



Gaborone; Botswana

ACKNOWLEDGEMENTS



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The Alliance Africa acknowledges the continued support of our partner We Effect , Botswana Cooperative Association, and its members to the Regional office and its continued collaboration with the Alliance Africa to support the development and growth of cooperatives in Botswana.



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LIST OF ACRONYMS

ACMC	Africa Cooperative Ministerial Conference
Alliance	International Cooperative Alliance
Alliance Africa	International Cooperative Alliance – Africa Region
AU	African Union
BOCA	Botswana Cooperative Association
CLC	Cooperative Law Committee
ETF	Endowment Trust Fund
EU	European Union
ILO	International Labour Organization
MDGs	Millennium Development Goals
OAU	Organization of African Unity
SDGs	Sustainable Development Goals
UN	United Nations
USD	United States Dollar

EXECUTIVE SUMMARY

The Africa Cooperative Ministerial Conference was first commissioned to help improve the relations between governments in Africa and their respective cooperative movements. It started in Botswana in 1984 and now 31 years later it is back in Gaborone Botswana to celebrate the achievements. Governments and their cooperative movements have been meeting every three years during this time, reporting on progress and planning for the next three-year cycle. The Chair of each Conference is held for three years by the host country of the event. From 2012 to 2015, the Chair of the APMC was the Minister of Trade and Industry Rwanda, Honourable Francois Kanimba. At this year's Conference, the Chair moved to the Honourable Minister of Trade & Industry, Botswana.

In the past, this Conference focussed on improving relations at national levels and the coordination of national government priorities and the respective national cooperative agendas. This year marked the shift to a regional perspective. In the pre-conference event, delegates discussed how the cooperative movement contributes to the regional development Agenda, **The AU Agenda 2063: The Africa We Want**. This is in recognition that the AU Agenda 2063 goals and aspirations affect all people on the African continent, including cooperatives. As emphasized by Dr. Nkosazana Dlamini Zuma, Chairperson of the African Union Commission, during the launch of the Agenda, Agenda 2063 is a *"call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny"*. It is a vision and strategy that will outline how Africa and its people will optimize the use of its resources for the benefit of all Africans in order to achieve the AU's vision of *"an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena"*¹

Cooperatives are recognized as vehicles that promote the social, economic and cultural interests of their members and by extension also the communities in which they operate. They are by design a more sustainable and reliable vehicle to drive development on the Continent. They have proven both here in Africa and in the rest of the world that they are key players in national and global economies. The discussions at the pre-conference event focussed on the seven aspirations of the AU Agenda 2063 that were adapted for the Conference:

1. A prosperous Africa based on inclusive growth and sustainable development through the co-operatives business model;
2. Reviving Pan Africanism and the vision of Africa's Renaissance through co-operative identity;
3. Fostering an Africa of good governance, democracy, respect for human rights, justice and the rule of law through co-operative enterprises;
4. The role of co-operatives in building a peaceful and secure Africa;
5. Matching co-operative Values and Principles with African cultural identity, heritage, values and ethics;
6. Accelerating Africa's development by encouraging the participation of youth and women at all levels in Co-operatives ; and
7. Contribution of co-operatives to a strong, united and influential Africa.

¹African Union, 2015. Agenda 2063. www.agenda2063.au.int/en/vision

The Conference offered an opportunity for governments and the cooperative movement to engage on this subjects and to report on how cooperative development in the region has contributed to the achievement of the AU Agenda 2063.

The Conference, its findings, reports and the commitments made by governments in the signed Communiqué and recommendations adopted prove that the APMC is meeting its primary objective. The successes achieved have been thanks to the continued participation of members with the Alliance Africa through its activities and its regional office, through which it has endeavoured to support the development and growth of cooperatives in Africa. The Alliance commends the work of past Chairs whose dedication and commitment have ensured the success of these Conferences. The Alliance commends the work of past Chairs whose dedication and commitment have ensured the success of these Conferences.

1. 11thAFRICA COOPERATIVE MINISTERIAL CONFERENCE, 2015

1.1 Background

Cooperative development globally has been dependent to some degree on partnerships and cooperation between the cooperative movement and governments. There have been various roles governments have played over the decades to promote and support cooperative development. This has ranged from hands-on approach to where cooperatives were recognized as an extension of government to a more laissez-faire attitude of very little or no involvement. In the late seventies, the Alliance Regional Office for Africa commissioned a meeting to help improve the relations between governments in Africa and their respective cooperative movements. This space for engagement was created through the Africa Cooperative Ministerial Conferences (ACMC) that was first held in 1984. At this inaugural meeting, held in Botswana, Ministers and cooperative leaders agreed to meet every three years to review progress and set targets for the future. At subsequent meetings conferences Ministers and country representatives have reaffirmed their commitment to support cooperative development in the region.

Meetings have since been held in Tanzania (1993), Mauritius (1996), Swaziland (1999), Uganda (2002), Lesotho (2005), Kenya (2009), and Rwanda (2012). These meetings are convened and monitored by the Alliance Africa Regional Office and hosted by the government department responsible for cooperatives in the country and the cooperative movement. Over the years this platform has proven that there was a marked increase in the development of cooperatives in the Region. This has been evident from the improving results as reported by government representatives and the cooperative movement. These Conferences are preceded by the Cooperative Technical Committee meetings where country progress reports are presented and reviewed.

In 2015, the Government of Botswana, through its Ministry of Trade and Industry, hosted the 11th ACMC in Gaborone from 12-15 October. The theme for this year's ACMC was the **"Contribution of Co-operatives to African Union (AU) Agenda 2063: The Africa We Want"**. This year's theme was adopted to reinforce the notion that cooperative development in the Region should not be seen as separate from regional development agendas and priorities, and in this instance specifically the agenda of the African Union. The Ministers meeting was preceded by the Alliance Africa Board Meeting that was held on 11 October and a Pre-Conference Session that was held on 12 October. The ACMC was held on 13th and 14th October and followed on 15 October with field visits to Botswana Cooperative Association (BOCA) selected cooperatives.

The AU has members from 54 African states with the exception of Morocco. The AU, which replace the Organisation of African Unity, was established on 26 May 2001 in Addis Ababa and launched on 9 July 2002 in South Africa with fourteen core objectives:

- i. To achieve greater unity and solidarity between the African countries and Africans;
- ii. To defend the sovereignty, territorial integrity and independence of its Member States;
- iii. To accelerate the political and social-economic integration of the continent;
- iv. To promote and defend African common positions on issues of interest to the continent and its peoples;
- v. To encourage international cooperation, taking due account of the Charter of the United Nations and the Universal Declaration of Human Rights;
- vi. To promote peace, security, and stability on the Continent;
- vii. To promote democratic principles and institutions, popular participation and good governance;
- viii. To promote and protect human and peoples' rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments;
- ix. To establish the necessary conditions which enable the continent to play its rightful role in the global economy and in international negotiations;
- x. To promote sustainable development at the economic, social and cultural levels as well as the integration of African economies;

- xi. To promote co-operation in all fields of human activity to raise the living standards of African peoples;
- xii. To coordinate and harmonise the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union;
- xiii. To advance the development of the continent by promoting research in all fields, in particular in science and technology; and
- xiv. To work with relevant international partners in the eradication of preventable diseases and the promotion of good health on the continent.

In January 2015, at the 24th Ordinary Session of the Assembly of the AU, held in Addis Ababa, Ethiopia, Heads of State agreed to the call from the African people to fully dedicate their time and energies to the achievement of a set 7 Aspirations to ensure the development of an Africa that they wanted to have and live in. These Aspirations contained in the AU Agenda 2063 are:

- a) A prosperous Africa based on inclusive growth and sustainable development;
- b) An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- c) An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- d) A peaceful and secure Africa;
- e) An Africa with a strong cultural identity, common heritage, values and ethics;
- f) An Africa where development is people-driven, unleashing the potential of its women and youth; and
- g) Africa as a strong, united and influential global player and partner.

The AU Agenda 2063 is an endogenous plan of transformation. It harnesses the continent's comparative advantages such as its people; history and cultures; its natural resources; its position and ability to reposition itself in the world to effect equitable and people-centred social, economic and technological transformation that will lead to the eradication of poverty. The agenda stresses on Africa's vision and roadmap for sequencing our sectoral and normative national, regional and continental plans into a coherent whole. It is a call to action to all Africans and people of African descent, to take personal responsibility for the destiny of the continent as the primary agents of change and transformation. It is a commitment from national, regional and continental governments, leadership, institutions and citizens to act, coordinate and cooperate for the realization of this vision.

Cooperatives operate on the values of self-help, self-responsibility, democracy, equality, equity and solidarity and believe in the ethical values of honesty, openness, social responsibility and caring for others, tenets essential for the realization of the AU Agenda 2063, if well harnessed. Cooperatives in Africa believe that through the principles of Voluntary and Open Membership, Democratic Member Control, Member Economic Participation, Autonomy and Independence, Education, Training and Information, Co-operation among Co-operatives and Concern for Community, AU Agenda 2063 is achievable.

Cooperatives are recognized globally as vehicles for social, economic, environmental and cultural empowerment and development, directly benefiting 1 billion members. Data from India and Africa indicate that consumer needs of 67% of rural households in India are supplied by co-operatives; the 300 largest co-operatives had a combined annual turnover of USD 2 trillion (in 2010) and in Africa 40% of households belong to a co-operative². These figures for the Continent, together with the country reports that have been presented over the years have highlighted the important role cooperatives play in the achievement of Agenda 2063 and it was for this reason that this year's Theme sought to establish a linkage between the regional development Agenda and the Regional Cooperative Agenda.

