to take shape. It has, in fact, taken over expenses for the activities of 110,000 members of whom 60% are women. FONGS looks after agriculture, finance, savings, and particularly training.

ECONOMIC AND ACCOUNTING ASPECTS

Based on information collected, their reconstituted resources in 1993 would be as follows:

<u>ASSETS</u>		<u>LIABILITIES</u>	
FIXED ASSETS			
Establishment costs	60,000,000	CAPITAL	95,000,000
Land	9,000,000	Reserves	25,000,000
Equipment and tools	35,000,000	Subsidies	280,000,000
Transport equipment	27,000,000	Other funds	107,000,000
Furniture and Office material	43,000,000		
REALIZABLE ASSETS			
Clients	112,000,000		
Cash available	17,000,000		
Bank	8,000,000		
RESULT	196,000,000		
TOTAL	507,000,000	TOTAL	507,000,000

For its daily operational costs, the FONGS uses subsidies allocated by NGOs from the North. The amount allocated in 1993, i.e. 280 million, accounted for 55% of the total assets. This amount made it possible to fund the programmes of the 24 affiliated Associations.

PLACE OF WOMEN

Since 60% of the members are women, most of the projects are women-oriented especially in the fields of agriculture, savings and loans, and in the retail trade.

SOCIAL ASPECTS

It organized a number of fairs and participates every year in the Fisheries Festival.

ROLE OF WOMEN

In 1993, there were 1670 women-members in the Trade Associations affiliated to the Federation. This figure represented 27% of the Federation's members.

1 - 9 UNION NATIONALE DES COOPERATIVES OUVRIERES: UNCO (NATIONAL UNION OF WORKERS' COOPERATIVES)

Establishment : 1990 (Organization set up by the
BIT/CNTS/ISCOS-CISL Project
Started operating on : 12-10-1989
Objectives : To promote workers' cooperative movement
To provide assistance to member-cooperatives
To train and improve members' abilities in
management and production techniques

ORGANIZATIONAL ASPECTS

The members are: 5 Bakery Cooperatives and 2 Dry Cleaners' Cooperatives. It is a union administered by the CNTS trade unionists. The Secretary General of this organization is the Vice Chairman of UNCO.

It was established in order to coordinate and assist affiliated cooperatives in the fields of:

- * pooled orders for flour
- * spare parts orders
- * clearing of administrative problems
- * organizing training and proficiency seminars
- * representation of affiliated cooperatives
- * signing of contracts with repairers and third parties.

The headquarters of the Union are under construction at Rue Jules Ferry.

The Union receives payment against 50% of the profits made by the cooperatives.

ECONOMIC AND ACCOUNTING ASPECTS

The Union operates on the basis of a budget. Outside the budget, projects may also be allocated by sponsors.

In 1992, compensatory funds for food aid provided subsidies of the order of 50 million for the promotion of enriched bread, made with wheat flour with 15% of millet flour added in it.

In 1993, the ILO provided for 9 million for the supply of raw materials and training of members. The Italian partner (ISCOS) is less active although, since 1992, it has budgeted for the construction of two new cooperatives in the region as well as for the construction of two new bakeries.

There is another project in the pipeline concerning the opening of a mechanics' cooperative.

SOCIAL ASPECTS

The C.N.T.S. is trying to check unemployment by setting up cooperatives under its supervision.

1 - 10 NATIONAL FEDERATION OF CATTLE-BREEDERS' ASSOCIATIONS

Established in 1987 by the Department of Cattle-Breeding.

Address : Direction de l'élevage (Department of Cattle-Breeding), 37 Avenue Pasteur
B.P. : 67 DAKAR

Objectives : Promotion of animal production

Activities : Bovine fattening
Ovine fattening
Marketing of cattle
Marketing of cattle-feed
Preventive health services through sale of products.

ORGANIZATIONAL ASPECTS

The Federation's spread covers ten regions of Senegal. It groups together 989 Trade Associations and 6,904 members of which 203 are women.

