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Division for Social Policy and Development

Report of the Expert Group Meeting

Harnessing the Cooperative Advantage to Build a Better World

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Organized by the Division for Social Policy and Development in the United Nations Department of Economic and Social Affairs, in collaboration with the African Centre for Gender and Social Development at the United Nations Economic Commission for Africa, and in consultation with the Committee for the Promotion and Advancement of Cooperatives and the Ethiopia IYC National Committee.

The views expressed in this document are those of the contributing experts and do not necessarily represent the view of the United Nations

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I. Introduction

Overview

The global forum and workshop, **Harnessing the Cooperative Advantage to Build a Better World**, was held on 4-6 September 2012 at the United Nations Conference Centre (UNCC) in Addis Ababa, Ethiopia.

The forum examined the distinct ways in which the cooperative model promotes individual and collective self-help, contributes to socio-economic development, and strengthens communities around the world. In bringing together cooperatives, experts, NGOs, Government representatives, donors and international organizations, the proceedings allowed participants to share experiences, and discuss how cooperatives can foster sustainability and help in responding to various challenges at the local, regional and global levels. This contributed to the capacity-building of the participants, as they discuss strategies and best practices for engaging with, and advancing, the cooperative movement.

An initiative of the Division for Social Policy and Development in the United Nations Department of Economic and Social Affairs, the forum was held in collaboration with the African Centre for Gender and Social Development at the United Nations Economic Commission for Africa, and in consultation with the Committee for the Promotion and Advancement of Cooperatives and the Ethiopia IYC National Committee.

The event is a component of the 2012 International Year of Cooperatives, linked to the IYC objective of promoting the formation and growth of cooperatives among individuals and institutions to address common economic needs, and for socio-economic empowerment.

The outcome of the forum will serve to inform the intergovernmental processes at the United Nations, providing expert opinions in the formulation of the International Plan of Action on Cooperatives, a proposed outcome of the International Year of Cooperatives, as well as input to the Report of Secretary General to the 68th Session of the General Assembly in 2013.

Background

United Nations General Assembly resolution A/RES/64/136 declared 2012 as the International Year of Cooperatives. The year was declared in recognition of the distinct contributions that cooperative enterprises can and do make to local and global development.

Cooperative enterprises are privately owned businesses that must operate on sound business principles and endeavour to compete on a market basis. However, they are distinct from conventional, non-cooperatives businesses in so far as they maintain focus on the well-being of their members and communities; advance social and economic development; and employ distinct capital structures, guided by a more accessible and inclusive form of management and governance.

Though cooperatives may assume a variety of forms, most adopt the seven principles of cooperative identity, developed by the International Cooperative Alliance (ICA), an apex organization for cooperatives around the world,¹ and promoted by the International Labour Organization in its Recommendation 193.² These principles include voluntary and open membership; democratic member control; member economic participation; autonomy and independence; education, training and information sharing; cooperation among cooperatives; and concern for community. Together, these principles guarantee the conditions under which members own, control and benefit from the business; ensure that members can contribute effectively to the viability of their cooperatives, as well as the sustainable development of their communities; and promote the broader goal of social responsibility.

While cooperatives can exist in all social strata, these core values can make cooperatives ideal for providing goods and services to the poor, excluded and marginalized sectors of society.

The financial sector is one area where this has shown well. Financial cooperatives are some of the largest providers of microfinance services to the poor. It is estimated that globally, financial cooperatives reach 78 million clients living below a poverty line of \$2 per day. Financial cooperatives thus generate an inclusive financial sector that helps to lessen the burden of poverty by providing savings and credit products that help to bolster resilience, and over time, reduce members' vulnerabilities to shocks such as medical emergencies.

Cooperatives have also been instrumental in promoting inclusive development in rural areas, by strengthening and diversifying their economies. They strengthen agricultural production and improve access to a wide range of services, assets, and information on productive inputs and market conditions. Small farmers who struggle to create and sustain businesses of their own are able to increase farm revenues, lower marketing and information-gathering costs, as well as enter into higher-value supply chains that they would not be able to independently.

While much of the available research on the cooperative impact focuses on rural areas in developing countries, the approaches and benefits of the cooperative model are clearly applicable to other contexts. Evidence from developed and developing countries also demonstrates how cooperatives can provide decent work for otherwise vulnerable or transitional individuals, especially women, youth, the aged and the physically challenged. Cooperatives can also endow members with valuable work experience, organizational capacities, and entrepreneurial skills to further diversify their own livelihood prospects.³

Given these insights, the discussions will devote special attention to distinct cooperative contributions in the fields of financial inclusion, poverty reduction, rural development, food security, social service provision and employment generation. While the exchange of information will be global in scope, specific focus will also be directed to the harnessing of the cooperative advantage within an African context. The

¹ International Cooperative Alliance (n.d.) "Statement of the Co-operative Identity." <http://www.ica.coop/coop/principles.html>

² International Labour Organization. (2002). R.193 – Promotion of Cooperatives Recommendation (No. 193). *Recommendation Concerning the Promotion of Cooperatives*. Geneva 90th ILC Session (20 June 2002).

³ Savio, M. and Righetti, A. (1993), Cooperatives as a social enterprise in Italy: a place for social integration and rehabilitation. *Acta Psychiatrica Scandinavica*, 88: 238–242.

impetus for the added African focus falls at the nexus of various international commitments to African development, and their link to the objectives of the IYC.

The Copenhagen Declaration and Programme of Action, the outcome of the World Summit for Social Development in 1995, paid particular attention to the development of African countries in forwarding people-centred development at the global level. Commitment 7 of the Declaration references accelerating the economic, social and human resource development of Africa and the least developed countries, and specifically advocates supporting the domestic efforts of Africa and the least developed countries to implement economic reforms, programmes to increase food security, and commodity diversification efforts. The Declaration also speaks specifically to forwarding the social development of the African countries, particularly through capacity-building.⁴ Similarly, the Millennium Declaration adopted by the United Nations General Assembly in 2000, spoke to meeting the special needs of Africa.⁵

The role of cooperatives in fulfilling these mandates has not gone unrecognised within the African context. Cooperatives played a significant role in the social and economic planning in African countries during the nationalist period of the 60s and 70s. However, autonomy was highly lacking in these organizations, such that they were mere agents of political strategy. Many of these cooperatives died out with the implementation of structural adjustment in the 1980s, leaving behind a mixed legacy. Since then, there has been a renaissance of the African cooperative movement and innovative forms of organizations and institutional arrangements have emerged. Cooperatives have again began to play a significant role, but much capacity-building must be accomplished at both the government and community/individual levels to ensure that cooperatives, as member-driven, autonomous models of enterprise, are operating within the regulatory and human environments amenable to successful operation.⁶

Objectives of the Forum

The forum was organized around three key themes: a) understanding the cooperative model; b) strengthening cooperatives; and c) engaging cooperatives in addressing local and global challenges.

Specifically, the event aimed to:

- a. Share experiences and good practices on what makes cooperatives work well across different sectors and social, economic and political settings;
- b. Provide information, strategies and tools for potential and current cooperative members for forming and managing successful cooperatives; and
- c. Highlight strategies and tools for decision makers for effectively engaging the cooperative sector.

In so doing, the event provided participants with:

⁴ United Nations. (1995). *Report of the World Summit for Social Development* (A/CONF.166/9). Available at <http://www.un.org/documents/ga/conf166/aconf166-9.htm>

⁵ United Nations (2000). *United Nations Millennium Declaration* (A/RES/55/2). Available at <http://www.un.org/millennium/declaration/ares552e.htm>

⁶ Patrick Develtere, Ignace Pollet and Fredrick Wanyama, eds. (2009). *Cooperating Out of Poverty: The Renaissance of the African Cooperative Movement*. Geneva: ILO.

- a. Enhanced understanding of the factors that lead to effective functioning and strengthening of cooperatives across different sectors and social, economic and political settings;
- b. Greater capacity to effectively engage the cooperative sector;
- c. Greater capacity of potential and current cooperative members to form and manage successful cooperatives; and
- d. Enhanced capacity of Government officials, together with cooperative enterprises, to establish appropriate legal, regulatory and/or policy frameworks for the effective operation, growth and development of cooperative enterprises.

II. Thematic Summary of Discussions

Leveraging Identity as a Cooperative Advantage

Cooperatives bring together one billion people as members⁷ and secure the livelihoods of as many as three billion people⁸. They have provided job opportunities to about 100 million people worldwide.⁹ In China, 43 million rural families are engaged in agricultural cooperatives. In Japan, 91 percent of farmers are cooperators while in Kenya, 63 percent of the population derive their livelihoods from cooperatives.¹⁰

Cooperatives have also contributed significantly to national economies. For example, in New Zealand, cooperatives account for 95 percent of the dairy market. In Kuwait, cooperatives cover 80 percent of retail business. In the United States of America, Japan and European countries, 50 percent of agricultural product marketing is carried out by cooperatives. In Israel and Brazil, businesses like electricity, transportation and health services are run by cooperatives.¹¹ As the services and the associated economies due to cooperatives become increasingly important, the model has been adopted by many countries of the world.

Understanding the culture of a cooperative and the interpersonal linkages related to trust and reciprocity are important to understanding the cooperative advantages. People who organized in groups act differently than they would as individuals. In a cooperative setting, people can take advantage of resource pooling, risk spreading, social inclusion, vertical integration and economies of scale, which they otherwise cannot in an individual capacity.

⁷ World Watch Institute, "Membership in Cooperative Businesses reaches 1 Billion," Available [Online]: <<http://www.worldwatch.org/node/9808>> November 8, 2012.

⁸ 1994 UN estimates

⁹ Ma. Elena Chavez, "100 million jobs: The contribution of cooperatives to employment creation," ILO Cooperative Branch.

¹⁰ Mutua Waema, "Understanding Co-op Identity," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

¹¹ Tadesse Meskela, "Creating and Maintaining a Successful Cooperative," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

Elinor Ostrom cited that the core mechanisms that enable cooperatives to provide these advantages include a clear group boundary, the use of governing rules matching local needs and conditions, active membership participation in setting these rules, development of an internal monitoring system, the use of graduated sanction and the provision of accessible means for dispute resolution.