² Alliance. 2013. Blueprint for a Cooperative Decade. 2

1.2 Objectives

The objectives of the conference are:

- To bring governments and co-operative movement leaders in a forum to take stock of achievements made based on resolutions of the 10th Africa Co-operative Ministerial Conference held in Kigali, Rwanda and
- To deliberate on how best the advantages of the co-operative business model can be harnessed to contribute towards the AU Agenda 2063 and to engage with the governments to achieve this objective.

1.3 Delegates:

The delegates from government, the cooperative movement, international and regional development partners attended the Conference. Countries represented at the Conference were Botswana, Canada, the Democratic Republic of the Congo, Kenya, Lesotho, Namibia, Rwanda, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.

The delegates included the Honourable Mokgweetsi Masisi the Vice President of Botswana, Honourable Vincent T Seretse the Minister of Trade & Industry in Botswana, Honourable Francois Kanimba, the Minister of Trade & Industry for Rwanda, Honourable Thabiso Litsiba, the Minister of Trade & Industry, Cooperatives & Marketing in Lesotho, and Honourable Moeketsi Mofammere, the Principle Secretary for Lesotho.

Country representatives included the Honourably Mbapeua Muvangua Namibia High Commissioner to Botswana, Honourable Daniel Maanzo a Member of Parliament from Kenya, Honourable Mdu Lembede South Africa High Commissioner to Botswana, the Honourable Wesley Chikwamu from Zambia and Ambassador Thomas Mandigora from Zimbabwe.

The Alliance Africa was represented by the President, Mr Stanley Muchiri and board members, Eng. Jibrin Bala Abuja (the Vice President), Mr Mike Duru, Mr Japheth Magomere, Mr Augustine Katarwa and Mr Tom Tar (CEO CFN). The International Cooperative Alliance (Alliance) was represented by its Director General Mr Charles Gould. The Regional Director Dr Chiyoge B. Sifa headed the team from the Alliance Africa Regional Office. Staff from the Department of Trade & Industry (Botswana) assisted in the organization of the event. The Botswana Cooperative Association (BOCA) delegation was headed by their Chairperson, Mr Smarts Shabani.

The Commissioners of Cooperatives, Ms Loide Jason (Namibia), Ms Elizabeth Lekoetje (Lesotho) and Dr Jeremiah Nyatichi (Kenya) and the Deputy-Commissioner for Cooperatives Mr H Gilbert (Rwanda) also attended the conference. Alliance Africa partners attending the meeting included Professor Faustine Bee (Moshi Cooperative University); Dr Mohammed Kerre (PERC-PACE International); Prof. Douglas Shitanda and Prof Esther Gicheru (Co-operative University College Kenya); Mr Hermann Spitz (European Union); Ms Cebisile Nyambe (International Labour Organization); Mr ShimellesTenaw (University of Helsinki); Mr Stéphane Bertrand (Executive Director, International Cooperative Summit); and Ms Ursula Titus (Ad Hoc Chair of Alliance Africa Cooperative Law Committee).



2. PRE-CONFERENCE MEETING

2.1 Welcoming and Opening Remarks:

The pre-conference meeting held on 12 October provided space for government officials working with cooperatives and members of the cooperative movement to deliberate on how the cooperative business model contributes to the achievement of the 7 aspirations contained in Agenda 2063. The day's session was chaired by Professor Douglas Shitanda. Welcoming and opening remarks were made by Mr. Smarts Shabani, Dr Chiyoge B Sifa, Mr. Stanley Muchiri and Mr. Charles Gould. The keynote address was delivered by Dr. Mohammed Kerre.

BOCA Chairperson – Mr Smarts Shabani

Mr Shabani in his welcoming remarks pointed out that the main agenda of cooperatives in Africa is member empowerment, poverty eradication and member participation, member wealth creation and positioning cooperatives in the world socio-economy development agenda. The African Cooperative Development Strategy is anchored on the Blueprint³ and the 2020 Vision which seeks to generate acceptable benefits to the Alliance Africa member organizations by means of enriching the participation of members. This, he indicated, positions cooperatives as builders of sustainable businesses creating a lasting impression in human development.



Botswana's Comprehensive Cooperative Transformation Strategy is fully harmonised with African and international agenda and covers amongst others rebranding, linkages, financial insurance, youth engagement, mind-set, good governance and democratic member participation. It is for this reason that Botswana is open to sharing knowledge and experiences with the global community.

Alliance Africa President - Mr Stanley Muchiri

Mr Muchiri highlighted the importance of coordination amongst stakeholders at national and regional levels, in order to accelerate socio-economic development in Africa. It is for this reason that the ACCM forum has brought together government and the cooperative movement to interrogate the regional development agenda of the **African Union, Agenda 2063: The Africa We Want**, and to ensure the future alignment of the cooperative movement's activities to the AU Agenda.

Alliance Director General - Mr Charles Gould

Mr Charles Gould indicated that there was a sense of rebirth and growth of cooperatives in development all across Africa. There is demonstrated commitment from cooperatives that the model will be part of that growth so that the benefits flow back to individuals in the communities and not just to corporations. It is for this concern that The Alliance has engaged policy makers and all good people, at national, regional and international levels to champion the cooperatives model in human development. Today, the United Nations, the World Bank and other groups appreciate the role of cooperatives in development. Our engagement with the UN is because the United Nations (UN) development goals set shape next generation strategies for countries, and these influence resource allocations and shape priorities that ensure that progress is made in achieving these goals. Over the last 20 years there were the Millennium Development Goals (MDGs) and the next set of goals are the Sustainable Development Goals (SDGs) and these were adopted at the UN⁴ and will direct development priorities for the next 15 years.

³ International Cooperative Alliance. 2013. Blueprint for a Cooperative Decade.

⁴ UN General Assembly Resolution Adopted on 25 September 2015

In the development of the Blueprint, the International Cooperative Alliance (Alliance) identified five areas where they will develop “game-changing strategies to really advance the cooperative model”. One of these areas is sustainability because The Alliance “believes the cooperative model is more sustainable by design”. Decision-making is done by members living in the communities who need to balance the livelihood opportunities with the impact these will have within the larger community. The Alliance is committed to ensuring that the UN goals recognize that cooperatives are instrumental in achieving the goals, because this will be the base from which to work for the next 15 years.

The Alliance has also succeeded in securing the inclusion of cooperatives in the UN goals that acknowledges the importance of cooperatives in a diverse private sector. This was a high priority for the Alliance to get recognized at that level so cooperatives are seen as essential to the type of economy that is unfolding. In 2012, at the launch of the UN International Year of Cooperatives the President of the Alliance, Pauline Green, in her address to the UN General Assembly, set forth the three goals of the Alliance:

- a. that the specific framework of cooperatives be recognized in public policy;
- b. that the cooperative model of business is given equal recognition as the stock-market model and
- c. that there is greater diversification of the global economy.

This is the level of recognition that the Alliance wants for cooperatives and this breakthrough at the UN General Assembly was significant in terms of advocating for recognition of the model and the Alliance will be using this as a launch pad for its work in coming years. The Alliance has also been active in the smaller geo-political groupings such as the G20⁵ and G7⁶. It has been actively involved in the G20 this year, hosted by Turkey. The Alliance will be convening its next General Assembly in Turkey in November 2015 at which it will evaluate the Blueprint, its achievements in the last couple of years and proposing steps for the next stage of the Blueprint.

ACMC Out-going Chair Honourable - Mr Francois Kanimba

The Honourable Francois Kanimba attended the pre-conference meeting and in his few welcoming remarks recognized the importance of the African cooperative movement and noted his amazement at the efforts cooperatives are continuing to make.

Alliance Africa Regional Director - Dr Chiyoge B Sifa

Dr Chiyoge took the opportunity to thank the Out-going Chairperson, the Honourable Francis Kanimba for his commitment in serving as Chair of the ACMC over the last 3 years and his contribution to the cooperative movement in Africa. She also thanked Mr Charles Gould the Alliance Director General and the Alliance Africa Vice President Engineer Bala for their commitment to the cause of cooperatives in Africa.

In setting the scene for the conference she stated that the African Cooperative Ministerial Conference began in Botswana in 1984 and now 31 years later it has come full circle and is back in Botswana. Previous conference had been held in Tanzania, Mauritius, Swaziland, Uganda, Lesotho, Kenya and Rwanda. This conference came about in response to a need identified by the members of the Alliance. She outlined the objectives of the conference which is firstly to help improve the relationship between the governments in Africa and their respective cooperative movement; secondly to review the progress that has been made and to set the targets for the future. It is important that the cooperative movement aligns its goals and actions to the whole of the African continent. This 11th Conference takes stock of what has been achieved since the 10th Conference that was held in Kigali and to deliberate on how the advantages of the cooperative model could be harnessed to contribute towards AU Agenda 2063. The presentations that were provided during the day provided delegates with an overview of the key aspirations contained in Agenda 2063, specifically the 7 sub-themes adapted from Agenda 2063:

⁵ Group of Twenty. Informal group of 19 countries and the EU with representatives from various international organizations. The mandate is to promote growth and economic development across the globe. Members: G7 +12 other nations+ EU. www.g20.org

⁶ Group of Seven. Informal bloc of industrialized democracies to discuss issues such as global economic governance, international security, and energy policy. Members: Canada, France, Germany, Italy, Japan, United Kingdom and the United States

- i. A prosperous Africa based on inclusive growth and sustainable development through the co-operatives business model;
- ii. Reviving Pan Africanism and the vision of Africa's Renaissance through co-operative identity;
- iii. Fostering an Africa of good governance, democracy, respect for human rights, justice and the rule of law through co-operative enterprises;
- iv. The role of co-operatives in building a peaceful and secure Africa;
- v. Matching co-operative Values and Principles with African cultural identity, heritage, values and ethics;
- vi. Accelerating Africa's development by encouraging the participation of youth and women at all levels in Co-operatives ; and
- vii. Contribution of co-operatives to a strong, united and influential Africa.