The 6,904 members have contributed a share capital of 12,450,000 CFA Francs to the Federation.

SUMMARY TABLE OF THE NUMBER OF CATTLE-BREEDERS' ASSOCIATIONS
AND MEMBERS PER REGION

REGIONS	NO. OF CATTLE- BREEDERS' ASSOCIATIONS	NO. OF MEMBERS	DATE OF ESTABLISHMENT	SHARE CAPITAL IN FEDERATION
DAKAR	37	259	1987	1,159,000
DIOURBEL	53	371	1986	571,000
FATICK	46	322	1987	622,000
KAOLACK	108	731	1986	1,333,000
KOLDA	111	833	1985	4,154,000
LOUGA	107	758	1985	2,601,000
ST-LOUIS	293	2051	1985	1,205,000
TAMBA	115	805	1987	371,000
THIES	53	371	1987	434,000
ZIGUINCHOR	62	434	1986	
FEDERATION	989	6904	1987	12,450,000

ECONOMIC AND ACCOUNTING ASPECTS

With a renewable loan of 20 million CFA Francs, the Federation has launched various ovine fattening operations.

Operations carried out in 1993 consist of :

- * purchase of 2,135 sheep for 18,000,000 CFA Francs
- * cattle-feed for 19 million

On the whole, 37 million were invested for sales worth 28 million and an unconfirmed stock of 12 million.

PLACE OF WOMEN

10 to 15% of the Cattle-breeders' Associations' members are women who are active in various fields such as: sale of milk products, cattle feed and ovine fattening.

1 - 11 MARKET GARDENERS GROUPS

These groups operate under the supervision of the UNCAS.

ORGANIZATIONAL FRAME-WORK

The groups have an informal set-up.

Their peculiarity lies in the fact that the corporate name reflects the gender of its promoters (*marâchers* in French means male market gardeners and *marâchères* means female market gardeners). There is,

in fact, a clear division between the women's group and the men's group.

Of the 23 groups surveyed, 16 are men's groups and 7 women's groups; each has a monolithic structure: Management Committees and General Assembly. They do not have any special status as they are not governed by any regulatory frame-work.

ECONOMIC AND ACCOUNTING ASPECTS

Apart from the Balsans GFP which received a donation of 50,000 CFA Francs for the re-forestation of the market gardening perimeter, other groups all have UNCAS and CNCAS as their sponsors.

That is how the Federation conceived of an input supply programme. A sum of 3,020,960 CFA Francs was allocated and only 60% of it has been repaid.

PLACE OF WOMEN

<u>WOMEN'S GROUPS</u>	<u>MEMBERS</u>	<u>DEBTS</u>	<u>BALANCE</u>
LITTE	30	1,200,000	- 100,000
FASSE BOYE	30	6,000,000	54,000 204,000
LOMPOUL	62	-	9,000 9,000
KEUR ALE GAYE	30	-	- -
DIOGO	28	-	79,800 79,800
BALSAND	47	-	- -
NDIOP SAW	85	-	112,700 11,700
TOTAL	312	7,200,000	265,500 104,500

Number of women members : 312
 Debt incurred : 7,465,000
 % of women's debt : 36.91%
 Debt repayment by 263 groups : 6,918,200
 Repayment rate : 94%
 Number of literate women : 136, i.e. 43% of women (8 in French, 100 in Arabic, and 28 in the local language).