Yet, harnessing the cooperative advantage may require more such as a clear local commitment of policy makers and, responsibility from several different levels for the cooperative outcomes, a monitoring system, a low cost conflict resolution mechanism in times of dispute, a clearly defined system of sanctions for violators and that members make and can change their rules.

The cooperative principles and values differentiate cooperatives from other types of enterprises. One factor that can identify cooperatives is when the residual claim rights are different from the residual control rights whereas these rights are merged in shareholder business. The principle of one membership-one vote embeds on the democratic nature of cooperatives entitling every member a voice to the management. Being part of the ownership structure encourages members to participate in the workings of the cooperatives. Active participation of members is a necessary condition to cooperatives, otherwise they may fail.

As a result of these advantages, cooperative enterprises can address the problems of social marginalization and inequality in resource access. Women and the youth, for example, who by cultural constraint or limited experience may be discourage from work, can obtain employment directly or indirectly through cooperatives and even engage in leadership roles. Persons with disabilities and other excluded population can band together in productive employment and rally a social cause by establishing their own cooperatives. In this social context, cooperatives are not formed to reach out to more people; they are formed with a goal of homogeneity and in enabling the excluded to organize themselves.

Delivering financial inclusion, sustainable livelihood, inclusive development and social protection

Cooperatives are businesses in the truest sense in that they have to produce profit to remain in operation, reinvest capital to increase capacity and strategize to remain market competitive. Unlike mainstream business enterprises, however, cooperatives put their members' common economic, social and cultural needs on top of their priority instead of profit-maximization being their end goal. Serving their members' needs enable cooperatives to become vehicle in delivering financial inclusion, sustainable livelihood and inclusive development.

Financial Inclusion

Defining financial access is key to understand financial inclusion. Financial access means access to a full suite of financial services, provided with quality, for everyone who can use financial services, thereby leading to an increase financial capability. Cooperatives through their microfinance services are able to reach the moderate, vulnerable and part of the extreme poor whereas the usual commercial banks would only be able to target the non-poor and wealthy clients. Financial institutions such as

cooperatives and credit unions thus offer comparative advantages through the provision of a variety of financial services that reaches members who are otherwise excluded from traditional loans and savings scheme such as the poor, people living in remote areas, indigenous people, women and youth.

Financial cooperatives serve over 857 million people globally, including 78 million people marking less than US\$ 2/day, and they represent 23 percent of all bank branches. In Rwanda, credit union's coverage of the population increased from 47 percent in 2008 to 78 percent in 2012. In Ireland, credit unions serve 70 percent of the working age population while in Barbados, they serve 72 percent.¹²

In reaching out to the poor, credit unions are using technology as delivery channels that ease access, reduce transaction cost, increase the rapidity of service provision and increase transparency to members. They have taken advantage of mobile phones, POS devices, smartphones and ATMs in a way to reach out to more clients without necessarily building new branches; thereby saving money and time. However, making these technologies available to users comes with challenges such as financial illiteracy, education, legal requirements and compliance that must be addressed effectively.

Financial cooperatives must understand the informal sector in order to reach the extreme poor. The rural poor have a preference to informal finance schemes which they attribute to easy access and absence of formal paper works. Likewise, it is important to ingrain a culture of savings among cooperative members under the principle of economic participation. In Ghana, for example, 44 youth savings clubs were created in schools across the country to encourage an early savings habit.¹³

Looking forward, the growth of financial cooperatives needs:

- a. A board that requires growth
- b. A management which has the capacity and incentive to grow
- c. Prudential and effective regulation
- d. Government support with the right incentives
- e. Capital to pursue growth

Local Development and Sustainable Livelihood

A livelihood comprises the capabilities, assets and activities required for a means of living. It is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future while not undermining the natural resource base. Delivering livelihood and development should be people-centered, holistic and sustainable. It is on this regard that cooperatives are especially situated to contribute to sustainable livelihood.

¹² Dave Grace, "5 Lessons for Growing Financial Co-ops," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

¹³ Jo-Anne Ferguson, "Generating Sustainable Livelihood: The Role of Cooperatives," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

Cooperatives are an ideal medium for sustainable livelihood due to their sustainable enterprising objectives, and ability to mobilise people to interact effectively with government and other institutions in the community. They are suited to local development because they organize local people, respect local culture and understand local way of living. Being grassroots initiatives, they are formed to respond to members needs at the local level.

Cooperatives delivers sustainable livelihood by supporting five livelihood assets:

- a. Human Capital: Credit cooperatives often include financial literacy and business management training among the services they provide to members, and as democratic organizations, cooperatives are an ideal training ground in the development of governance and leadership skills.
- b. Financial Capital: Cooperatives address the financial needs of members through credit unions, cooperative microfinance institutions, micro-insurance and mutual benefits and associations. Agricultural cooperatives provide credit, commercialisation and/or marketing support to their members.
- c. Natural Capital: Through cooperatives members properly manage natural resources in the surrounding community, or provide access to those resources for people who would otherwise not have that access. Examples include cooperatively managed irrigation systems for farmers, or cooperatives formed to provide fair and equitable access to land.
- d. Physical Capital: As viable businesses, cooperatives increase member equality through shared ownership of physical assets that serve as a spring board for further income generation and provide for basic human needs.
- e. Social Capital: The collective nature of cooperatives gives people with little individual influence a collective voice to address the power structures in their society and advocate for services, legislation or regulations that affect the community.

In addition to supporting the five livelihood assets, cooperatives directly create and maintain jobs, make available essential services, maintain stability, protect rights, and provide voice and representation to their members and communities.

The record of cooperatives in supporting sustainable livelihood is worth noting. In Bolivia, 9.2 percent of the active population is employed directly or indirectly by cooperatives (534,000 jobs) with over 77 percent of jobs in the mining sector. In Europe, cooperatives have created 5.4 million jobs and in the United States, they have created two million jobs.¹⁴

In India, the country's first women-only cooperative federation has grown from 33 to 103 member cooperatives of various types and sizes. Collective income of member cooperatives has increased 295 percent since 2005, and 65,985 women have increased livelihoods.¹⁵

¹⁴ Ma. Elena Chavez, "Sustainable Enterprises: The Cooperative Way of doing Businesses," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

¹⁵ Ferguson, *ibid*.

In the Philippines, 1,4 million individuals and over 7.2 million dependants are protected under micro-insurance policies; in which, more than 70 percent of these policyholders are women.¹⁶

Through the help of the Canadian Cooperative Association, over 5 million people in 24 countries across Africa, Latin America, and Asia benefitted from increased livelihood security. Access to productive and vital assets including land, houses, livestock, enterprises and micro-insurance policies, was increased for 706,500 individuals, and 72,500 individuals gained control over new assets from 2007 to 2011.¹⁷ Numerous trainings in sustainable agriculture practices included reductions or elimination of chemical inputs, crop rotation systems, agro-forestry, improved water management and sensitivity to ecological issues. Better quality soil, fewer pest, and improved soil moisture retention have resulted in long-lasting positive effects on community members, their livelihood and environment.

Inclusive Development

Social inclusion is a process by which efforts are made to ensure equal opportunities so that everyone, regardless of their background, can achieve their full potential in life. For many vulnerable groups such as the youth, women and people with disability, cooperatives represent a solution for social inclusion enabling members to build and own enterprise, sustain a livelihood, and address social discrimination.

Youth cooperatives are a tool for assisting vulnerable groups through cooperation. In Panama, 50 percent of the population is less than 30 years old and 30 percent is less than 13. Youth is a vulnerable group because of their high rate of unemployment, limited access to health care, etc. The Panamanian government seeing the benefits of cooperatives to youth empowerment establish the legal framework for youth cooperatives as early as 1981 and making teaching of cooperation compulsory in all schools in 1990.¹⁸

IPACOOOP (Panama Cooperative Institute) works with youth cooperatives by sensitizing them about the importance of the environment. It also works with school farms to fight hunger, promote diversity, culture and tradition. Youth cooperatives give a sense of responsibility to the youth in order to get them out of poverty by providing them with skills and job opportunities.

Persons with disabilities also create their own cooperatives. In the Philippines, the National Federation of Cooperatives for Persons with Disability was founded in 1998 to promote cooperatives as an alternative vehicle for the empowerment and socio-economic progress of person with disabilities. Starting with just five members, the Federation has grown to include 16 primary coops. The organization is entirely owned and staffed by physically disabled persons.¹⁹ The Federation, with Canadian Cooperative Association's help has created hundred of jobs for persons with

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Ana Giselle Rosas de Vallarino, "Youth Cooperatives: Tools for Assisting Vulnerable Groups through Cooperativism," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

¹⁹ Ferguson, *ibid.*

disabilities and has helped move the Federation's business planning horizon from week-to-week to year-to-year.

Cooperatives empower women and bring benefits in the form of income, voice and embedded values of equality. They afford women the opportunities to have direct experience with decision making and election process; and provide them access to inputs, credits, services, information, knowledge-sharing and increased bargaining power. WOCCU and Freedom from Hunger in the Philippines and Ecuador offered loans, savings and informal education for poor women engaged in microenterprise resulting in improved financial and social status, and collective action beneficial to the local community.

The experience of credit unions with women depositor has been positive. Women's savings represent about 40 percent of total savings in Kenya, Uganda and Tanzania. Women's loans represent about 35 percent of total volume in the same region. In terms of repayment, the experience has been above satisfactory. In East Africa, late repayment by women stands at 8.1 percent against 19 percent in men. Non-repayment is 3.4 percent in women against 9.9 percent in men.²⁰

Cooperatives are especially appropriate for informal sector workers where in many developing countries, women make up a sizable portion. In India, 94 percent of the workforce in the informal sector are women. This unorganized sector contributes 60 percent to the Indian national GDP, 47 percent to exports and 55 percent to national savings. SEWA (Self Employed Women's Association) is the largest union of women in India with 1.35 million women workers in the informal sector. It offers training and capacity building, marketing and business development services, consulting and research and publication.²¹

Nonetheless, there are challenges that women still face with cooperatives that need to be addressed. There is a barrier at membership level that arises due to membership often linked to ownership of assets, local traditions, lack of education of many women, and domestic and child care responsibilities. There is also barrier at leadership level that arises due to cultural constraints and lack of training and support.