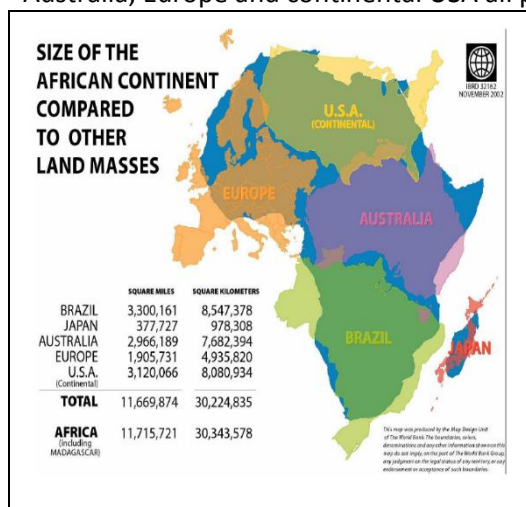
The AU Agenda 2063 sets out 13 goals and these are: (i) eradicate poverty in our generation by 2025; (ii) education and skills revolution and actively promoting science, technology research and innovation; (iii) transformation, growth and industrialisation of our economy through beneficiation and value-addition of natural resources; (iv) consolidate the modernization of African agriculture and agro-businesses; (v) address climate change and preserve the environment through community based initiatives; (vi) connect Africa through world-class infrastructure with a concerted push to finance and implement the major infrastructure projects; (vii) support young people as drivers of Africa's renaissance; (viii) silence the guns by 2020 by encouraging diversity and collectiveness; (ix) achieve gender parity by 2020 in public and private institution; (x) introduce an African Passport; (xi) consolidate a democratic and people-centred Africa; (xii) enhance Africa's united voice in global negotiations; and (xiii) strengthen domestic resource mobilization, build continental capital markets and financial institutions, and reverse the illicit flows of capital from the continent by 2025.

Dr. Chiyoje called upon delegates to define the precise role to be undertaken by the cooperative movement towards the realization of AU Agenda 2063.

2.2 Key-Note Address: Dr Mohammed Kerre

Dr Kerre gave an overview of Africa in the context of the **African Union Agenda 2063, The Africa We Want.**

In terms of its size the African continent (including Madagascar) is equal to the sizes of Brazil, Japan, Australia, Europe and continental USA all put together. Yet Africa faces serious challenges of poverty, health



population growth and urbanization, low productivity and threats of climate change: 75% of the world's poorest countries are located in Africa; approximately 1 in 3 people living in sub-Saharan Africa are undernourished; today approximately 414 million people are living in extreme poverty in sub-Saharan Africa, and it is projected that it will be 1.2 billion by 2063. Human poverty in Africa is alarming and the challenge for Africa is to build human capital of the poor in order to foster equality of opportunity. Notwithstanding the serious challenges the Continent is a home to major natural resources: 46% of the world's diamond supply and 21%, 16% and 62% of its supply of gold, uranium and platinum respectively comes from Africa and nearly 60% of the world's arable land is in Africa. Africa has the best, yet lacks the basics.

Africa has been identified as the fastest growing continental economy on the planet, yet what is growing fastest is the accumulation of debt both medium and long-term owned to official creditors (World Bank, IMF, IFC, etc.) and private creditors. While real GDP growth put at 5.8% 2010-2012 growth in debt has been 20.3% and it is projected to stand at 150% of GDP by end of 2015. Continental Africa Human Development Index (HDI)⁷ stands at less than 0.50 (2013) compared to World average of 0.70, Europe and Central Asia 0.74, Latin America and the Caribbean 0.74, East Asia and Pacific 0.70, Arab States 0.68, South Asia 0.59, the USA 0.914, and United Kingdom 0.892. The Continent, also has the smallest basket of private wealth USD 2.1 trillion (2013) compared to Latin America USD 4.9, Eastern Europe USD 2.6, Middle East USD 3.1, North America 44.9, and World average of USD 149.9 trillion. The Africa's dilemma can be found in its flawed policies and intervention strategies. These policies involve failure with regard to framing of challenges, diagnosis, choice of remedies, and lack of deep solutions, leaving Africa at a "risk of deflation, with slow growth, high unemployment, rising inequality, and a humanitarian crisis threatening the poorest and marginalized".

Development in Africa will also take form and on sustainable basis with increased higher education enrolment. Higher education enrolment rates in sub-Saharan Africa are among the lowest in the world, averaging 5% compared to Korea at 50%. International economists have considered this fact irrelevant to Africa's development and have advised African governments to reduce university budgets. However, the correlation between university enrolment rates and national income is strong. No high income country, other than Switzerland, has university enrolment less than 50%, while Korea's growth in wealth occurred simultaneously with 10-fold increase in university population.

As Africa strives to become a knowledge society, and as demanded by Agenda 2063, tertiary education can help African economies to keep up or catch up with more technologically advanced societies. Higher education graduates are likely to be more aware of and better able to use new technologies, develop new tools and skills themselves, and improve the skills and understanding of non-graduate coworkers, while the greater confidence and know-how inculcated by advanced schooling may generate entrepreneurship, with positive effects on job creation. In addition higher education can lead to economic growth through both private and public channels. The private benefits for individuals include better employment prospects, higher salaries, and a greater ability to save and invest resulting in better health and improved quality of life, thus setting off a virtuous spiral in which life expectancy improvements enable individuals to work more productively over a longer time further boosting lifetime earnings. Public benefits are less widely recognized, which explains many governments' neglect of tertiary schooling as a vehicle for public investment. But individual gains can also benefit society as a whole. Higher earnings for well-educated individuals raise tax revenues for governments and ease demands on state finances. They also translate into greater consumption, which benefits producers from all educational backgrounds, cooperatives included.

The experience from implementing the Millennium Development Goals (MDGs) reveal that the capacity to generate, manage and apply data shapes implementation and informs the success. It is therefore important that progress towards the 13 Actions of Agenda 2063 be tracked; hence there should be a focus on data collection and analysis. Agenda 2063 won't do Africa much good if the continent does not move fast to develop the capacity for big data. Presently the continent ranks poorly in timely collection and application of data to the extent that 99% of its data is not used, there are questions on data integrity and quality, data analytics, data stewardship and security, and general management of research data.

Agenda 2063 identifies a lot of goals, even more targets, and indicators. These in themselves, describe a series of options. The effective implementation and realization will depend more on how the different

⁷ HDI emphasizes the position of people and their capabilities in assessing development of a country. It integrates national policy and impact on human development. It is a summary measure of achievement in long and healthy life, being knowledge, and having a decent standard of living (UNDP).

governments will navigate over these complex maps to attain the goals decided upon. This rests on the political will, commitment to action and a paradigms shift needed to nurture, steer, and sustain and galvanize the stakeholders towards effective implementation and realization of envisaged results.

Cooperatives are “vital to the African economy, driving growth and innovation and tackling major social and business challenges”. Cooperatives are encouraged to start thinking in terms of circular economy models for their businesses. This will assist in improving the efficient use of resources and also have financial benefits for the co-operative. In a circular economy “more value is created while reducing dependence on scarce resources; products are designed to enable cycles of disassembly and reuse, thus reducing or eliminating waste; it restores material, energy, and labour inputs that would benefit business and society alike.”

In conclusion “sustained and robust GDP growth is a prerequisite for expanding opportunities in Africa; policy makers and business leaders need to work together to accelerate wealth creation and productive jobs across the continent; this will require many of Africa’s governments to operate in new ways, and to work together with the private sector; possibly for the first time in Africa’s history, the continent has a chance to achieve transformative growth that is widely shared; it is now up to Africa’s leaders, both public and private, to seize this opportunity.”

2.3 Commissions

Participants were divided into 7 commissions to interrogate the 7 Aspirations of Agenda 2063. To lead the discussion on the seven Aspirations were:

1. Mr. Gobe Taziba: A Prosperous Africa Based On Inclusive Growth And Sustainable Development Through The Co-Operatives Business Model;
2. Prof. Esther Gicheru: Reviving Pan Africanism And The Vision Of Africa’s Renaissance Through Co-Operative Identity;
3. Ms. Ursula Titus: Fostering An Africa Of Good Governance, Democracy, Respect For Human Rights, Justice And The Rule Of Law Through Co-Operative Enterprises;
4. Ms. Cebisile Nyambe: The Role Of Co-Operatives In Building A Peaceful And Secure Africa;
5. Mr. Shimelles Tenaw: Matching Co-Operative Values And Principles With African Cultural Identity, Heritage, Values And Ethics;
6. Mr. George Ombado: Accelerating Africa’s Development By Encouraging The Participation Of Youth And Women At All Levels In Co-Operatives ; and
7. Mr. James Olesitse: Contribution of Co-Operatives to a Strong, United and Influential Africa.

2.4 Summary of Commissions

Listed below are some of the highlights of the findings of the commissions (Please refer to Annex 4for the complete summaries).