SITUATION OF MARKET GARDENERS' GROUPS IN 1993

DESIGNATION	DATE OF ESTABLISHMENT	NO. OF MEMBERS	CREDIT RECEIVED IN CFA FRANCS		REMAINDER OF DEBT IN CFA FRANCS	
			UNCAS	CNCAS	UNCAS	CNCAS
1 M'BAYE M'BAYE GROUP	14/06/87	26	90,205	-	90,205	-
2 BAROU NDIAYE GROUP	04/08/87	20	181,350	7,000,000	181,350	2,000,000
3 LITTLE GROUP	28/08/93	30	-	1,200,000	-	100,000
4 PASS BOYE GROUP	12/08/91	30	54,000	6,000,000	54,000	150,000
5 PASS BOYE 1 GROUP	09/08/87	35	157,000	-	157,000	-
6 KEUR PATHE KANE GRP	09/08/87	24	43,300	-	14,300	-
7 MBORO S/MER GROUP	12/06/87	25	684,650	-	370,000	-
8 LOMPOUL PEULH 1 GRP	02/02/93	52	14,000	-	14,000	-
9 LOMPOUL 1 GROUP	23/09/90	27	70,000	-	-	-
10 LOMPOUL GROUP	15/08/91	62	9,000	-	9,000	-
11 BEYTI GUEYE GROUP	13/05/88	34	-	-	-	-
12 KEUR MADIAGNE GRP	14/05/88	44	-	-	-	-
13 KEUR ALE GAYE GRP	25/09/91	30	-	-	-	-
14 SINTHIOU TOUBA NDIAYE GROUP	12/06/87	27	186,070	-	154,070	-
15 TOUBA NDIAYE GROUP	19/10/88	22	665,200	1,000,000	18,600	300,000
16 DIOGO GROUP	15/07/92	28	79,800	-	79,800	-
17 THIAYE GROUP	00/10/90	38	215,440	-	215,440	-
18 DAROU FALKL GROUP	05/10/87	51	261,250	2,000,000	261,250	2,000,000
19 DIOGO GROUP	05/10/87	46	186,950	-	186,950	-
20 DIAMBALLO GROUP	01/09/87	22	-	-	-	-
21 BALSAND GROUP	08/01/92	47	-	-	-	-
22 NDIOP SAW GROUP	01/10/92	85	122,700	-	11,700	-
23 NDIOP SAW 1 GROUP	20/09/88			-	-	
TOTAL		830	3,020,960	17,200,000	1,818,160	4,550,000

1 - 12 UNION FEDERALE DES COOPERATIVES DES EXPLOITANTS
FORESTIERS DU SENEGAL (UNCEFS)
(FEDERAL UNION OF FORESTERS' COOPERATIVES OF SENEGAL)

Date of establishment : 15th May 1980

Objectives : Fighting against desertification
Reconstituting the forest heritage
Exploiting ligneous energy

Activities : Forest use
Reforestation
Fighting against bush fires and
deforestation

ORGANIZATIONAL ASPECTS

UNCEF is a union of 78 cooperatives with 13,855 members and a paid-up authorized capital of 13,885,000 CFA Francs.

These cooperatives no longer exist at the grass-roots level but the Union, established in 1980, subsidizes and works with individual foresters.

ECONOMIC AND ACCOUNTING ASPECTS

UNCEF relies on intermediaries to finance the purchase of standing trees, conversion into logs and charcoal as well as their transportation to markets.

In 1993, it borrowed 386,846,117 CFA Francs to realize a turnover of 468,313,000 CFA Francs and a profit of 10,750,000 CFA Francs.

Operations included:

- * production of 650 quintals of charcoal
- * 110 steres of firewood
- * and 350 kg of other miscellaneous products (timber, fruit crops).

The Union's assets consist of:

- * commercial timber worth 6,750,000 CFA Francs
- * an authorized capital of 13,885,000 CFA Francs
- * reserves of 1,717,000 CFA Francs
- * shares in operations of 65,750,000 CFA Francs.

SOCIAL ASPECTS

It would be difficult to maintain that UNCEF fulfills a social role since the cooperatives no longer exist.

PLACE OF WOMEN

Women play an active role in the sale of palm oil and in retail selling of forest fruits.

III - CONCLUSION

The survey was conducted in a methodical manner although it was not always easy to reach the documents to the concerned parties. The questionnaires aim at such diverse target groups that it became necessary to adapt them for a more convenient application.