Social Protection

The cooperative business model is suitable to social protection schemes thanks to the better potential of locally owned cooperatives in rural economic development. Cooperatives contribute to social protection at different levels, such as by reducing poverty through the creation of economic opportunities and providing crucial role in the development of small-scale agriculture. Health cooperatives offer health services at a nominal fee while housing cooperatives enable member to acquire or lease shelter at affordable prices.

²⁰ Erick Sile, "Women and Cooperatives: Promoting Empowerment and Equality through Financial Cooperatives," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantages to Build a Better World*, Addis Ababa, September 4-6, 2012.

²¹ Lalita Krishnaswami, "Cooperatives: Our Strength, Struggle and Development," Presentation at the UN Experts Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

Social protection and micro-insurance are highly compatible and make the cooperative model more successful in delivering insurance services to the low-income population. In this regard, cooperatives can facilitate the identification of the needs of the poor, bring trust, reduce moral hazard, adverse selection and fraud, produce education and training, for the eventual empowerment of their members.

Cooperatives also play a complementary role through their capacity to reach out to actors in the informal economy. In African countries, up to 80 percent of the economy remains informal and most of the people remain unprotected as they do not have any social protection or unemployment benefits.²² SACCOs provide affordable loans to those otherwise excluded that can be used to start a new enterprise, improve housing, or pay school fees. They also offer loans to the cooperatives that own them, and as a result, these cooperatives can support special programs for members and facilitate members to obtain credit by using their cooperative as a guarantee.

Other schemes where cooperatives helps in social protection includes the warehouse receipt system that protect members against price volatility at harvest time through credit until the price is high. Or the crop stabilization fund which protects members against fall in prices.

Opportunities and Challenges facing Cooperatives

The current global economic, social, governance and environmental crises are threat to development throughout the world. Nonetheless, these crises could be seen as opportunities for cooperatives make a greater contribution to development processes. Certain attributes of cooperatives make them best suited for addressing the global crises. For example, the co-op nature offers the world positive human possibilities. The co-op uniqueness is earth friendly. Co-ops personality is distinctively about humanity, by humanity and for humanity. Moreover, Co-ops apply resources to serve humanity.

Coops locally and globally responded to the challenge for rehabilitation and reconstruction programs through International Cooperative Alliance following disasters: Aceh's & Sri Lanka's Tsunami, Bhuj's Earthquake, Haiti's Earthquake, and Japan's Tsunami. Cooperatives have an opportunity to develop joint efforts in creating reserve funds in coops to support emergencies locally, nationally, regionally and globally. Coops have demonstrated that they could effectively carry out solidarity projects towards reconstruction and peace in areas experiencing natural and human-made disasters.

Sustainable livelihood is a major issue on national, regional and global agendas. Cooperatives are specially situated to contribute to sustainable livelihood. In many countries cooperatives enjoy legal protection which puts them in a better position to create livelihood for the people they serve. Coops achieved diversity of membership and achieved levels of social inclusion. In addition, coops raise capital easily by pooling the resources of its members for the common good.

²² Nancy Bejamin and Ahmadou Mbaye, "The Informal Sector in Francophone Africa: Firm Size, Production and Institutions," The World Bank: Africa Development Forum, 2012, p. 49.

Local development has long been a focus of development policy. Coops have been known to make outstanding contributions to local development and ownership. They have an advantage in mobilizing resources of the poor. Cooperatives constitute a great potential for changing rural communities. Cooperatives are an important factor in building the strengths of communities. In this regard, coops could contribute to conflict areas and create livelihood for people living in these areas.

The international community provides opportunities for various stakeholders to meet the goals and objectives set at the global level. Cooperatives in their work address many themes of global standards such as popular participation, social dialogue, and economic justice. Cooperatives could add value to ILO's decent work agenda. In the context of the economic crisis and high unemployment, cooperatives are showing that they have enormous potential to address the crisis and unemployment. Cooperatives can help in creating measures to decrease losses due to unemployment. Furthermore, they provide essential goods and services, and they provide education and training and to assist vulnerable groups.

Cooperatives like other institutions of society face major challenges to their existence. Some challenges faced by financial cooperatives include lack of regulation and supervision in most countries, governance issues, traditional lending practices (share-based lending), limited product offering, lack of long-term financing and local political interference.

One important aspect that should be taken into account in harnessing the cooperative advantage is to also look into bad experiences of coops and whether there are commonalities to the failure of cooperatives. If cooperatives are to move forward, they need to learn from past lessons. The history of cooperatives is an important and under-estimated aspect for understanding the cooperative identity.

Many countries have a long history of cooperatives. For instance, the largest cooperatives in Canada have been in existence for 75 – 100 years.²³ They have met many challenges, and some, including very large ones, have demutualized or gone out of business.

A review of the history of cooperative development in Africa has shown that some of the key challenges to cooperative development have been excessive state control over cooperative development; the sudden withdrawal of state regulation of cooperatives without an alternative regulatory mechanism; the lack of effective membership participation in cooperatives; the sucking of cooperatives into the authoritarian political culture that thrived on political patronage; the poor financial base of cooperatives, in spite of the state-directed donor support to cooperatives; and inability of cooperatives to provide services to members.

Noting that the social environment in Africa is supportive of cooperative development, the way forward is to find solutions to the existing challenges to cooperative development. Considering that overt government control over the

²³ Jo-Anne Ferguson, "Generating Sustainable Livelihoods: The Role of Co-operatives", Presentation at the UN Expert Group Meeting, *Harnessing the Cooperative Advantage to Build a Better World*, Addis Ababa, September 4-6, 2012.

cooperative movement is counter-productive, the way out is to strike a balance between the freedom for cooperatives to organize and state power to effectively regulate the cooperative movement. In this regard, the legal framework should emphasize facilitation of the freedom to organize and do business rather than supervision and control of cooperatives.

In Africa, governments, churches and NGOs had been responsible for the failure of many cooperatives. In Africa, many members are facing major issues and gaps in terms of education that affects inevitably the cooperative governance and management, and financing. Governments had been instrumental in promoting cooperatives, but they have also suffocated many cooperatives. It is crucial that government officials are educated about cooperatives in terms of treating them on the same level playing field as other types of business.

Donor support for cooperatives is important. This relationship between cooperatives and donors has shed light on several areas of activity that would improve the relationship if attention is paid to them. Donors should provide support to enhance savings mobilization abilities of coops, support regulation and supervision reforms, capacity building to focus more on institutional strengthening and product development and less on providing funds for credit. Donors should encourage the use of financial standards for internal management, even in non-supervised environments

With regard to donor support, it is suggested that assistance be channelled directly to the cooperatives and it should be based on the interests and needs of recipient cooperatives. This is because each cooperative operates in a specific environment and under peculiar circumstances, which necessitates equally unique support services that are in tandem with the business needs of the cooperative.

Cooperatives are been affected by a number of problems. These include: lack of trust and lack of sense of ownership by members of cooperative, financial limitations, managed by elected committees rather than trained and skilled manpower, corruption and misappropriation of finance and other resources and the technical supports given by the organizing bodies is minimal. They also face weaknesses in local development. This may be due to political interference, lack of leadership and professional management, lack of member participation, lack of funds, and competition with corporate private sector.

In some cases, there are barriers at membership level. Membership is often linked to ownership of assets which resides with men. The tradition of household membership means male head of household attends meetings and stands for elections. Related to this issue is the lack of education of many women, and lack of domestic and child care assistance.

There are also barriers at leadership level for women. There is the issue of cultural constraints. Many women also have to carry out triple roles. There is also lack of training and support for existing and potential women leaders. Generally, there is a lack of evidence on gender and leadership – no baseline figures or detailed studies exists that could be easily accessible.

Cooperatives would prosper if they address the challenges such as lack of capital and resources, inadequate infrastructure, tools and equipments, competitive environment due to globalization faced, lack of training in modern technology, lack of opportunities for up-scaling skills, and lack of access to market and raw material. Cooperatives, being social businesses, are not looked upon by members, as a business. Lack of professionalization is a common issue facing all cooperatives. Furthermore, some cooperatives are facing a capital issue compared to other types of business. When these cooperatives decide to raise capital on the market, there is risk it will hit their cooperative identity, which may end in losing what defines this identity (e.g. voluntary and open membership).

Even if there is already a universally accepted definition of cooperative, defining the cooperative identity is a major challenge at many levels, including at the member level. There is a need for an operational definition of the cooperative identity, instead of a listing of criteria for defining the cooperative identity. In this regard, it is important to consider members' perception of this identity.

Some Approaches to Strengthen Cooperatives

The policy environment for cooperatives is important in strengthening the cooperative sector. A cooperative policy can be hostile to cooperative development. It could be laissez faire or supportive. On the other hand, a supportive policy is necessary in creating an enabling environment for cooperative development. A cooperative policy should be consistent with other relevant policies. It should be harmonized with other relevant policies that affect cooperative operations and development – e.g. taxation policy, commercial policy, employment policy, agricultural policy, etc.

Cooperatives could be strengthened by using good membership and human resources management and development practices. The values and principles of coops are related directly to cooperative membership and human resources development. In making cooperative membership meaningful, coops demonstrate an ethical alternative to mainstream businesses. Their social aspects need to be stressed and efforts must be made for continuous membership development. There is ground for plenty of financial capital from pooling finances of members. However, lacking is enlightened membership. This is not good for coops since ill-informed members are sources for ineffective coops.

Human resource base related to coops encompasses: shareholding members including elected officers; employees and managers; government officials promoting supervision of coops; and the general public which constitute potential members and also provide support to coops.

Characteristics of effective membership include: a clear and a sharing vision of the laws of coop; participating in self and group development; commitment to gender parity and solidarity; practice of democracy and equity; and basic management and leadership skills.