Aspiration 1: A Prosperous Africa Based On Inclusive Growth and Sustainable Development through the Co-Operatives Business Model

Co-operatives are necessary and significant for the achievement of sustainable development Goals (SDGs). For this reason there needs to be a revival and re-engineering of co-operatives to attract more members, improve productivity, and the status of the cooperatives business model in development. Advocacy, publicity and awareness of the value and benefits of co-operatives should be increased. Cooperative education should be incorporated in school curriculum at an early age. Participation of youth in

cooperatives should be improved and cooperatives should create strong and genuine synergies with other core stakeholders.

Aspiration 2: Reviving Pan Africanism and the vision of Africa's Renaissance through Co-operative Identity

The two concepts - Pan Africanism and African Renaissance should be incorporated into the cooperative movement to bridge the diversity of visions which had plagued the continent and thereby unify the continent through a shared vision. Accountability and proper record keeping must be part of the rebirth process in the cooperative movement. The introduction of appropriate technology that is capable of compressing the time and space of transactions, such as verifications and validations, will make for transparency and better management of the cooperative businesses in line with best practice. The cooperative movement must be empowered to create wealth across borders and leverage appropriate technologies. Pan Africanism and African renaissance resonate with Cooperative Objectives.

Aspiration 3: Fostering an Africa of good governance, democracy, respect for human rights, justice and the rule of law through Co-operative enterprises;

- Cooperatives should include a culture of **good governance** with a shared vision that will ensure the achievement of a common good for all citizens. It should be driven by participatory democracy with emphasis on transparency that holds cooperative leaders accountable for their actions. Cooperatives should promote equity and inclusiveness and women should be encouraged to play a key role in leadership positions.
- Cooperatives recognize the **principle of democracy** and also put it into practice in their operations - they are entities that are run by the members for the members. However, training is required to get all members to actively participate in the decision-making in their cooperatives.
- Through the continued promotion and support of cooperatives such as housing, ICT, health and SACCOs, cooperatives uphold members' dignity by providing them with housing, access to information, education, doctors, well-equipped medical facilities and access to finances.
- Cooperatives need supportive cooperative laws and policies to provide a regulatory framework within which they can operate; this will provide cooperatives with guidance on how to manage and resolve conflicts and take action against wrong-doers. However, there is a lack of knowledge about existing cooperative laws amongst members.

Aspiration 4: The Role of Co-operatives in building a peaceful and secure Africa;

Co-operatives are invaluable organizational tools for enabling communities to design unique and innovative solutions to their own special problems, for example crime control, conflict resolution, and maintenance of stable, peaceful and equitable societies. Co-operatives contribute to the achievement of peace and security by creating employment for the unemployed, especially the youth who in many cases are perpetrators of crime in communities. Cooperatives promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Cooperatives can play an active role as brokers of peace and development in communities, affected by war, violence and other forms of crimes by providing employment, access to basic health care, childcare and counseling. Cooperatives should be given an opportunity to participate and contribute to the national dialogues on peace and security as they have a meaningful contribution to make to peace and security.

Aspiration 5: Matching Co-operative Values and Principles with African cultural identity, heritage, values and ethics;

Even if we originate from different countries cooperatively we are identified as Africans. As African co-operators we have one common identity. African cooperatives have fully participated in the restructuring of African cooperative development. Africans are communal people (heritage). As less privileged African woman must come together to form cooperative societies to address issues of socio economic situations and alleviate poverty because about 75% of Africa's population live in poverty. The Cooperative Decade is an opportunity to promote and focus on African development through the participation of every member.

Aspiration 6: Accelerating Africa's development by encouraging the participation of youth and women at all levels in Co-operatives;

It was noted that 65% of the total population of Africa are below 35 years and that of this 35% are between the ages of 15-35 years. Co-operatives should be encouraged to establish a 30% Gender Rule; as there is a need to address the Generation Disparity. Co-operative leaders should mentor and provide opportunities for the younger generation. Co-operatives are encouraged to focus on members at all times and at all costs. Cooperatives need to adopt professionalism as this will assist them in improving co-operative sustainability and growth.

Aspiration 7: Contribution of Co-operatives to a strong, united and influential Africa.

Cooperatives for youth and women empower the youth and women of Africa. Cooperative studies should be introduced in schools and universities and special curricula should be tailored to train youth and women cooperative leaders. Cooperatives should ensure that they elect good leadership. Cooperatives need to harness the intellectual pool of co-operators to consult with and assist with research work. Cooperatives in African should consider establishing a common trading market to facilitate trade between cooperatives, using the existing economic blocks. Governments should be lobbied by the Alliance to build and develop infrastructure to enable cooperatives to network and exploit the advantage of technology.

3. CONFERENCE PROCEEDINGS

Official proceedings for the 11thACMC commenced on 13 October and closed on 14 October 2015 and were facilitated by Mr Modukanele Modukanele (13th) and Prof. Douglas Shitanda (14th).

3.1 Adoption of the Agenda

The Agenda for the meeting as adopted. Please see Annex 5.

3.2 Election of the Conference Chairperson

The Honourable Vincent T Seretse Minister of Trade and Industry was elected as the Conference Chairperson for the next three years

3.3 Address by the Out-Going Chairperson: Hon. Francois Kanimba

Out-going Chair of the ACMC, the Hon. Francois Kanimba, noted his appreciation to the Government and people of Botswana for hosting the 11th ACMC, for their warmth and hospitality extended to all delegates and for the excellent facilities provided for the conference. He gave a special vote of thanks to the team that worked to implement the recommendations adopted at the 10th ACMC held in Kigali, Rwanda in 2012. He thanked the Alliance Africa partners for their support. The conference provides an opportunity for governments and co-operators to share knowledge and best practices on cooperative development. The cooperative movement in Africa was making good progress, The Endowment Trust Fund has grown, membership has grown and service to members has improved. The Alliance Africa is conducting a feasibility study on the development of an African Cooperative Bank. Cooperatives need to adopt an approach that integrates the social, economic, political and environmental dimensions of the cooperative model and that co-operators play an active role in the achievement of the Sustainable Development Goals. The Hon. F Kanimba extended a warm welcome to the Hon. V T Seretse who is taking over the Chairmanship of the ACMC for the next 3 years.



3.4 Address by the In-Coming Chairperson: Hon. Vincent T. Seretse

The Hon. V T Seretse in his acceptance speech expressed his gratitude to His Honour The Vice-President Mokgweetsi Masisi for accepting the invitation to open the Conference. He acknowledged that he was mindful of the new duties and responsibilities as Chairperson of the ACMC and pledged to perform these with vigour. He thanked the Out-going Chairperson for undertaking his responsibilities with distinction. He applauded the support given to the Chairperson by the Alliance Africa Regional Office and its partners and pledged his commitment and dedication to enhance the agenda of the cooperative movement and endeavours to uphold the dignity of cooperatives. He concurred that the cooperative model is considered one of the best ways to address unemployment and reduction of poverty, particularly amongst the rural poor, and noted that the global membership numbers attest to this.

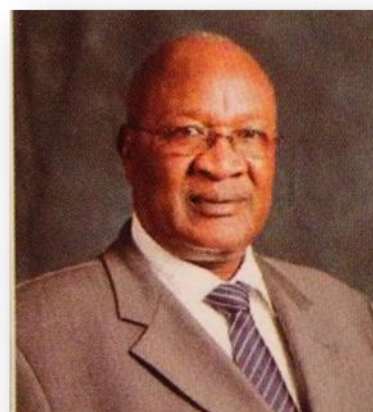


He committed to drive the Agenda of the Alliance Africa a notch higher and to ensure the implementation of resolutions of made at the Conference. During his term, he promised to focus on the following:

- a. To encourage primary cooperatives to support their apex organizations;
- b. To support the growth of a vibrant sub-regional blocks of the Alliance Africa;
- c. To engage both Regional Economic blocks and the AU for increased recognition of Alliance Africa as part of their structures and
- d. Promote trade amongst cooperatives through annual Cooperative Trade Expos in Africa, this should promote and increase membership and broaden the cooperative movement network.

3.5 President of Alliance Africa: Stanley Muchiri

Mr Stanley Muchiri reiterated that the APMC was commissioned to improve relations between African governments and their cooperative movements. The APMC can boast that there have been improved relationships between the cooperative movement and their respective governments. This is demonstrated by the numerous projects between Governments and their cooperative movements resulting in better socio-economic conditions.



On the proposed AU Agenda 2063, the President stated that it was the first time the Alliance attempts to coordinate cooperative efforts with the dreams and aspiration of all the people of Africa. The Conference follows on the successful launch of the Africa Cooperative Development Strategy, 2013 -2016, that is aimed at aligning African government interventions with the priorities of the movement. He observed that the Cooperative Development Strategy is a framework that could increase member participation and governance to new levels as it seeks

- to position cooperatives as builders of sustainability;
- build the image of cooperatives and secure its identity;
- ensure supportive legal frameworks and
- secure reliable cooperative capital while guaranteeing member control.

He urged members of the Alliance to align their strategies to the Africa Cooperative Development Strategy, and noted that they remain an important means through which Africans can collectively participate in the social and economic development processes in their countries. Africa faces many challenges and occupies a subaltern position in the global community. However, these should not deter the African people, because together they can face today with more optimism and tackle these impeding issues.

He observed that on the Principle of Accountability it is important that the movement stakes stock of achievements and for this reason the Conference was of great value. He urged members to engage more actively with the Alliance Africa whose mandate [is] to facilitate cooperatives organizations and their members primarily to pursue social, economic and environmentally sustainable interests effectively and efficiently through the cooperative business model. He thanked the Out-going Chairperson, Hon. Francois Kanimba, for the sacrifice he made and the successes achieved, noting that it was during his term that the Alliance Africa managed to secure permanent offices. He welcomed the In-coming Chairperson, Hon. Vincent T Seretse and encouraged him to maintain the momentum left by the Out-going Chair.