The level of organization and the management of organizational instruments often raised numerous difficulties. In fact, since information was not always forthcoming, it was finally only collected through interviews and the summation of data was memorized by the different officials concerned.

The fact remains that the surveyors often relied on their own experience of organizational matters so as to enable us to analyze the survey landscape.

**5 - COMPARATIVE ANALYSIS
OF SURVEY RESULTS**

A - ORGANIZATIONAL ASPECT OF THE ENTERPRISE

1 - DISTRIBUTION OF ORGANIZATIONS BY SECTOR OF ACTIVITY

TABLE 1

COUNTRY	AGRICULTURE	CRAFTS	TRADE	BREEDING	FINANCE & SAVINGS	OTHERS	N.D.	TOTAL
BURKINA								
FASO	226	11	2	25	21	138	2	425
CAPE VERDE	9	5	1	5	7	95	-	122
IVORY COAST	114	-	-	-	-	10	-	154
SENEGAL	278	11	-	-	-	43	-	332
TOTAL	656	27	3	30	28	286	2	1,033

Sources: Country Reports

Reference year: 1993

A total number of 1,032 cooperatives in different sectors were surveyed. The agricultural sector accounts for more than half of the organizations (63.5%), which is justifiable considering that in our Countries, the economy is essentially agriculture-based. Cape Verde is an exception.

2 - COOPERATIVE ORGANIZATIONS AND SELF PROMOTING ORGANIZATIONS BY NATURE AND BY CATEGORY

COUNTRY	COOPERATIVE			PRE-COOPERATIVE			ASSOCIATION			N.D.	TOTAL
	PRI-MARY	SECON-DARY	TERT-IARY	PRI-MARY	SECON-DARY	TERT-IARY	PRI-MARY	SECON-DARY	TERT-IARY		
BURKINA											
FASO	33	3	1	376	2	1	1	1	0	7	425
CAPE VERDE	80	3	1	8	-	-	30	-	-	-	122
IVORY COAST	10	-	0	131	13	0	-	-	-	-	154
SENEGAL	53	1	1	273	2	1	-	-	1	-	332
TOTAL	176	7	3	789	17	2	31	1	1	7	1,033

Source: Country Reports

Reference Year: 1993

N.D. = Not declared

In the sub-regions, the cooperative and associative movement has not, in general, achieved a satisfactory level of maturity. The majority of the organizations are primary level organizations.

3 - COOPERATIVE ORGANIZATIONS AND SELF-PROMOTION ORGANIZATIONS ACCORDING TO PERIOD OF ESTABLISHMENT

TABLE NO. 3

PERIOD OF ESTAB- LISHMENT	COUNTRY-WISE MEMBERS			
	BURKINA-FASO	CAPE-VERDE	IVORY COAST	SENEGAL
1960-1975	43	34	-	-
1976-1985	165		-	-
1986-1995	206	76	-	-
N.D.	11	12	154	332
TOTAL	425	122	154	332

Source: The 4 Country Reports

According to this table, the number of cooperative organizations and other self-promotion organizations has practically doubled in the last 10 years in Burkina-Faso and Cape Verde. Couldn't this probably have resulted from the fact that the recent economic crisis led these countries to accept the structural adjustment programmes which recommended the State to disengage itself from a number of sectors? And it is likely that cooperatives, the daughters of necessity and poverty, suddenly gained popularity amongst the people.

4 - STATUTES, RULES AND PROCEDURES

4 - 1 DISTRIBUTION OF ORGANIZATIONS DEPENDING ON WHETHER OR NOT THEY ARE GOVERNED BY STATUTES OR RULES AND PROCEDURES

TABLE NO - 4

TYPE OF TEXT		COUNTRY			
		BURKINA-FASO	CAPE-VERDE	IVORY COAST	SENEGAL
STATUTES	YES	188	-	118	-
	NO	226	-	36	-
	ND	11	122	-	332
RULES AND PROCEDURES	YES	337	-	-	-
	NO	77	-	-	-
	ND	11	122	154	332
TOTAL		425	122	154	332

When a cooperative is governed by statutes and rules and procedures, then these become a determining factor which may characterize the organization itself. It also makes the organization more vital and opens it to the outside world.