There are various ways cooperatives build vision linked to human resources and membership base. For example, cooperatives could carry out: continuous coop education; provide meaningful benefits for members participating; effective

communication mechanisms; continues human capital development; effective member services; research made available to coop members; and school-based coops education.

Cooperative literacy is critical to the development of strong cooperatives. Coops are learning spaces as much as they are income generators. Modes of delivery of education and training are important. These modes must be attuned to needs of learning. In this context, a certain per cent of the surplus of coops could be used for education and training. But if surplus is not made coops will have problems allocating a certain per cent of surplus to training and education. Small coops might not be able to fulfil this requirement. The challenge is how to enforce this idea.

Pre-membership orientation programmes are important. In this regard, a standard training video could be created for new members of coops. Existing members also need training in various areas of coop functioning. Knowledge and skills needed include - governance skills, team building, trust, and sharing.

The Oromia Coffee Farmers Cooperatives Union (OCFCU) of Ethiopia has benefited from providing training to its members. After the establishment of the union, the service expected was to facilitate market access for members or producers. However, the union soon realized that capacity building of its members was necessary, especially trainings for the success of its objectives. Accordingly, it had to invest in training of members in different fields of activities. With these continuous trainings, farmers were able to improve their production practices to the extent of winning certificates in coffee quality which in turn enabled the union to play a leading role in International coffee export.

Membership participation is also a significant determinant of successful cooperatives. Effective membership in cooperatives is a function of their alignment with people's interests and provision of services that are required by members. Consequently, the success of cooperatives will depend on whether they are founded on the people's interests and provide relevant services to the people's needs to attract active and effective membership participation. To ensure this, cooperative development should naturally evolve from the grassroots rather than directing it from above. This will particularly be possible with the transformation of the political culture on the continent to embrace democratic politics. To this end, democratic reforms that are going on in many countries ought to be nurtured to facilitate a better political environment for cooperative development.

It is important that collaboration takes place between cooperatives and development partners regarding technical cooperation and in providing training in leadership and management skills; establishing and strengthening of producer, marketing and financial services; and linking cooperatives to the outside world.

Formal education and training structures are fundamentally significant in developing the membership and human resource base. There is a huge role for the education system in building membership and human resources base. Education and training institutions could offer coop education at all levels. They could also offer degree programmes on cooperatives.

Education about coops should begin in the early years of children at the primary and secondary levels. These persons will become effective coop members and leaders in the future. Training is also needed for politicians and government staff regarding the real meaning of coops.

Education and learning must include informal and formal learning processes. Education institutions should use the experiences of coop members to use in education curricula and training programmes. In this regard, standardize manuals are important. The need exists for more accredited coop trainers.

Also, there is the need for more knowledge and skills exchange among coop education programmes globally, nationally, and locally. In this regard, it is necessary to revisit the role of cooperative colleges. There are many coop education and training institutions globally. This reality should be documented and promoted. Moreover, the challenge exists of monitoring and evaluating the quality of the many education and training institutions globally.

Net working is critical to successful coop operations. The Oromia Coffee Farmers Cooperatives Union (OCFCU) of Ethiopia has been able to network member cooperatives with inspecting and certifying bodies. Accordingly, it has established networks with Fair Trade Labeling Organization International, Organic, UTZ and Rainforest Alliance and others. Africa Fine Coffee Association (EAFCA). This has positioned the union competitive enough in international coffee markets. The Union is now exporting Organic certified coffee, Fair Trade certified coffee, Rain Forest Alliance, UTZ Triple certified (organic, fair trade and rainforest Alliance) coffee and traceable Conventional coffees. These products are of unique quality since due the control of activities from tree to cup. This means, the Union controls over all activities associated with coffee producing, harvesting, processing, storing and direct export. The union is privileged with by-passing the auction market and sells its traceable products directly to the clients.

Uganda Cooperative Alliance (UCA) has also benefited from networking. It collaborates with development partners in providing: training in leadership and management skills; establishing and strengthening of producer, marketing and financial services; linking UCA to the outside world, which has enabled UCA to learn from best practices in cooperative development and management; promotion of women and youth participation in the cooperative activities; enhancing the UCA's profile and national acceptability; and increasing UCA's capacity to deliver on its mandate to date.

Cooperatives must develop their lobbying and advocacy capacity. This will help them to make use of opportunity through which they can discuss cooperative issues with government authorities and international organizations.

Leadership and governance

Leadership needs to constantly address the values and principles of coops. Leadership has a major obligation to generate solidarity. Governance-management structures must not impede the values and principles of coops.

The huge potential of coops has been limited. They have not been fully able to realize their full potential. Lack of clear coop policy and strategy is an issue leadership should address. Shared vision is also needed for effective leadership. Moreover, the vision of coops must be aligned with the national vision. Coops must compliment other sectors within the national vision of a country

There are a number of important aspects for effective leadership and governance of cooperatives. These aspects include: the role of the state; principles and fundamentals of coop democracy and entrepreneurial organizations; the role of unions and Apex coops – to avoid abuse; members mobilization and sensitization; development of national government principles for cooperatives; capacity development in coop transformational leadership, market research, product development, financial management, and networking; coop leadership and management institutes; and promote good governance

Effective leadership is needed at the micro and macro level. Leadership empowerment is a strategy that needs constant attention if leaders must serve members need, attract and motivate members.

Governance matters to coops. Therefore, members must have the skills to participate in governance processes. Integrity is vital in effective leadership and governance of cooperatives. Cooperative leaders or CEOs must have courage to take on the issues

Independent board of directors is critical. The board of directors must be fully looked at in the cooperative sector. Often, the board of directors and leaders/managers do not fulfil their responsibilities. Board members often see themselves as elite and do what they want. Some do not even attend meetings. Bylaws and rules are not been adhered to. How to avoid this problem is a big challenge. Maybe training and education could help. Evaluation of the board of directors could also help. One of the big questions is: Who evaluates the board of directors?

Proper screening of the board of directors must be done to ensure their effectiveness. The cooperative sector should pay more attention to the criteria for people to be elected to the board of directors and how to operationalize these criteria. A Code of conduct for the board of directors must be put into place. In addition, penalties must be put in place to punish those who break or violate these codes.

Board of directors should be elected from members or from professionals outside the Coop. Vital questions include: Should the board of directors be professionalized? Should the members be experts in various fields?

More attention must be paid to getting women and youth onto the board of directors and leadership positions in cooperatives. A gender gap in co-operative leadership is apparent in developed as well as developing countries. In this regard, there is a pressing need for more research and evidence.

III. Contributions to the Plan of Action beyond 2012

Participants unanimously agree that an International Plan of Action on cooperatives is an effective mechanism for achieving the goals of the IYC beyond 2012. The PoA will sustain the efforts made during the international year to increase the effectiveness and visibility of cooperatives all over the globe. It will serve as a set of guidelines for cooperatives, governments, policymakers and other stakeholders to achieve IYC objectives towards the long-term.

Any plan of action must be prepared on established logic based on collective data, on-the-ground experience and technical expertise. It needs to be structured on a few pillars or core ideas that take into account cooperative particularities. The goals must be time-bound and quantifiable; and while they may be formulated in a global context, they must be applicable to the socio-economic condition for respective national country. Ultimately, while an action plan is necessary, it is not sufficient to deliver its objectives unless stakeholders' commitment and the means for effective implementation are guaranteed.

The global forum on cooperatives and online survey among participants have served as a platform to draw expert ideas and inputs to contribute to the PoA. Four distinct themes have emerged from the platform: youth engagement, support of academic community, brand recognition, and inter-cooperation.

Engaging the youth in the cooperative movement

Encouraging the youth to join the cooperative movement is a way to address the urgent issue of regeneration and cooperative membership in the decades ahead. Modern lifestyle has deterred the youth from community engagement and not too many young people are knowledgeable and aware of the benefits of cooperative enterprises. Creating a formal system where the youth can learn about cooperatives must be given priority.

Creating such system involves the promotion and development of cooperative studies in curricula at the different levels of national education system. Primary and secondary school students can be exposed to the concept of cooperation and the cooperative model, while the more rigorous and technical approach can commence at the tertiary level. A focus on entrepreneurship, including cooperative entrepreneurship and training, can be worked out with business, law and vocational schools to expose would-be young professionals to the cooperative business model; better yet, encourage them to participate in cooperatives.

Enlisting the support of the academic community

There is inadequate understanding of the economic impact that cooperatives generate above and beyond value and size measures reported on financial statements. The cooperative difference needs to be better quantified and measured systematically, robustly and in a way that can stand up to professional scrutiny to clearly articulate and advocate for public policy support. Enlisting the support of the academic and research community to mainstream the cooperative business model would allow

greater exposure and understanding leading to its acceptance as a viable complementary model to the prevailing for-profit business model.

The academic community should be encouraged to raise the inventory of research and training to create a wide knowledge database for cooperatives. The community is encouraged to document case studies of both successful and non-successful cooperatives, best practices and methodologies for use in schools. Along this line, a pool of international experts in cooperative education should be established in order to define and prioritize research topics in collaboration with the cooperative movement and other stakeholders. An overdue yet long term project would be to collect systematic and comparable data on cooperatives across the world.

Strengthening the cooperative brand recognition across sectors

A recurring theme on the discussions towards the PoA is the need to strengthen the recognition of cooperatives, their distinct nature and their contribution to social and economic development across all sectors. The prevailing sentiment is that the poor reception of cooperatives among international standard-setting bodies, national governments and development agencies has adversely impacted the sector's growth potentials. This poor reception is manifested, for example, in the rather lukewarm attitude towards cooperatives by some international development agencies; disproportionate and organizationally inappropriate rules in international cooperative regulation; lack of priority and strategy in cooperative movement in government plans; and the limited financial arrangement made available to cooperatives.