Countries present were asked to continue their support to the Alliance Africa through contributions to the Alliance Africa Endowment Trust Fund. The Alliance Africa acknowledges and appreciates the countries who have honoured their commitment to the Alliance Africa Endowment Trust Fund.

3.6 Guest of Honour, His Honour The Vice President Mokgweetsi Masisi,

The guest of honour, The Honourable Mokgweetsi Masisi, the Vice President of Botswana welcomed the delegates to Botswana. Since the start of the APMC, the cooperative movement has witnessed tremendous growth in terms of its business model and membership. The AU Agenda 2063: The Africa We Want underpins the Continent's comparative advantages such as its people, history, culture, natural resources and its position; it is people centred and expected to bring about social, economic and technological transformation which will lead to the eradication of abject poverty and bring prosperity to Africa through and by its people.

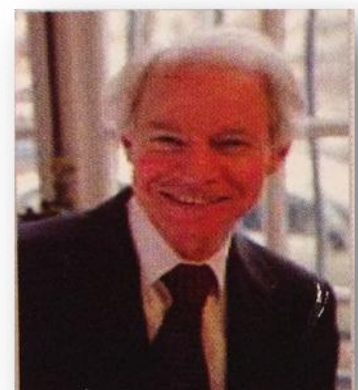


However, delegates should not be lost to the reality that AU members just endorsed the 17 Sustainable Development Goals (SDGs) with their 169 targets and the fact that a huge gap exists in power generation capabilities between Africa and the developed world, with which people in Africa tend to compete. Development planning should consider this. Governments are committed to Agenda 2063; the question is now how individuals and their respective governments intend to use the co-operative business form to achieve these commitments. Delegates were encouraged to increase the visibility of cooperatives during the upcoming meeting between the Heads of State / Governments and the AU and to take that opportunity to share with them the cooperative agenda and gain support for the cooperative movement.

Botswana has developed the country's Cooperative Transformation Strategy that will seek to transform the cooperative societies into viable, profitable, and sustainable business entities and will develop new generation cooperatives based on modern business practices. Youth are forming cooperatives in the ICT and auditing sectors, cooperatives are manufacturing unique tapestries and there has been a growth in the Savings and Credit Cooperatives in Botswana. He reiterated his government's commitment to Alliance Africa and commits further that, over the next three years they will do their utmost to drive the mandate of the Alliance including the recommendations emanating from the conference. He declared the conference officially opened.

3.7 Director General of the Alliance

Mr Charles Gould provided an update on the Alliance Vision 2020. The achievements of the UN International Year of Cooperatives encouraged the Alliance to think about a longer-term leading to the development of the Blueprint Strategy. The Blueprint identifies five pillars: Participation, Sustainability, Identity, Legal Frameworks and Capital. Participation, Sustainability are the areas that speak to the fundamental difference of the cooperative model. Cooperatives have specific advantages in specific situations and in particular are a more participative model. This means that individuals have a voice in the management of the cooperative. There is



increasing attention on sustainability globally, emphasis being placed on the need to have sustainable models in the environmental, social and economic spheres. In the area of Identity, coops need to lead with the cooperative identity to ensure that the message of their impact is heard. They should also ensure that appropriate legal frameworks and capital are made available to service and sustain their cooperative business.

Some of the achievements to date include

- **Thought Leadership Paper on Cooperative Governance:** written by cooperative leaders around the world. This paper was developed in response to a need to think more deeply about existing challenges some larger cooperatives are experiencing in the current economic environment. It is about cooperative governance and this paper helps to identify what are the good points and where are the challenges in the model and helps to identify strategies to guard against the risks.
- **The Report on Leadership in Cooperatives by Women:** this is a gender equality study. Cooperatives from the start have provided women with equal votes and women are strong in leadership. However, they are not as involved in every country as they should be and this report provided some good data that can guide further work in this area.
- **A Sustainability Scan:** to provide data that substantiates the claim that the cooperative model by design is inclined to be more sustainable in its practises than other models; the scan also provides data to verify the truthfulness of the claim.
- **A Sustainability Advisory Group:** so that people on the ground can advise the Alliance in this area.
- **Feasibility Study from Dahlberg for a C2C Trade Initiative:** to help cooperatives deal with trade issues in a bid to promote and support more trade between cooperatives. However, there are some challenges to address such as improving public demand for goods produced by cooperatives.
- **Global Cooperative Marque:** to build brand awareness over time.
- **Global Video Marketing Campaign,** the “what if?” social media campaign to reach the next generation of co-operators.
- **Guidance Notes on the Cooperative Principles:** provides an interpretation of the principles and some recommendations on how to deal with challenging issues. The idea is to allow the next generation to think about how to apply the principles to new and emerging situations.
- **Doing Cooperative Business Report:** helps to identify how to create legal environment to promote coop prosperity and what cooperatives need to be successful and provides indicators to assess how cooperative friendly countries are.
- **Capital Survey:** recognition that even business models that are not capital based still need capital; historically capital came from member shares and this has not always been adequate for the cooperative to get to the next level; the question that the survey helped answer was where do cooperatives get growth capital.
- **Cooperative Roundtable:** the Alliance has a small staff, relies on its member networks, and is reliant on them to provide direction. The Cooperative Roundtable is driving the global campaign; these tend to be front-line primary coops who know how business works who advise on what will work on the ground; help to keep us honest;
- **Leadership Circle:** are driving some of these Alliance strategies.
- **World Cooperative Monitor:** provides proof of the success of the cooperative model globally
- **UN SGDs / B20:** The UN in the SGDs gives recognition that cooperatives are a part of the global economy. This reference gives cooperatives greater credibility that can now be used in discussions at national levels. The Alliance is also working through the G20; cooperatives are now being represented at the B20 (business forum of the G20) ensuring that voice of cooperatives are being heard.

During these first couple of years of the implementation of the Blueprint, the Alliance started some of the basics that were needed on which to build on in order to achieve the Vision 2020. Cooperatives across the globe have continued to ensure that the hard work of individuals and the resources of the communities benefit the individuals and communities rather than others who have the power to exploit them.

He informed the Conference that the International Cooperative Alliance established 120 years ago in London, has members from 100 countries who work through the Alliance to ensure that the cooperative model is understood by policy makers. In order to ensure that the legal and political environments are supportive to cooperatives and that there is recognition that the cooperative model is different from other enterprise models. They also work through the Alliance towards ensuring that the media hears about the successes and impact of cooperatives; how through cooperatives livelihoods are secured and decent jobs created and how sustainable communities are supported.

He announced that Alliance members from over 100 countries will be meeting in Antalya, Turkey in November for the Alliance's bi-annual Global Conference. This Conference will offer an opportunity for cooperatives to share stories, see what progress has been made and plan for the future. In Africa, progress has been made with the Africa Endowment Trust Fund (ETF) that had a strong start. Its vision was to receive USD1 from every co-operator in Africa that would help develop the movement across the Continent. Cooperatives always had a long-term view and worked towards that long-term vision because they know what they want the future to look like. It is for this reason that they have been such a sustainable model. Today, 120 years after the Alliance was founded, it has 1 billion individuals who are members of cooperatives in 100 countries across the world.

3.8 Country Progress Reports: 2012 – 2015

The Progress Report on Cooperative Development in Africa (2012- 2015) was presented by Professor Faustine Bee from the Cooperative University Moshi. A hard copy of the report was made available to delegates and is accessible on the Alliance Website.

3.9 Alliance Africa Progress and Update Report

The Regional Director for Alliance Africa provided a report on Aligning the Africa Cooperative Development Strategy with the AU Agenda2063.

Some of the key activities planned are as follows:

- Assist in development of case studies and identification of best practices;
- Support the establishment of Leadership Circles of 10-15 co-operatives to foster Global 300 participation;
- Assist in the development of an online Co-operative University for co-operators and members of the public interested in learning more about co-operation;
- Assist in the establishment of Co-operative World Leader educational programme;
- Assist in drafting Governance Certification programme. Review existing programmes, e.g. ICA Americas, ICA Housing;
- Establishment of a cooperative startup support system;
- Annual review of country cooperative development plans;
- Continuous country research to identify gaps that exists in the development of the cooperatives in the areas of focus; especially in underdeveloped sectors to create the necessary impetus;
- Lead the planning and generation of revenue and revenue sources to finance activities for Regional Office and Sectoral and Thematic Committees;



- Develop linkages with development partners interested in the development of cooperatives and related fields in the region;
- Provide an enabling and facilitative environment for development partners and agencies to carry out their mandate through the Alliance Africa structure;
- Create a think-tank for cooperative development in the region. Coordinate regional programs in research and leadership development;
- Develop and coordinate exchange programs and study visits;
- Coordinate management and dissemination of scholarly information among the stakeholders;
- Coordinate and push for shared cooperative curriculum development in institutions of higher learning in the region; and
- Capacity building program for national institutions and co-operatives.

The Alliance Africa has the following Thematic Committees in preparedness towards AU Agenda 2063 and for posterity of the cooperative movement: Gender and Research Committee; Legislative Committee; Housing Committee; Banking Committee; Agriculture Committee and Youth Committee. Representatives from the Gender and Research Committee, Legislative Committee and Banking Committee gave brief overviews of the work of the committees.