Apart from Burkina-Faso, we do not have any detailed data in this connection from the other countries.

4 - 2 APPLICATION OF LEGAL TEXTS

DISTRIBUTION OF ORGANIZATIONS ACCORDING TO WHETHER OR NOT THEY APPLY LEGAL TEXTS

TABLE NO. 5

APPLICATION OF LEGAL TEXTS	BURKINA-FASO	CAPE-VERDE	IVORY COAST	SENEGAL	TOTAL
YES	81	55	62	-	198
PARTLY	232	34	-	-	266
NON	20	7	78	-	105
N.D.	92	26	14	332	464
TOTAL	425	122	154	332	1,033

On the basis of data received from Burkina-Faso, Cape-Verde, and the Ivory Coast, it can be said that legal texts are more or less enforced in the cooperatives. 19% of the sample organizations apply the texts in Burkina-Faso, 40% in Ivory Coast and 45% in Cape-Verde

- i.e. 35% of the organizations in the countries cited above - apply their legal texts.

5 - MEMBERSHIP MODE

DISTRIBUTION OF ORGANIZATIONS DEPENDING ON THE METHOD OF MEMBERSHIP

TABLE NO. 6

COUNTRY	TYPE OF MEMBERSHIP			N.D.
	FREE	COMPULSORY	OTHERS	
BURKINA-FASO	405	1	0	19
CAPE-VERDE	-	-	-	122
IVORY COAST	-	-	-	154
SENEGAL	-	-	-	332
TOTAL	405	1	0	627

Free membership is one of the principles of cooperatives; this is especially prevalent in Burkina-Faso as shown in the above table.

6 - DECISION-MAKING POLES

DISTRIBUTION OF ORGANIZATIONS DEPENDING ON DIFFERENT DECISION-MAKING POLES

TABLE NO. 7

COUNTRY	DECISION-MAKING IN THE ORGANIZATIONS							TOTAL
	MEMBERS	SENIOR EXECUTIVES	DIRECTORS or MANAGERS	MEMBERS or MANAGERS	M.D.C.	N.D.		
BURKINA-FASO	298	37	1	81	1	7	425	
CAPE-VERDE	42	23	4	44	1	8	122	
IVORY COAST	100	33	1	-	-	20	154	
SENEGAL	-	-	-	-	-	332	332	
TOTAL	440	93	6	125	2	367	1,033	

M.D.C. = Members, Senior Managers and Executives in the region

N.D. = Not determined

In these organizations, decisions are made at different levels depending on the nature of the decision and the dynamism of the associative structure.

440 organizations, i.e. 42.5% of the sample surveyed recognize that members constitute an important pole of the decision-making process.

93 organizations believe that the senior executives of an organization must take the decisions, that is to say, they are empowered to take decisions on behalf of the members.

125 organizations, i.e. 12.1 % of the sample surveyed are of the opinion that members and senior executives must make decisions together.

7 - MODE USED FOR TAKING DECISIONS

DISTRIBUTION OF ORGANIZATIONS DEPENDING ON HOW DECISIONS ARE MADE

TABLE NO. 8

COUNTRY	MODE OF DECISION-MAKING					TOTAL
	CONSENSUS (C)	VOTE (V)	C+V	PROPOSAL IN GENERAL ASSEMBLY	N.D	
BURKINA -FASO	296	44	68	1	16	425
CAPE- VERDE	2	2	74	-	44	122
IVORY COAST	104	29	-	-	21	154
SENEGAL	-	-	-	-	332	332
TOTAL	402	75	142	1	413	1,033

In the light of the data collected, the organizations (in 3 out of 4 countries) have shown that of the three main modes used for decisions-making - consensus, voting, voting and consensus - consensus is the most common method (40%).