Post IYC 2012, resources should be allocated to the on-going promotion of the cooperative model. There is the need for the United Nations to continue playing a role in highlighting the important contribution that cooperatives have made to the global community and maintaining the agenda for further cooperative development. It is suggested to establish a cooperative desk of focal point within the UN and mainstream cooperative in the United Nations Development Programme. Mainstreaming cooperatives in regional organizations such as the African Union, East African Community, COMESA, SADC, ECOWAS, etc. must also be promoted.

Reinforcing cooperative participation in international institutions and intergovernmental processes will safeguard the cooperative sector's interest in the international arena. Participation may include, at the minimum, providing feedbacks and reviews on the appropriateness of legislative and regulatory standards that affect cooperatives. Working with standard setting bodies with financial cooperatives, for example, must ensure that cooperatives have open and fair access to clearing settlement systems, deposit insurance, card and mobile money networks. Regulatory increase in capital adequacy ratio must consider the distinct risk attitude and management style of cooperative business.

Reinforcing cooperative participation in government's consultation with social partners contributes to better national and local legislation. A follow up on ILO Recommendation 193 should encourage not just governments but also parliaments to understand cooperative regulatory issues and policies better. Finally, the development of a media and marketing strategy with a uniform vision can be considered. This may include the continuing use of a common logo at the international and national level.

Promoting Inter-cooperation among Cooperatives

Promoting inter-cooperation among cooperatives, not just within the sector but between and across sectors, benefits cooperatives through the sharing of information and best practices, provision of technical expertise, and development of strategic linkages. Cooperation can be encouraged and developed across south-south line as in the case of cooperative partnership between dairy cooperatives in India and Tanzania; and north-south line as in the case of U.S. agriculture cooperative Land O'Lakes supporting cooperatives in Uganda. Exploiting cross-sectoral opportunities between credit unions and agricultural cooperatives can also be considered. Likewise, collaboration between UN, ICA and cooperative organizations must be maintained in a way to set common international goals.

COMPILATION OF RESPONSES TO PLAN OF ACTIONS

The International Year of Cooperative Secretariat sent the experts and participants questionnaires on their contributions to the International Plan of Action for Cooperatives 2012 and Beyond on August 21, 2012. The questions are as follow:

1. Do you think an international Plan of Action on cooperatives is an effective mechanism for achieving the goals of the IYC beyond 2012?
2. Give five recommendations on issues, challenges or priority areas you think must be included in the POA for cooperatives.

	Name	Question 1	Question 2
1	Robby Tulus	Yes, an international PLAN OF ACTION on co-ops is indeed an effective mechanism for achieving the goals of IYC beyond 2012; Goals must be time-bound and quantifiable.	<p>(a) Intensify co-operation and among co-operatives, not just within the sector but between and across sectors (ICA).</p> <p>(b) Encourage the YOUNG to join the co-op movement, as regeneration continues to be an urgent issue; modern lifestyles deters the young from community engagement (ICA-UN);</p> <p>(c) Follow up on ILO Recommendation 193 to encourage not just governments but also parliaments to understand co-op regulatory issues and policies better (UN-ILO-ICA)</p> <p>(d) Strengthen collaboration of UN-ICA-CIVIL SOCIETY Organizations in developing countries in the pursuit of MDG 2015 goals</p> <p>(e) Government policies in developing countries inducing co-ops to become dependent on external funds and eventually demutualize, must be abolished (UN-ICA).</p>
2	Rafiqul Islam	Any Plan of action must be prepare on establish logic with collective data & experience by the concern expertise, at a glance it is nice for the global context. But my realization is that, It should be moderate/applicable of socio-economical condition for the respective country.	<p>Challenge :</p> <ol style="list-style-type: none"> 1. Rural level educating 2. Farmer level training & updated information supply 3. At least one Coop organization to be standardize in the sub-District level. 4. Protect corruption in the application level. 5. Financial & Safety factor should be improve. 6. Safety food product for the country peoples. 7. Climate Changes & its effect in the community peoples, 8. Renewable Energy & the responsibly of Community peoples. <p>Priority Areas :</p> <ol style="list-style-type: none"> 1. Agriculture & its Farmer house 2. Fisheries & its Society members

			<p>3. Micro-credit for rural area with confirmation of small interest (margin)</p> <p>4. Forestry & its Society members</p> <p>5. Cooperative banking only for coop member with low margin.</p> <p>6. Small Industries & its Society members.</p> <p>7. Rural level farmer House (Finance, Health & Safety).</p> <p>8. Poverty & Land less coop farmers development scheme.</p>
3	Sam Mshiu	<p>Yes, indeed. Such an Action Plan is necessary in achieving the IYC objectives and to ensure that this is not an ad hoc tht would be relegated to oblivion once the year is over. But it is not enough to have an action plan (there are so many action plans locked away in cabinets), but to have the commitment and means to implement it effectively</p>	<p>1. Challenges:</p> <ul style="list-style-type: none"> • National cooperative development support institutions lack the resources to carry out sustainable cooperative development work; action plans therefore remain just what they are “plans” and nothing more • In some countries the policy and legal frameworks need reform • The national cooperative federations (cooperative apex organizations) are weak and ineffective. In some countries they don’t even exist • There is inadequate coordination and collaboration amongst regional and international institutions supporting cooperative development • A rather lukewarm attitude towards cooperatives by some international development agencies <p>2. Recommendations to be considered for inclusion in the POA</p> <p>2.1 The plan should preferably focus, among other things, on the following:</p> <ul style="list-style-type: none"> • Support the creation of a conducive environment for cooperative development through cooperative policy and law reforms - includindg their popularization • Support formulation of cooperative development strategies that responds to needs and aspirations of the cooperators and national development plans • Support capacity building – challenge fund/ Revolving fund • Performance oriented research • Education, training and information • Information: Promote and support use of ICT in cooperatives (e.g. promoting the Computerized Cooperative Monitoring and Data Analysis System – COCOMAS) • Formalizing the informal economy through cooperatives • Introduction of innovative approaches to cooperative organization (e.g. the Link-up method) • Support systems designed to achieve good governance in cooperatives (e.g.

			<p>promoting cooperative audit systems and services)</p> <ul style="list-style-type: none"> • Reactivate the ILO Cooperative Facility for Africa • Mainstream cooperatives in regional organizations such as the Africa Union, East African Community, COMESA, SADDCC, ECOWAS, etc. • A regular monitoring and evaluation of such a plan would also be necessary. • Establish a Cooperative Desk or Focal Point within the UN and mainstream cooperatives in UN development programmes. • Provide technical and financial support to implement the action plans. • Creation of National Coordinating mechanism (to coordinate implementation of national action plans) • Further popularization of ILO Recommendation 193 on the Promotion of Cooperatives and UN Guidelines on Cooperatives. • While it is desirable to have a Global POA this should be replicated at the national level to reflect specific needs and peculiarities of a country.
4	Nelson Kuria	Yes, absolutely	<p>A)Capacity building in leadership, governance and member education, B)Promote and enhance research activities, C) Documentation of Case studies of successful co-operatives for use in graduate schools of business, D)Introduce co-operative education in primary and secondary schools curricula, E) More decisive strategies and action in mainstreaming women and youth in co-operatives.</p>
5	Lalita Krishnaswami	Yes	<p>2.1 The co-operative movement has moved away from the poor and vulnerable groups. 2.2 Participation of women in the co-operative movement from the informal sector on a priority basis as a means of livelihood 2.3 Co-operative as a part of educational curriculum as a 'social business' 2.4 To bring about change in mind set that the management of co-operatives should run professionally 2.5 Lack of priority and strategy in co-operative movement in the government plans 2.6 Independent autonomous democratic functioning of co-operatives, where the members are decision makers, owners and users of their enterprise 2.7 To combine training with technology to upgrade their skills to cope up with global competition and competence</p>

			2.8 Documentation of best practices and methodology
6	Gopal Saxena	<p>Yes, I do believe an International Plan of Action on Cooperative will be an effective mechanism for achieving the goals of the IYC beyond 2012.</p> <p>After IYC, 2012, an International Plan of Action on Cooperative will help to sustain the efforts made in 2012 to increase the affectivity and visibility of Cooperatives all over the globe. It will be serving as a set of guidelines for the Cooperatives, Government, Policy Makers and other Stakeholders to achieve IYC objectives and to sustain them for long-term.</p>	<p>1. Cooperative Education to members for their Role and Responsibilities:</p> <ul style="list-style-type: none"> i) Pre- formation of a cooperative. ii) Post - formation of a cooperative. <p>2. Active participation of members must be encouraged and also “competition & duplication” among the various tier be avoided,</p> <p>3. Defining the role of stake holders (no transgression/ no over-lapping)</p> <ul style="list-style-type: none"> i) Government ii) Elected Leadership iii) General Body/ Members. <p>4. Lobbying with the Governments for effective Laws and ensuring less or no interference from Government.</p> <p>5. Social Audit.</p> <p>6. Making cheaper credit Available to small cooperative societies: Banks though extend credit for sound projects, look for the “ownership” of the organization for it’s recovery in case of any default. Since in cooperatives, the ownership is diluted (many equal members), the Banks generally do not come forward. This needs to be effectively addressed.</p>
7	COPAC (c/o Mathieu de Poorter)	<p>The international Plan of Action (PoA) had been drafted by a team of international experts on cooperatives, with the support of Mongolia, as well as with the United Nations (UN) and its relevant specialized agencies, such as the International Labour Organization (ILO) and the UN Food and Agriculture Organization (FAO), but also the cooperative movement.</p>	<p>In my modest opinion, based on my experience in working on cooperative promotion in general and in working with with IYC Advisory Group members and COPAC members, there would be five priority areas and action that should be included in the PoA for cooperatives beyond 2012:</p> <ul style="list-style-type: none"> - Organize an international meeting of cooperative statisticians, aiming to advocate for the development and inclusion of cooperative statistics in national and international economic statistics. This priority area aims eventually to demonstrate