3.10 European Union

Presentation by Mr Hermann Spitz, the Head of Cooperation – Delegation of the EU to Botswana. He noted that the EU recognizes and values the relationship between solidarity and entrepreneurship. The Financing for Development Conference held in Addis Ababa and the Sustainable Development Goals adopted by the UN will frame discussions in the coming years. Both identify the importance of “partnering with civil society and the private sector to achieve inclusive and sustainable growth and catalyse more investment”. New initiatives of the EU include the Electrification Financing Initiative that was launched this year, the Agriculture Financing Initiative to be launched in 2016 and the Africa Investment Facility (AIF). Sectors to be supported through the AIF include energy, agriculture, transport infrastructure, climate financing and access to finance for small and medium-sized enterprises. Since 2007, through innovative financial instruments such as blending facilities⁸, the EU and its Member States have financed more than 250 projects totalling more than 2 billion Euros in grants. Its grant contributions have leveraged over 44 billion Euros in total investments in developing countries.

Private sector partnering is an integral part of EU development cooperation. Through these private sector engagement the EU seeks to support the improvement of regulatory environments, business development support, access to finance and job-creation through micro, small and medium-sized businesses in both the formal and informal sectors. The EU⁹ recognizes the strategic role of cooperative enterprises in international development as “cooperatives and other forms of people-centred businesses are often leading the way in providing decent jobs, sustainable livelihoods and inclusive solutions to social problems”. It is improving its relations with the cooperative sector, specifically through the Alliance. It plans to facilitate access into the EU and global policy-making fora for the Alliance. A strategic partnership agreement is being developed that will frame future interactions and establish a clear plan of action for improved cooperation.

The EU works with governments in developing countries to support private sector development. They provide grant funding across a wide-range of activities having a particular focus on strengthening local

⁸ Blending is an instrument for achieving EU external policy objective, complementary to other aid modalities and pursuing the relevant regional, national and over-arching policy priorities. The principle of the mechanism is to combine EU grants with loans and equity from public and private financiers. The EU grant can be used in a strategic way to attract additional financing for important investments by reducing exposure to risk. www.ec.europa.eu

⁹ EU. 2014. Policy Paper on “A stronger role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries”.

micro, small and medium-sized enterprises. There is an opportunity for cooperatives to engage with the EU in its work with CSOs, specifically their contribution to inclusive and sustainable growth to improve the livelihoods of particularly vulnerable groups.

3.11 Statement of Appreciation, Chair BOCA

Mr Smart Shabani in a brief statement called on cooperatives in the SADC region to walk the talk. He went on to deliver the statement of appreciation to the Government of Botswana and the Ministry of Trade & Industry for hosting the conference. He also noted the appreciation for the contributions made by local cooperatives and thanked the private business sponsors. He applauded the co-operators for attending the conference and their commitment to Africa's development.

4. PLENARY SESSION

4.1 Country Statements:

The Ministers and Country Representatives for Botswana, Lesotho and Rwanda presented their country statements.

4.2 Conference Conclusions & Recommendations

The conference conclusions and Recommendations were presented and adopted. Some amendments were proposed to the Recommendations and these were duly incorporated. The Conclusions and Recommendations are listed below.

4.3 Venue and date of 12th APMC

Lesotho will be hosting the next Africa Cooperative Ministerial Conference, 2018.

4.4 Signing of the Communiqué

The Communiqué is prepared and agreed to by all Ministers and country representatives present. Signature of the documents is a reaffirmation by the Ministers of their commitment to the promotion and development of cooperatives in Africa for the next three-year period. Please see Annex 3 for the 11th APMC Communiqué signed by Ministers and country Representatives present.

4.5 Closing Remarks: Hon Sadique Kebona

The closing remarks were delivered by Honourable Advocate Sadique Kebona, Assistant Minister, Ministry of Industry and Trade, Botswana. He commended all delegates for their attendance and engagement in the Conference that contributed to Communiqué, signed by all Ministers. He lauded the Government of Botswana and the Alliance Africa for their efforts towards ensuring the success of the Conference, and the voice of the cooperative movement in Africa is heard by all, and challenged the delegates to recognize present needs and to work towards improving the African situation.

ANNEX 1: CONCLUSIONS

1. Cooperatives do contribute to the **AU Agenda 2063: The Africa We Want**. They contribute to the 7 aspirations and 13 Actions of the Agenda 2063 to varying degrees and in some cases more needs to be done to ensure that they contribute more fully to the aspirations and actions of Agenda 2063.
 - 1.1 Co-operatives are necessary and significant for the achievement of the Sustainable Development Goals (SDGs).
 - 1.2 Pan Africanism and African Renaissance should be incorporated into the cooperative movement to bridge the diversity of visions which has plagued the continent and thereby unify the continent through a shared vision.
 - 1.3 A culture of good governance and a shared vision ensures the achievement of the common good for all citizens; cooperatives believe and practice democracy – they are entities that are run by the members for the members; cooperatives in housing, ICT, health and SACCOs, ensures members' dignity by providing them with basic human needs; and supportive cooperative laws and policies provide a regulatory framework within which cooperatives operate.
 - 1.4 Cooperatives play an active role as brokers of peace and development in communities, affected by war, violence and other forms of crimes by providing employment, access to basic health care, childcare and counseling.
 - 1.5 Although we originate from different countries, cooperatively we are identified as Africans and as African co-operators we have one common identity and have together supported the restructuring of African cooperative development.
 - 1.6 Approximately 65% of the total population of Africa are below 35years of age; there is a need to address the generation disparity in cooperatives.
 - 1.7 Cooperatives for youth and women empower the youth and women of Africa and good cooperative leadership and inter-cooperative trade promotes growth and development of cooperatives in Africa.
2. Through cooperatives people are able to play a more active role in the achievement of the Sustainable Development Goals (SDGs).
3. There is a need for continued support to the Alliance Africa through the Alliance Africa Endowment Trust Fund.
4. Countries should commit to reporting on cooperative development in their countries through the Alliance-Africa.
5. Through the APMC the relationship between cooperatives and their respective governments has improved.
6. The cooperative movement in Africa is making good progress.
7. The 12th APMC will be held in Lesotho in 2018.

ANNEX 2: RECOMMENDATIONS

1. Members are called on to align their strategies to the Africa Cooperative Development Strategy 2013 - 2016 and beyond.
2. The Africa Cooperative Development Strategy 2013-2016 and beyond should be aligned to AU Agenda 2063.
3. Pan Africanism and African Renaissance should be incorporated into the cooperative movement to bridge the diversity of visions which has plagued the continent and thereby unify the continent through a shared vision.
4. Countries are urged to re-commit to supporting the Alliance Africa through the Alliance Africa Endowment Trust Fund.
5. Each country to organize Co-operative Week and invite the thematic committees of the Alliance Africa to discuss the progress made and way forward for the co-operative development in the respective countries.
6. Alliance Africa to introduce recognition system to recognise the best Co-operative friendly country and best performing co-operatives on the continent.
7. Countries are called on to report to the Alliance Africa on cooperative development in their countries on a regular basis using the Monitoring and Evaluation Framework already developed and adopted in Cape Town in 2013 by the Ministers present.
8. Ministers agree that Recommendations of the 10th Africa Cooperative Ministerial Conference are still valid, at least where little or no progress has been made and recommend countries to continue implementing and reporting on the same. These recommendations are:
 - (i) Structure and Organization of Cooperative Movement
 - Whereas no uniform structure is to be recommended for the region, each country should continuously research on their existing structures to ensure their efficiency, relevance and cost-effectiveness to the movements in their countries.
 - Whatever structures are existing should conform to the policy and legislative instruments in the respective countries as long as they conform to the cooperative values.
 - All cooperatives that are eligible are encouraged to join Alliance.
 - (ii) Co-operative Development Policy and Legislation
 - It is recommended that ILO Recommendation 193 continues to inform the basis for the policy and legislation review processes in the region.
 - The cooperative values and principles should be the cornerstone of all cooperative policies and legislations in the different countries. This is because they increase chances of cooperatives being recognized as a unique business model and enhance their resilience in times of crisis.
 - It is recommended that all countries should focus on completing the process of formulating the policies and review of their legislations to be in place before the next Ministerial Conference. In so doing wide consultations should be held with different stakeholders within the co-operative movement.

- The aspect of sensitization of stakeholders and popularization of the policies also needs to be taken up. Translations and simplification of the Policies and Acts into local languages should be enhanced.
- (iii) Co-operative Finance
- The conference recommended that all countries should work towards establishment of a comprehensive and integrated cooperative financial system at country and regional levels. This includes SACCOs, cooperative banks and cooperative insurance, among others. This imposes the need to develop professional managers who can exercise a position of genuine leadership, based not on superior knowledge alone, but on superior knowledge of the needs of those being led. Governments should develop policies to facilitate these processes.
- (iv) Gender
- The conference recognized the continued gender imbalance within the cooperative movement and the need to redress it at all levels. Countries have already developed gender policies and the cooperative movement interventions to promote gender equality must be aligned to the national gender policies.
 - It was also recognized that the Alliance has already developed and adopted the Gender Strategic Framework. It is recommended that the cooperative movements in the continent should expedite the implementation of the Alliance Gender Strategic Framework which was adopted in the Alliance Africa Regional Assemble in Abuja, Nigeria in 2008.
- (v) Youth
- The conference recognized the continued under-representation of youth within the cooperative movement, despite their demographic strength in the region. Some countries have already developed youth empowerment policies and strategies.
 - The conference recommended that all countries implement strategies and programmes for increasing youth participation in cooperatives.
 - The conference recognizes that in some countries there are special youth programmes and funds. Youth organized as cooperatives should be linked and supported to access opportunities provided by these programmes and funds. Where those programmes and funds do not exist, it is recommended that these be developed.
 - It is recommended that Alliance Africa youth forum be formed to share experiences on youth empowerment and participation in cooperatives.
- (vi) Member Empowerment
- The conference recognized that member empowerment is critical for emergence of a vibrant and sustainable cooperative movement.
 - Member empowerment should be well articulated in the policies and laws and enforced.
 - Countries should design and fund member empowerment programmes.
- (vii) Human Resources Development
- A number of countries have recognized the need to have training institutions for cooperatives and are therefore in the process of establishing them. Others are looking at upgrading their institutions to provide relevant skills demanded by cooperatives.
 - The conference observed that member education and training in most countries is provided by diverse service providers (i.e. training institutions, the movement, the government, and consultants).The content and cost still remain an impediment to members and leaders of co-operatives to access training and education on co-operatives.
 - The conference recommended that HRD institutions within the region should support eachother and share experiences through building a network and professional associations

of training and education institutions to provide quality programmes and to ensure effective delivery mechanisms.