8 - TYPE OF MEETING

TABLE NO 9

COUNTRY	TYPE OF MEETINGS									
	O.G.A.			E.G.A.				B.D.		
BURKINA-FASO	6	91	284	44	144	281	8	179	52	186
CAPE VERDE	-	-	-	122	-	122	-	-	-	122
IVORY COAST	-	-	123	-	50	-	-	126	-	27
SENEGAL	-	-	-	332	-	332	-	-	-	332
TOTAL	6	91	407	498	194	735	8	305	52	667

ND: Not determined OGA: Ordinary General Assembly
 EGA: Extraordinary General Assembly BD: Board of Directors

Data collected from 3 out of 4 countries indicates that the organizations hold statutory meetings like General Assemblies, or functional meetings such as Boards of Directors' meetings and other meetings required for running the business.

B - ECONOMIC ASPECTS

1 - CAPITAL OF ORGANIZATIONS

DISTRIBUTION OF ORGANIZATIONS ACCORDING TO THE CAPITAL BRACKET

TABLE NO. 10

BRACKET IN CFA	ORGANIZATIONS PER COUNTRY				
	BURKINA FASO	CAPE VERDE	IVORY COAST	SENEGAL	TOTAL
(<) 0 50,000	217	-	-	-	217
50,001-100,000	69	-	-	-	69
100,001 -1,000,000	73	-	-	-	73
1,000,001-25,000,000	11	-	-	-	11
N.D.	55	122	154	332	663
TOTAL	425	122	154	332	1,033

The authorized capital of the organizations is built mainly with company shares.

As a general rule, pre-cooperative and cooperative organizations have a very low or sometimes non-existent authorized capital.

**2 - DEGREE OF ORGANIZATION OF ACCOUNTING
ACCORDING TO PERIOD OF ESTABLISHMENT**

TABLE NO 11

HEADING	COUNTRY AND ACCORDING TO PERIOD OF ESTABLISHMENT												
	BURKINA-FASO			CAPE-VERDE			COTE D'IVOIRE			SENEGAL			TOTAL
	BEF. 1990	AFT. 1990	N.D.	BEF. 1990	AFT. 1990	N.D.	BEF. 1990	AFT. 1990	N.D.	BEF. 1990	AFT. 1990	N.D.	
WITH ACCOU- NTING	-	-	-	24	9	5	-	-	-	-	-	-	38
WITHOUT ACCOU- NTING	-	-	-	41	36	7	-	-	-	-	-	-	84
TOTAL	-	-	425	65	45	12	-	-	154	-	-	332	122

The basic problem with the cooperatives and other self-promotion organizations in Western Africa is the almost total lack of management capabilities; most of the cooperatives in the countries surveyed did not have any books on their operations, in particular, accounts registers. The survey also clearly indicated that this trend was fairly strong in Cape-Verde in organization set-up after 1990 (80%). The officials conducting the survey in other countries did not place any emphasis on this important issue. Accounting is, undoubtedly, an important management tool.

C - SOCIAL ASPECTS

1 - PARTICIPATION IN COMMUNITY LIFE

The pre-association of organizations is characterized by participation in community work, as well as in all kinds of social meetings and events.

1 - 1 COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS DEPENDING ON PARTICIPATION IN COMMUNITY LIFE

TABLE NO 12

COUNTRY	COMMUNITY WORK				PARTICIPATION IN MEETINGS				PARTICIPATION IN EVENTS			
	A lot	A little	Not at all	ND /	A lot	A little	Not at all	ND /	A lot	A little	Not at all	ND /
BURKINA FASO	194	222	2	7	158	255	5	7	187	216	7	9
CAPE VERDE	45	25	12	-	76	21	1	-	38	14	15	1
COTE D'IVOIRE	56	54	43	-	98	33	22	-	86	31	36	-
SENEGAL	-	-	-	332	-	-	-	332	-	-	-	233
TOTAL	295	301	57	339	332	309	28	339	311	261	58	803