		<p>Based on this first draft and to become a major outcome of the International Year of Cooperatives 2012 (IYC), the PoA needs to be put to the test of challenges, successes and expectations expressed and created by cooperative stakeholders during the IYC. The PoA needs to be built by and for the cooperative community for eventually becoming effective in launching a mechanism beyond 2012.</p> <p>In addition, to be effective, the PoA will have to go through a consultation process among UN Member States. Such process would be facilitated only if the PoA is built upon a broad consensus and results from the dynamic created by the IYC, including lobbying activities of the cooperative movement at the national level.</p> <p>A close collaboration between the cooperative movement, governments and international organizations would provide the necessary effectiveness to the PoA and pave the way of cooperative promotion beyond 2012.</p>	<p>and acknowledge for a diversification of the economy and businesses.</p> <ul style="list-style-type: none"> - Promote and develop a field of cooperative studies in curricula at the different levels of national educational systems. A pool of international experts in cooperative education should be established in order to define and prioritize research topics, in collaboration with the cooperative movement and other stakeholders. - Encourage South-South and North-South cooperation between cooperatives, in order to facilitate the exchange of good practices and capacity building programmes for members. - Reinforce cooperative participation in governments' consultations with social partners, as well as cooperative participation in international institutions and intergovernmental processes. - Capacity building on cooperatives for communicators and media.
8	Humayun Khalid	Yes	<p>1. In developing countries' MDG's implementation strategies formal institutions like cooperatives should be given to play active role in adopting poverty reduction programs. At present, informal group approach of NGOs have been playing the main stakeholders of poverty reduction programs but their sustainability and achievements are in question.</p> <p>2. It appears that there is no good wishers of cooperative approach at present. Public and private sectors are considered to be the only socio economic players. Most of the governments and development partners do not think and believe on cooperative approach. This attitude should be changed.</p>

			<p>3. Leadership at apex level cooperatives are in great scarcity. The ICA should come forward to strengthen and patronize cooperative movement for it's member countries.</p> <p>4. In developing countries, there are many financial institutions to support public and private sectors and also NGOs. But there is no or limited arrangement to finance the cooperatives.</p> <p>5. There are instances where cooperative approach are used to attract general members savings and deposits. But in the long run those members do not have the rights as true cooperators. They were exploited by the organizers of these quasi cooperative cum company like organizations. Policy and supervision should be strengthen to stop the ill users of cooperatives.</p>
9	Dave Grace	Yes	<p>1. Basic Understanding 2. Engaging the Youth 3. Accessing Capital Markets 4. Legal and Regulatory Reforms 5. Accessing Human Capital & Incentives *Please see attached file for more comprehensive response</p>
10	Karyl Adams	Yes an International Plan of Action will be effective. This would enable the wins gained from the IYC 2012 within each country to be maintained as it would force countries to continue to focus on having co-operatives be one of the key mechanisms to improve standards of living	<p>Five Recommendations</p> <p>1. I like what the UN have done with their theme for World Food Day, focusing on Agricultural Co-operatives and how they can feed the world. This is a great impetus to continue the promotional impetus goals of IYC and the UN should continue to use co-ops in their themes for various internationally designated days</p> <p>2. Looking at Access to Credit - The micro enterprise financing sector has grown tremendously recently and though the WOCCU and Credit Unions Internationally assist, there should be a greater call for access to credit from Credit Unions to the Non Financial Sector within each country as an intrernational mandate. Challenge: Credit Unions may lack the tools to assess business loans.</p> <p>3. Education and training - Co-ops members may lack the education and training in their sphere of activity to enable the improvement in their standards of living. Co-operative business incubators are required. Challenge: who funds this and provides the resources.</p> <p>4. Housing and Health - Co-ops need to be more involved here to reduce reliance on</p>

			the government. Challenge - skilled and expertise required
11	Anthony Pilgrim	Yes I definitely support the development of a POA to help sustain the momentum post IYC 2012.	<p>1. Enlist Support of Academic Community One of the reasons for the universal popularity and acceptance of the for-profit business model is that it has been widely embraced by the academic community, particularly in the western world. I therefore submit that one of the action items in the POA should be to seek support from the academic community to help mainstream the co-operative business model. The expressed purpose of this initiative would be to give the co-operative business model greater exposure among the academic community leading to its greater acceptance as a viable alternative business model. As an example, academics should be encouraged to study successful co-operatives and to write case studies for academic consumption purposes.</p> <p>2. Global Partnership Programme Successful co-operatives should be encouraged to mentor not so successful and/or embryonic co-operatives from other corners of the globe. This can include study tours to observe best practices, information sharing, providing technical expertise and also development of strategic linkages. I am very familiar with financial co-operatives and I know this approach has worked really well and has been credited with for example the robust development of financial co-operatives in countries like Poland and other emerging movements.</p> <p>3. On-going Promotion of Co-operative Business Model We have a great opportunity to spread the co-operative ethos and the co-operative business model. The for-profit approach has been widely criticised for its contribution to the current global economic crisis which started as a financial crisis and then morphed into a crisis in the real economy. The excessive risk-taking by for-profit entities that are not values driven has created many heart-breaking stories around the globe. Their excesses have been very costly leading in many cases to the socialisation of losses through use of the public purse. There is no better time than this to vigorously promote the co-operative business model. Post IYC 2012, resources should be allocated to on-going promotion of the model. This can probably best be achieved by collaboration between the public sector and the co-</p>

			<p>operative sector. There is also need for the UN to continue to play a role in highlighting the important contribution that co-operatives have made to the global community and maintaining the agenda for further co-operative development as a front burner issue in the corridors of UN Agencies.</p> <p>4. Target Youth Whilst I am sure it is already being done, greater resources need to be channelled in the direction of targeting the youth. This should also be an action item in the POA. Again for optimum results this will have to be a collaborative effort between the public sector and the co-operative sector. In particular, the study of co-operatives should be on the curricula of all primary and secondary schools or equivalents around the globe. We have to ensure we provide the opportunities for the new crop of leaders to emerge. This approach should also go a long way in ensuring a more values-based approach to education through exposure of the co-operative ethos.</p>
12	Markus Hanisch	<p>Yes but prior to listing recommendations, the PoA should name in simple terms for example three areas in which cooperatives differ from other firm types. All recommendations should refer to such differences in order to present a Plan of Action that follows an internal logic in its argument. One can think of different lines of arguing and statements. For example: Coops differ in the rights they allocate to users, in their management focus and in the way they deal with knowledge.</p> <p>1. Cooperatives are based on individualized rights of members to use or own the asset members voluntarily pool in order to realize collective benefits. As a consequence, each asset holder receives the same right to use and democratically decide upon the management and distribution of the benefits from collectively operating assets.</p> <p>2. Cooperatives are collectively controlled by their</p>	<p>Because knowing about the cooperative difference is crucial to bring the cooperative advantage about, a plan of action should as a priority focus on knowledge generation such as training and education efforts because informed members, speciallytrained cooperative managers and a are well aware civil society are key ingredients of the success of the cooperative movements.</p> <p>1. Networking and Global Think Tanks: A PoA should incentivize the development of global think tanks. The events of the IYC have brought together a series of new and emerging networks working in research and development as well as education. Supporting linking activities and data bases in the form of internationally operating think tanks will strengthen the various cooperative movements.</p> <p>2. Professionalizing research: The most influential and successful academic communities are typically self-organized in continental an international academic societies. These link the disciplines to problem oriented research fields and the broader academic community, organize high level publishing in Journals and maintain high quality research conferences. The PoA should foster a more</p>

		<p>members. Management is elected to allocate the stock of pooled assets in the best interest of the members' needs and aspirations not in the interest of profit sui generis.</p> <p>3. Cooperatives differ in the ways in which they handle knowledge. Cooperative peer groups are important instruments for the screening and differentiation of members talents on the individual's level. The production of R+D services typically involves scale . The cooperative business principles ensure that members equally participate in knowledge generation and dissemination.</p>	<p>professional organization of the field of cooperative studies by helping to initiate new continental and international academic societies and new types of targeted research programs in the already established research foundations.</p> <p>3. Enabling activities: In order to create an enabling environment for the collaboration of researchers and trainers, activities like the inventorization of training schools, cooperative colleges, special chairs, master programs and other types of university and education linked activities should be supported. A digital inventory of all types of funding sources and application procedures is equally important to strengthen cooperative research and education.</p> <p>4. In the literature on cooperatives a universe of unorganized case studies full of success stories stands vis a vis a rich but very critical theoretical work. Efforts to better empirically understand cooperatives either by targeted support for organized efforts to systematically analyze the many existing case studies, or the support of well conceptualized quantitative research on cooperatives would largely increase knowledge and acceptance of the cooperative business model.</p> <p>5. Post Hum laudation: The cooperative movement has brought about influential thinkers and leaders. A PoA can motivate suggestions to nominate famous leaders of cooperative thought as recipients of well appreciated public awards.</p>
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IV. Conclusion and Recommendation

Cooperatives are at the world spotlight with 2012 being declared as the International Year of Cooperatives. As the world recovers from a global economic crisis and recognizes the redeeming qualities of the cooperative enterprises, this year is an opportune time to reflect on the strengths, weaknesses, opportunities and threats surrounding cooperatives. Cooperatives bring together one billion people as members and secure the livelihoods of as many as three billion people. They have also contributed significantly to national economies.

Cooperatives can lever their distinct identity as a business advantage. The values, principles and mandates that they espouse are suited for the delivery of financial inclusion, sustainable livelihood, inclusive development and social protection. They are particularly effective in empowering women, the youth, people with disability and the poor, providing them job and leadership opportunities.

Cooperatives also face challenges to their existence. Some of these challenges include the lack of regulation and supervision in most countries, governance issues, limited produce offering, lack of long-term financing and local political interference. Given these threats to cooperative growth, approaches to strengthen cooperatives must focus on the policy environment, cooperative literacy, human resource and networking improvement and heightened membership participation.

Looking forward, four distinct contributions can be included to the UN Plan of Action for Cooperatives beyond 2012: Engaging the youth in the cooperative movement, enlisting the support of the academic community, strengthening the cooperative brand recognition across sectors and promoting inter-cooperation among cooperatives.