- There has been significant collaboration between cooperative training institutions in the region e.g. Moshi Co-operative University and the Co-operative University College of Kenya have signed an MOU for collaboration in their training programmes. Moshi Co-operative University is collaborating with the cooperative movement in Uganda to offer distance learning programmes for the cooperative movement in Uganda.

(viii) Stronger Regional Collaboration

- The conference has observed that there is lack of greater regional collaboration and trade among cooperatives.
- The conference also recommended that the cooperatives should also take advantage of their regional preferential trade agreements.
- The conference recommended that internal lobbying from the existing regional blocs should be intensified.
- The conference recommended that countries collaborate on HRD training costs.
- The conference recommended joint cooperative trade fairs and exhibitions to be introduced.
- The conference recommended that countries collaborate on investments.

(ix) Information Communication Technology (ICT)

- The conference observed that a number of cooperatives are not yet harnessing the advantages of ICT.
- The conference recommended that cooperatives should embrace ICT.
- The conference recommended that governments be encouraged to assist by providing cooperatives with infrastructure for ICT.
- The conference recommended HRD institutions which train people in co-operative issues should also include ICT skills development in their curriculum.
- ICA encouraged cooperatives to register with the. **coop** domain.

(x) Research and Development

- The conference recognized that research generates new knowledge which enables cooperatives to innovate and remain competitive in their operating environments.
- Some research has been undertaken by Alliance and other development partners, however at national level, there is little or no research undertaken by national apexes, governments and training institutions.
- The conference also noted that there is absence of reliable data on cooperatives and recommended faster implementation of the CODAS system in all countries.
- The conference recommended that those countries that are still lagging behind on research need to put in place research programmes at national levels and also to use research findings to improve performance of cooperatives.
- The conference recommended that Alliance Africa assist in capacity-building for research.

(xi) Concern for Community

- The conference recognized that most countries have made progress in this area. Activities undertaken include co-operatives in waste management, tree planting, agro-forestry management, and getting involved in alternative sources of energy.
- The global Alliance has established a Committee on Climate Change on Co-operatives and is requesting the region to be involved and participate.

- The conference recommended that cooperatives should continue practicing the concern for community principle since they are people-centred organizations for effective resource management and sustainability.
 - The Alliance-Africa regional board was sensitized on issues of environment and climate change at the board orientation seminar. We expect that they will put climate change high on the agenda on cooperative development in the region and their countries and even lobby more effectively for their cooperative movement direct involvement in matters of policy and implementation regarding climate change in their respective countries.
- (xii) HIV and AIDS
- The conference observed that most countries reported that HIV/Aids is still a threat to the co-operative movement.
 - The conference recommended that strategies and measures for mitigation are still needed to be put in place or implemented. These strategies would help to consolidate the trend of reducing the prevalence of HIV/AIDS as reported in most countries.
- (xiii) Relevant Taxation for Cooperatives
- The conference recognized that taxation is a government requirement and that companies and individuals pay taxes to the government to enable it to primarily finance national economic and political developments and regulate economic market forces
 - The conference recommended that governments be urged to provide cooperatives with the tax regimes that recognizes their unique nature, level the playing field and that the taxation system should be fair.
- (xiv) Auditing Standards and Procedures for Cooperatives in the region
- The conference observed that the process of auditing has widened the scope covering financial, social and environmental.
 - Cooperatives have only concentrated on financial audit
 - The conference recommended that cooperatives also introduce social audits in order to capture member value-addition.
- (xv) Capacitating the Alliance-Africa Regional Office
- The conference has recognized the important role played by the Alliance-Africa Regional office and the lack of capacity to effectively deliver services to its members.
 - The conference agreed to the principle of supporting the Alliance-Africa Regional office financially by both government and the cooperative movement.
 - An annual figure of US\$20,000 was confirmed as Government contribution to the Alliance-Africa endowment fund for five years. The Kigali CMC recommends Alliance- Africa to make a close follow up on the capitalization of the endowment fund by member organizations and Governments.
 - In addition member organizations must demonstrate their support and commitment to Alliance-Africa by paying their membership subscription annually on due date.
 - Alliance- Africa must also identify ways of securing additional funding.
 - Alliance-Africa must put in place a transparent and accountable system for managing the resources and investments from the endowment trust fund.
- (xvi) Monitoring and Evaluation Mechanism
- The conference recognized that there is a need to monitor and evaluate the implementation of the recommendations of the ministerial conferences.
 - The conference recommended that the chairperson of the ministerial conference should be mandated to take up the role of monitoring and evaluation together with Alliance- Africa.

- The Kigali Cooperative Ministerial Conference further recommended strengthening of the monitoring mechanism of implementation of Ministerial Conference recommendations. This mechanism will include use of objectively verifiable indicators (OVIs) to benchmark and track performance in selected key recommendations. Alliance-Africa secretariat to develop the OVI's referring to the Cooperative Decade Development Blue Print within three months. MCTC to approve it within the next six months.
 - The process of developing monitoring indicators has been initiated and a consultant for the task identified. The proposed indicators would be presented at an MCTC meeting scheduled for July 2013.
- (xvii) Engagement with Regional Integration and Economic Blocs
- African continent has a continental body African Union (AU). Equally there are other regional integration bodies and economic blocs such as, COMESA, SADC, EAC, CEAC and ECOWAS to mention a few. These bodies provide resources for cooperative development.
 - In addition they could be approached to include cooperative issues in their development agenda so as to facilitate cooperative development process through their political action and debates. The Kigali CMC therefore recommends that Alliance- Africa engages these Regional Integration and Economic Blocs more actively.
- (xviii) Restructuring of CMC
- The Kigali Conference observed that CMC have been organized since 1984 with the same approach and format despite the restructuring of the Alliance-Africa resulting in increased attendance in conferences. The increase in attendance has resulted in practical constraints in organizing conferences. This calls for Alliance- Africa to come up with proposals on how to organize and conduct CMC efficiently. It is therefore recommended that Alliance-Africa Secretariat should prepare a proposal on the restructuring of CMC.
- (xix) Post IYC Co-operative Development Decade (2013-2022)
- Recognizing that the year 2012 in which the 10th Cooperative Ministerial Conference was held is also the year declared by the UN as the year of International Cooperatives, the Ministers resolved to consolidate their achievements of IYC in a cooperative development decade 2013-2022. It is recommended that all countries adopt cooperative development decade in order to build a strong, sustainable, member driven, participatory cooperative movement in Africa maximizing the benefits of the cooperative enterprise model that are capable of addressing following global challenges relating to poverty, food security, and financial and economic crises.

ANNEX 3: COMMUNIQUÉ



International Co-operative
Alliance – Africa
A Region of the International
Co-operative Alliance

11TH ALLIANCE AFRICA CO-OPERATIVE MINISTERIAL CONFERENCE, Gaborone

COMMUNIQUÉ





We, the Ministers and Co-operative Leaders responsible for co-operative development in Africa, assembled here in Gaborone, Botswana in compliance with the Gaborone Declaration of 1984 and the decision of the 7th ICA African Ministerial Co-operative Conference held in Kampala, Uganda in 2002;

HAVING CONSIDERED AND ADOPTED

The Progress Report on the implementation of the strategies agreed upon for the period 2012 - 2015 as prepared by the meeting of the Ministerial Conference Technical Committee held in, Harare, Zimbabwe from 10 – 11 June 2015 and presented to us at Gaborone, Botswana on 14 October 2015 and the statements of the Ministers responsible for co-operative development in the region.

HAVING NOTED THAT

Significant progress has been made in achieving the strategies set out in 2012, particularly in the areas of policy and legal reforms, gender as well as cooperative finance, human resource development and capacitation of ICA Regional office and that further efforts and action are still required, especially in the areas of research, regional integration, HIV/Aids, youth, strengthening national structures, engagement on regional integration bodies and economic blocs and Information and Communication Technology:

  1 T.L. 34 MD. NC  

CONVINCED THAT

Co-operatives are suitable and effective organizations for mobilization of human, social and financial resources for sustainable human development and to contribute to poverty reduction;

REALISING THE NEED

To reposition co-operatives to realize their full potential as vehicles for driving African socio-economic recovery through innovation as provided by the AU Agenda 2063;

RECOGNISE THAT

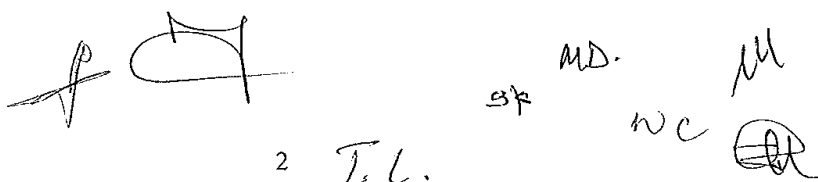
The main challenges facing co-operatives include the various global crises such as the economic crisis, food and oil crisis, and climate change; HIV/AIDS, widespread poverty and issues of leadership, management, member empowerment, market access and declining external support;

COMMIT


Ourselves to support the implementation of the strategies that have been formulated for the period 2015 – 2018;

Ourselves to the creation of an enabling environment for the implementation of the Strategies.