1 - 2 GROUP DISCIPLINE AND SOLIDARITY BETWEEN MEMBERS

TABLE NO 13

COUNTRY	SHOW SOLIDARITY IN CASE OF					TOTAL
	DEATH	ILLNESS	BIRTH	ND	MISC. WORK	
BURKINA FASO	-	-	-	425	-	425
CAPE VERDE	53	35	10	57	20	175
COTE D'IVOIRE	111	60	14	-	17	202
SENEGAL	-	-	-	332	-	332
TOTAL	164	95	24	814	37	1,033

Generally speaking, there is a strong sense of solidarity in Africa during illness, deaths or births between people of the same community, especially in rural areas. However, since data collected for this survey is incomplete, it is difficult to appreciate fully the spirit of belonging and the degree of solidarity among members of the organizations.

1 - 3 CATEGORIZATION OF EMPLOYEES OF COOPERATIVES AND SELF-PROMOTION ORGANIZATIONS

TABLE NO 14

COUNTRY	FULL-TIME EMPLOYEES	PART-TIME EMPLOYEES	SEASONAL EMPLOYEES	TOTAL
BURKINA-FASO	ND	ND	ND	ND
CAPE-VERDE	426	63	26	515
COTE D'IVOIRE	1449	821	739	3,009
SENEGAL	ND	ND	ND	ND
TOTAL	1,875	814	765	3,524

Cooperatives and other self-promotion organizations are organizations which work towards reducing unemployment.

In Cape-Verde and Côte d'Ivoire, employees mostly work in full-time jobs.

In fact, in 1993, organizations in Cape-Verde employed about 515 persons, mostly (79,92%) in full-time jobs.

1 - 4 COMMUNITY FACILITIES

TABLE NO 15

COUNTRY	SCHOOL	HEALTH CENTRE	CULTURAL CENTRE	MARKET	HOUSING ESTATE	WELL	FLAT	OTHERS	DN
BURKINA-FASO	ND	ND	ND	ND	ND	ND	ND	ND	DN
CAPE-VERDE	2	0	1				2	2	-
COTE D'IVOIRE	24	137	3	3	4	148	1	11	-
SENEGAL	ND	ND	ND	ND	ND	ND	ND	ND	DN
TOTAL	26	137	4	3	4	148	3	13	-

Generally speaking, cooperatives and other self-promotion organizations have made efforts to build community facilities in

villages but their efforts are insignificant compared to what actually needs to be done to satisfy their members' needs.

The study has shown that in the Côte d'Ivoire, water and health remain the priorities for the members.

1 - 5 PARTICIPATION OF WOMEN IN DECISION-MAKING

TABLE NO 16

COUNTRY	MODE OF PARTICIPATION				TOTAL
	RIGHT TO SPEECH (DP)	RIGHT TO VOTE (DP)	DP & V	ND	
BURKINA-FASO	55	10	131	229	425
CAPE-VERDE	-	-	-	122	122
COTE D'IVOIRE	-	-	-	154	154
SENEGAL	-	-	-	332	332
TOTAL	55	10	131	837	1,033

There is not much participation by women in combined men's-women's organizations in Africa, as the men have much greater influence. Women play a more active role in decision-making in women's organizations.

CONCLUSION

In spite of the difficulties faced by the coordinating consultants conducting the survey as is evident from their report, the establishment of a Regional Cooperative Data Bank will make it possible to better define the role Cooperatives and Associations play in the development of African States.

The survey has laid bare the lacunae in cooperatives.

These may be summarized as follows:

- * The illiteracy of members which has a direct effect on the management of the organizations;
- * The lack of proper basic documentation such as a register of members and accounts books;
- * The absence of statutes and rules and procedures and/or their non-application;
- * The scarce mobilization of internal financial resources which makes the organizations dependent on external credit, thereby depriving them of independent thought and action;
- * Very little programming of activities, particularly in the case of training and follow-up;
- * Little participation and contribution by women in the associative life of combined men's-women's organizations and in the formation of authorized capital.