V. Annexes



Harnessing the Cooperative Advantage to Build a Better World

A Global Forum and Workshop on Cooperatives

4-6 September 2012
Economic Commission for Africa
Addis Ababa, Ethiopia

Organized by:
United Nations Department of Economic and Social Affairs
Division for Social Policy and Development



In partnership with:
United Nations Economic Commission for Africa
African Centre for Gender and Social Development

AGENDA

Day 1 Tuesday 4 September 2012		
09:00-09:30	Registration	
09:30-10:00	<p>Welcome</p> <p>Thokozile Ruzvidzo, Director, African Centre for Gender and Social Development Daniela Bas, Director, Division for Social Policy and Development, UNDESA (Video Message) Dame Pauline Green, President, International Cooperative Alliance</p>	CR 3 1 st Floor
10:00-10:30	<p>Introductory Remarks</p> <p>Minister of Finance and Economic Development, Ethiopia Mr. Omar Diop, African Union Commission Charles Dan, ILO Regional Director for Africa Edward Kilawe, Officer-in-Charge, FAO Subregional Office for Eastern Africa</p>	CR 3 1 st Floor
10:30-11:15	<p>Keynote Address: <i>Harnessing the Cooperative Advantage</i></p> <p>Michael Cook, Professor and Robert D. Partridge Chair in Cooperative Leadership, University of Missouri College of Agriculture, Food and Natural Resources</p>	CR 3 1 st Floor
11:15-11:45	Coffee Break	
11:45-11:55	<p>Overview</p> <p>Felice Llamas, Focal Point on Cooperatives, UNDESA/DSPD Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD</p>	CR 3 1 st Floor
11:55-13:00	<p>Harnessing the Cooperative Advantage</p> <p>Moderator: Amson Sibanda, Social Affairs Officer, UNDESA/DSPD</p> <p>Presentations:</p> <p>Makarimi Adechoubou, UNCDF, Head of Regional Office for Africa Markus Hanisch, Prof. Dr., Humboldt Universität zu Berlin, Division of Cooperative Sciences and Berlin Institute for Cooperative Studies – "<i>The Organization of Cooperation: Some Lessons for Harnessing the Cooperative Advantage</i>" Elisabeth Atangana, Special FAO Ambassador for Cooperatives and Member of UN IYC Advisory Group</p> <p>Interactive dialogue</p> <p>Rapporteurs: Mathieu de Poorter, Coordinator, Committee for the Promotion and Advancement of Cooperatives (COPAC) Astrid Hurley, Social Affairs Officer, UNDESA/DSPD</p>	CR 3 1 st Floor
13:00-14:30	LUNCH	





UNDERSTANDING COOPERATIVES		
<p>14:30-16:00 <i>Session 2 Plenary</i></p>	<p>Understanding cooperative identity</p> <p><i>Presentations in this session will highlight the operational/structural elements unique to the cooperative model of enterprise and show how the cooperative values and principles manifest themselves in operational policies and practices. Panellists will also discuss the sectoral scope of the business model with some attention to whether the cooperative model of enterprise is more effective in some sectors than others. In addressing cooperative identity, presentations will also highlight the challenges to sustaining cooperative identity and address the perceptions created in the promotion of the model of enterprise by national and international stakeholders.</i></p> <p>Moderator: Felice Llamas, Focal Point on Cooperatives, UN DESA/DSPD</p> <p>Presentations:</p> <p style="padding-left: 20px;">Dame Pauline Green, President, International Cooperative Alliance</p> <p style="padding-left: 20px;">Frederick O. Wanyama, Director, School of Development and Strategic Studies, Maseno University Kenya</p> <p style="padding-left: 20px;">Michael Cook, Professor and Robert D. Partridge Chair in Cooperative Leadership, Univ. of Missouri College of Agriculture, Food and Natural Resources</p> <p style="padding-left: 20px;">Mutua Waema, ICA Regional Director for Africa</p> <p>Interactive dialogue Rapporteurs: Mathieu de Poorter, Coordinator, Committee for the Promotion and Advancement of Cooperatives (COPAC) Maxwell Haywood, Social Affairs Officer, UNDESA/DSPD</p>	<p>CR 3 1st Floor</p>
<p>16:00-16:30</p>	<p>COFFEE BREAK</p>	
<p>16:30-18:00 <i>Session 3 Plenary</i></p>	<p>Creating and maintaining a successful cooperative</p> <p><i>Presentations in this session will highlight the operational and structural elements necessary for creating a successful cooperative. Attention will also be given to the main internal and external challenges to cooperative creation and viability and the replicability of successful strategies across sectors and regions.</i></p> <p>Moderator: Maria Elena Chavez Hertig, ILO- Coordinator, International Year of Cooperatives/Senior Technical Specialist, ILO Cooperative Branch</p> <p>Presentations:</p> <p style="padding-left: 20px;">Tadesse Meskela, General Manager, Oromia Coffee Farmers Cooperative Union</p> <p style="padding-left: 20px;">Ana Giselle Rosas de Vallarino, Executive Director, Instituto Panameño Autónomo Cooperativo</p> <p style="padding-left: 20px;">Lalita Krishnaswami, President of the Gujarat State Women's Cooperative Federation and a Trustee of the Self-Employed Women's Association (SEWA)</p> <p style="padding-left: 20px;">Robby Tulus, CEA, YAKA (Karl Albrecht Foundation) and former ICA Regional Director for Asia-Pacific</p> <p>Interactive dialogue Rapporteurs: Maxwell Haywood, Social Affairs Officer, UNDESA/DSPD Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD</p>	<p>CR 3 1st Floor</p>
	<p>END OF DAY 1</p>	
<p>18:00</p>	<p>RECEPTION HOSTED BY ECA AFRICAN CENTRE FOR GENDER AND SOCIAL DEVELOPMENT</p>	



Day 2, Wednesday, 5 September 2012		
ENGAGING COOPERATIVES IN ADDRESSING LOCAL AND GLOBAL CHALLENGES		
<p>09:00-10:45</p> <p>Session 4</p> <p>CONCURRENT Workshops</p>	<p>A) Enhancing financial inclusion through cooperatives</p> <p><i>Cooperatives have played a significant role in improving the accessibility and affordability of financial services to disadvantaged and low-income individuals and groups. Presentations in this session will explore this role, discussing the advantages/disadvantages attributable to financial cooperatives in facilitating financial inclusion, as well as the challenges faced by both financial and non-financial cooperatives in enabling financial inclusion for members and their families. Some attention will also be given to strengthening the role of financial cooperatives in facilitating individual and community development.</i></p> <p>Facilitator: Felice Llamas, Focal Point on Cooperatives, UN DESA/DSPD</p> <p>Presentations:</p> <p>Makarimi Adechoubou, UNCDF, Head of Regional Office for Africa</p> <p>Matt Garcia, Program Manager, WOCCU</p> <p>Robby Tulus, CEA, YAKA (Karl Albrecht Foundation) and former ICA Regional Director for Asia-Pacific</p> <p>Dave Grace, Managing Partner, Dave Grace & Associates</p> <p>Working Session/Interactive Dialogue</p>	<p>CR 3</p> <p>1st Floor</p>
	<p>B) Supporting local development through cooperatives</p> <p><i>Participants in this interactive session will review/discuss the strengths and weaknesses of the cooperative model in facilitating local development, particularly through the linking of local production to national, regional and global value chains. Emphasis will be placed on the role of cooperatives in facilitating rural development. Participants will also discuss ways to strengthen the cooperative role through the effective engagement of relevant stakeholders, with particular emphasis on the roles of governments, international organizations, civil society and the cooperative movement.</i></p> <p>Facilitator: Amson Sibanda, Social Affairs Officer, UNDESA/DSPD</p> <p>Presentations:</p> <p>Tadesse Meskela, General Manager, Oromia Coffee Farmers Cooperative Union</p> <p>Markus Hanisch, Prof. Dr., Humboldt Universität zu Berlin, Division of Cooperative Sciences and Berlin Institute for Cooperative Studies - <i>"Cooperatives in development – the cooperative movement in Uganda"</i></p> <p>Gopal. N. Saxena, Director of Cooperative Development, Indian Farmers' Fertiliser Cooperative Ltd. - <i>"Supporting Local Development through Cooperatives – Indian Perspective"</i></p> <p>Working Session/Interactive Dialogue</p>	<p>LBR</p> <p>1st Floor</p>
<p>10:45-11:15</p>	<p>COFFEE BREAK</p>	



<p>11:15-13:00</p> <p>Session 5</p> <p>CONCURRENT Workshops</p>	<p>A) Enabling social protection: the role(s) of cooperatives</p> <p><i>This interactive session will provide information on how cooperatives work to strengthen the social protection of their members and their families. Participants will also explore the extent to which cooperatives can be complementary to other stakeholders in providing national social protection schemes.</i></p> <p>Facilitator: Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD</p> <p>Presentations:</p> <p>Jean-Pierre Girard, Researcher, Institut de Recherché et d'Education pour les Cooperatives et les Mutuelles de l'Université de Sherbrooke - <i>"The Role of Health Mutual Organization and Health Co-op"</i></p> <p>Nelson Kuria, CEO, Cooperative Insurance Company of Kenya</p> <p>Sam Mshiu, Cooperative Development Expert (formerly with ICA and ILO) - <i>"Participation of Cooperatives in the Provision of Social Protection"</i></p> <p>Working Session/Interactive Dialogue</p>	<p>CR 3</p> <p>1st Floor</p>
	<p>B) Generating sustainable livelihoods: the role of cooperatives</p> <p><i>This interactive session will explore the aspects of the cooperative business model which make it more (or less) amenable than traditional investor owned enterprise and individually owned businesses in securing sustainable livelihoods. Some emphasis will be placed on the role of cooperatives in addressing youth employment as well as in providing greater income security for informal workers. Participants will also discuss ways to strengthen these roles through the effective engagement of relevant stakeholders, with particular emphasis on the roles of governments, international organizations, civil society and the cooperative movement.</i></p> <p>Facilitator: Maxwell Haywood, Social Affairs Officer, UNDESA/DSPD</p> <p>Presentations:</p> <p>Esther Gicheru, Principal, Kenya Co-operative College</p> <p>Joanne Fergusson, Senior Director, International Development, Canadian Cooperative Association - <i>"Generating Sustainable Livelihoods: the Role of Co-operatives"</i></p> <p>Matt Garcia, Program Manager, WOCCU - <i>"Generating Sustainable Livelihoods: the Role of Co-operatives"</i></p> <p>Maria Elena Chavez Hertig, ILO- Coordinator, International Year of Cooperatives/Senior Technical Specialist, ILO Cooperative Branch - <i>"Sustainable Enterprises: The Cooperative Way of Doing Business"</i></p>	<p>LBR</p> <p>1st Floor</p>
<p>13:00-14:30</p>	<p>LUNCH</p>	



<p>14:30-16:45</p> <p>Session 6</p> <p>CONCURRENT Workshops</p>	<p>A) Contributing to inclusive development: the role of cooperatives</p> <p><i>This session will explore strategies for successful engagement of cooperatives in addressing the social and economic challenges faced by vulnerable groups, and address the advantages of the cooperative model over investor-owned enterprises in promoting inclusive development.</i></p> <p>Facilitator: Astrid Hurley, Social Affairs Officer, UNDESA/DSPD</p> <p>Presentations:</p> <p>Joanne Fergusson, Senior Director, International Development, Canadian Cooperative Association - <i>"Contributing to Inclusive Development: the Role of Co-operatives"</i></p> <p>Ana Giselle Rosas de Vallarino, Executive Director, Instituto Panameño Autónomo Cooperativo</p> <p>Gopal. N. Saxena, Director of Cooperative Development, Indian Farmers' Fertiliser Cooperative Ltd. - <i>"Inclusive Development through Information Communication Technology"</i></p> <p>Working Session/Interactive Dialogue</p>	<p>CR 3</p> <p>1st Floor</p>
	<p>B) Women and cooperatives: promoting empowerment and equality</p> <p><i>This session will explore the strengths and weakness of the cooperative enterprise model in facilitating women's social and economic participation in society, as well as highlight good practices of women's engagement in cooperatives. Attention will also be given to the challenges women face in organizing themselves into cooperatives and/or engaging in existing cooperatives, as well as challenges cooperatives face in effectively engaging women.</i></p> <p>Facilitator: Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD</p> <p>Presentations:</p> <p>Erick Sile, Regional Technical Advisor - UNCDF Financial Inclusion Practice Area Regional Office for Africa</p> <p>Lalita Krishnaswami, President of the Gujarat State Women's Cooperative Federation and a Trustee of the Self-Employed Women's Association (SEWA)</p> <p>Linda Shaw, Head of Research at the Cooperative College, Manchester, UK</p> <p>Carol Djeddah, Senior Officer, FAO Gender, Equity and Rural Employment Division</p> <p>Working Session/Interactive Dialogue</p>	<p>LBR</p> <p>1st Floor</p>
<p>16:45-17:15</p> <p>Session 7</p>	<p>COFFEE BREAK</p>	
<p>17:15-18:00</p> <p>Session 7</p> <p>Plenary</p>	<p>Summary and Review Reporting on discussions, policy suggestions and actions from the workshops.</p> <p>Coordinator: Astrid Hurley, Social Affairs Officer, UNDESA/DSPD</p>	<p>CR 3</p> <p>1st Floor</p>
<p>END OF DAY 2</p>		



Day 3, Thursday, 6 September 2012		
STRENGTHENING COOPERATIVES		
<p>09:00-10:45</p> <p>Session 8</p> <p>CONCURRENT Workshops</p>	<p>A) Creating an enabling environment</p> <p><i>Participants in this session will explore examples of effective regulatory and policy frameworks and address the nuances in regulating the cooperative sector. Attention will also be given to common challenges posed to cooperative operations by various elements of existing policies and regulations.</i></p> <p>Facilitator: Maria Elena Chavez Hertig, ILO- Coordinator, International Year of Cooperatives/Senior Technical Specialist, ILO Cooperative Branch</p> <p>Presentations:</p> <p>Dave Grace, Managing Partner, Dave Grace & Associates</p> <p>Sharon Drayton, Registrar of Cooperatives and Friendly Societies, Cooperatives Department, Ministry of Commerce and Trade, Barbados</p> <p>Sam Mshiu, Cooperative Development Expert - "Creating an Enabling Environment for Cooperative Development"</p> <p>Working Session/Interactive Dialogue</p>	<p>CR 3</p> <p>1st Floor</p>
	<p>B) Building strong membership and human resources</p> <p><i>Participants in this session will discuss the essential skills and knowledge bases necessary for effective cooperative membership and avenues for building a strong membership base. Some emphasis will be placed on the role of the educational system in ensuring strong cooperative membership and a viable human resource base for cooperative operations.</i></p> <p>Facilitator: Maxwell Haywood, Social Affairs Officer, UNDESA/DSPD,</p> <p>Presentations:</p> <p>Anthony Bravo, Director, National Confederation of Cooperatives, Philippines</p> <p>Esther Gicheru, Principal, Kenya Co-operative College</p> <p>Linda Shaw, Head of Research at the Cooperative College, Manchester, UK</p> <p>Working Session/Interactive Dialogue</p>	<p>LBR</p> <p>1st Floor</p>
<p>10:45-11:15</p>	<p>COFFEE BREAK</p>	



<p>11:15-13:00</p> <p>Session 9</p> <p>CONCURRENT Workshops</p>	<p>A) Cooperative leadership and governance</p> <p><i>Participants in this session will explore the key components of effective leadership and governance in cooperatives and how these are distinct from the skills and attributes necessary for leadership and governance of other forms of enterprise. Attention will also be given to challenges faced.</i></p> <p>Facilitator: Maxwell Haywood, Social Affairs Officer, UNDESA/DSPD</p> <p>Presentations:</p> <p style="padding-left: 20px;">Nelson Kuria, CEO, Cooperative Insurance Company of Kenya</p> <p style="padding-left: 20px;">Anthony Bravo, Director, National Confederation of Cooperatives, Philippines</p> <p style="padding-left: 20px;">Gopal. N. Saxena, Director of Cooperative Development, Indian Farmers' Fertiliser Cooperative Ltd. – <i>“Cooperative Leadership and Governance: An Indian Perspective”</i></p> <p>Working Session/Interactive Dialogue</p>	<p>CR 3</p> <p>1st Floor</p>
	<p>B) Cooperatives in Africa: lessons learned and way forward</p> <p><i>Participants in the session will explore the particular avenues and challenges to working in and with cooperatives within African contexts. Attention will be given to aspects of regulation, political and social culture and effective membership.</i></p> <p>Facilitators: Amson Sibanda, Social Affairs Officer, UNDESA/DSPD; Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD</p> <p>Presentations :</p> <p style="padding-left: 20px;">Erick Sile, Regional Technical Advisor - UNCDF Financial Inclusion Practice Area, Regional Office for Africa</p> <p style="padding-left: 20px;">Frederick O Wanyama, Director, School of Development and Strategic Studies, Maseno University Kenya - <i>“Cooperatives for African Development: Lessons from Experience”</i></p> <p style="padding-left: 20px;">Ingrid Fischer, Canadian Cooperative Association, Africa Regional Director</p> <p style="padding-left: 20px;">Bedru Dedgeba, Deputy Director General, Ministry of Local Government and Rural Development (Focal Point, Ethiopia IYC National Committee) - <i>“Overview of Ethiopian Cooperatives”</i></p> <p>Working Session/Interactive Dialogue</p>	<p>LBR</p> <p>1st Floor</p>
<p>13:00-14:30</p>	<p>LUNCH</p>	





<p>14:30-15:15</p> <p>Session 10 Plenary</p>	<p>Summary and Review Reporting on discussions, policy suggestions and actions from the workshops.</p> <p>Coordinator: Astrid Hurley, Social Affairs Officer, UNDESA/DSPD</p>	
<p>15:15-16:30</p> <p>Session 11 Plenary</p>	<p>Facilitating an International Plan of Action</p> <p><i>Participants will discuss and elaborate on the PoA outline drafted by the coordinators, based on the discussions and direct suggestions taken from the various workshops and panel discussions. The inputs drafted here will be given for consideration by Member States in formulating an International Plan of Action on Cooperatives.</i></p> <p>Facilitator: Felice Llamas, Focal Point on Cooperatives, UN DESA/DSPD</p> <p>Coordinators: Astrid Hurley, Social Affairs Officer, UNDESA/DSPD Saras Jagwanth, Inter-Regional Advisor, Technical Cooperation Unit, UNDESA/DSPD Maria Elena Chavez Hertig, ILO- Coordinator, International Year of Cooperatives/Senior Technical Specialist, ILO Cooperative Branch</p>	<p>CR 3</p> <p>1st Floor</p>
<p>16:30-17:00</p> <p>Session 12</p>	<p>Closing</p> <p>Felice Llamas, Focal Point on Cooperatives, UN DESA/DSPD Thokozile Ruzvidzo, Director, African Centre for Gender and Social Development</p>	<p>CR 3</p> <p>1st Floor</p>
<p>END OF DAY 3</p>		

PARTICIPANTS CHECKLIST

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Introduction and Overview			
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4	Felice Llamas	UN DESA/DSPD	
Introductory Remarks			
5	Charles Dan	ILO Regional Director for Africa	dan@ilo.org
6	Edward Kilawe	Officer-in-charge, FAO Subregional Office for Eastern Africa	Edward.kilawe@ilo.org
Keynote Address			
7	Michael Cook	University of Missouri	cookml@missouri.edu Tel: 573-882-0127 Fax: 573-882-3958
Interactive Dialogue			
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Supporting local development: cooperatives in the value chain			
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Enabling social protection: the role(s) of cooperatives			
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Cooperatives and sustainable livelihoods			
24	Maxwell Haywood	UN DESA/DSPD	

	(facilitator)		
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Gender and cooperatives: promoting empowerment and equality			
28	Saras Jagwanth (moderator)	UN DESA/DSPD	
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Facilitating an International Plan of Action			
33	Mathieu de Poorter (rapporteur)	COPAC	
Closing			
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