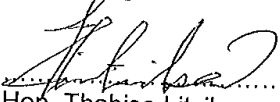
The Ministers and Co-operative Leaders present here in Gaborone, Botswana on this 14th day of October 2015 are as listed below:

Handwritten signatures and initials of the Ministers and Co-operative Leaders present. The signatures include a stylized 'P', a signature with a crown-like top, 'MD.', 'SK', 'NC', 'TL.', and a circled signature.


BOTSWANA


.....
Hon. Vincent T Seretse
Minister of Trade & Industry

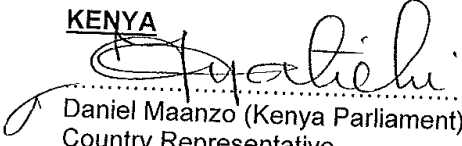
LESOTHO


.....
Hon. Thabiso Litsiba,
Minister of Trade & Industry, Cooperatives & Marketing

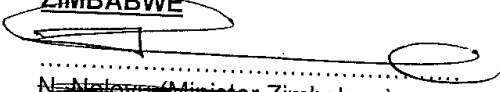
RWANDA


.....
Hon. Francois Kanimba
Minister of Trade & Industry

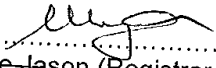
KENYA


.....
Daniel Maanzo (Kenya Parliament)
Country Representative

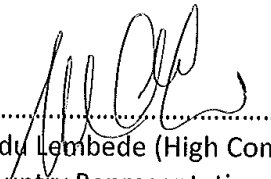
ZIMBABWE


.....
~~N. Noleva (Minister Zimbabwe)~~
Country Representative
AMBASSADOR THOMAS MANDIGORA


NAMIBIA


.....
Loide Jason (Registrar of Co-operatives)
Country Representative
Mhaphua Muvangua
High Commissioner to Botswana

SOUTH AFRICA


.....
Mdu Lembede (High Commissioner)
Country Representative

ZAMBIA


.....
Wesley Chikwamu
Country Representative

MD/coop -

ANNEX 4: SUMMARY OF COMMISSIONS

SUB-THEME 1: A PROSPEROUS AFRICA BASED ON INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT THROUGH THE CO-OPERATIVES BUSINESS MODEL

1. Co-operatives are necessary and significant for sustainable development Goals (SDGs).
2. Formulations of conducive & supportive legislation – civil society & government policy makers.
3. Revival and revitalization of co-operatives: to attract more members and status. ALL co-operatives levels
4. Improved Infrastructure Development: ALL Governments
5. Curriculum Review – to incorporate co-operatives in the basic education. – Governments
6. Increased Youth participation- ALL LEVELS
7. Create strong and genuine synergies with other (sister & brother) stakeholders – ALL LEVELS
8. Increased advocacy publicity and awareness of the value and benefits of cooperatives - ALL LEVELS

SUB-THEME 2: REVIVING PAN AFRICANISM AND THE VISION OF AFRICAN RENAISSANCE THROUGH COOPERATIVE IDENTITY

1. Initially there was a view that governments should invest more in cooperatives, however participants held that providing enabling environment, policy/legislation are appropriate tasks for government i.e., Government assistance is required as opposed to government dictating terms
2. Women empowerment was identified by participants as a 'must have' to achieving The AU Agenda 2063.
3. The vast, arable lands available across Africa to be put to better use in order to achieve food security in Africa.
4. Accountability and proper record keeping must be part of the rebirth process in the cooperative movement
5. The attraction of youths into the cooperative system is another, major task that was identified if the AU agenda 2063 will be achieved.
6. There is also a need to create new business ventures attractive to the youths (ICT based businesses)
7. Introduction of appropriate technology that is capable of compressing time and space of transaction, verification and validations will make for transparency and better management of the cooperative business in line with best practice.
8. Democracy provides popular acceptance and makes for a peaceful socio economic environment. It was identified as a major ingredient to achieving AU agenda 2063.
9. Cooperative movement must be empowered to create wealth across border, leveraging appropriate technology. This will speed up AU agenda 2063.
10. Pan Africanism and African Renaissance resonate with Cooperative Objectives

SUB-THEME 3: FOSTERING AN AFRICA OF GOOD GOVERNANCE, DEMOCRACY, AND RESPECT FOR HUMAN RIGHTS, JUSTICE AND THE RULE OF LAW THROUGH COOPERATIVE ENTERPRISES

GOOD GOVERNANCE

1. Cooperatives should include a culture of good governance with a shared vision that will ensure the achievement of a common good for all citizens
2. It should be driven by participatory democracy with emphasis on transparency that hold cooperative leaders accountable for their actions

3. Cooperative members should be empowered through training, development and research. Anenlightened membership will ensure informed decisions that will take Africa to the next level of development
4. To improve transparency we need to have role clarity at all levels – government, cooperatives and other stakeholder (legislative reforms)
5. Equitable and inclusiveness – women should be encouraged to play a leading role in leadership positions
6. The cooperative culture should be taught from primary to tertiary institutions to encourage the youth to actively participate in the affairs of cooperatives

DEMOCRACY

- RULE OF PEOPLE BY THE PEOPLE FOR THE PEOPLE
- The power of running co-operatives lies with the people.

PRACTICAL EXAMPLES: Voluntary association; Agree on constitution; Election of leadership according to free will; Consensus decisions

GAPS: Lack of member participations; Lack of member education; Members focus on benefits

RECOMMENDATIONS: More emphasis on member education; Need for research on lack of participation; Control and supervision (regulatory)

RESPECT FOR HUMAN RIGHTS

1. Promote housing cooperatives in countries where there are no existing programmes to provide people with shelter – shelter for all
2. Promote health cooperatives so that people living in rural areas are provided with the best doctors, medical equipment without physically having to travel to the cities
3. Savings and Credit cooperatives – to promote access to finance; SACCOs should be proactively promoted; existing cooperatives need to be sensitized continuously of the advantages of SACCOs; through savings in SACCOs people have access to food, shelter, education; they help fight poverty
4. ICT cooperatives can help people have access to the best education without having to travel to distant universities; helps people save money; people are able to access information more easily; key role to play in fighting poverty; access to finance through ICT
5. The above address dignity that results in respect for human rights; e.g.basic need for shelter fosters dignity

JUSTICE AND THE RULE OF LAW

1. Cooperative/SACCOs take other SACCOs to court
2. Individuals taking a cooperative to court that is not favourable to the cooperatives
3. There is a limitation of justice for cooperatives in African countries
4. There is lack of knowledge about the laws of cooperatives amongst the members
5. Government should have laws and policies that will govern the cooperatives, give them power to take firm decisions against wrong-doers
6. There are no lawyers who know about the cooperative operations this creates a difficult position
7. Good education about the law of cooperatives is needed

SUB-THEME 4: ROLE OF CO-OPERATIVES IN BUILDING A PEACEFUL AND SECURE AFRICA

1. Co-operatives are invaluable organizational tools for enabling communities to design unique solutions to their own special problems, for example crime, conflict, and instability in communities, cooperatives makes it possible for local businesses to participate creatively in the global economy. E.g. Letsema
2. A need for policies that support the work that co-operatives do in a Country

3. Co-operatives will contribute to the achievement of peace and security by creating employment for the unemployed, especially the youth who in most cases are the perpetrators of crime in communities
 4. Co-operatives can be agents of peace and security, by working together with the people in the community, e.g. Xenophobia
 5. Co-operatives can lobby for the welfare of the people with the governments
 6. Co-operatives can participate in shaping political decisions and ensure that governments are accountable to the people
 7. Co-operatives can ensure that citizens have fair and equal access to the basic needs for their wellbeing – such as food, clean water, shelter, education, healthcare and a decent living environment
 8. Co-operatives can provide an equal opportunity to work and make a living, regardless of gender, ethnicity or any other aspect of identity
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. SDG 16.*
9. Co-operatives help reduce inequality by increasing the bargaining power of its members;
 10. Co-operative movements and Commissioners of co-operatives to lobby Ministries of Education for inclusion of Co-operatives as a subject in the school curricula
 11. Co-operatives can play an active role as brokers of peace and development in communities, affected by war, violence and other forms of crimes by providing employment, access to basic health care, childcare and counseling
 12. End abuse, exploitation, trafficking and all forms of violence against and torture of children, by providing education to children and communities about trafficking and other forms of violence
 13. Co-operatives can substantially reduce corruption and bribery in all their forms
 14. They help in developing effective accountable and transparent institutions at all levels

SUB-THEME 5: MATCHING COOPERATIVE VALUES AND PRINCIPLES WITH AFRICAN CULTURAL IDENTITY, HERITAGE, VALUES AND ETHICS

1. The group has realized that even if we originate from different countries co-operatively we are identified as Africans
2. As Africans cooperatively we have one common identity
3. African cooperatives have fully participated in the restructuring of African cooperative development
4. Africans are communal people(heritage)
5. Africans understand poverty situations in their communities
6. As the less privileged African woman must come together to form cooperative societies to address the issues related to their socio-economic situations and to alleviate poverty, because about 75% of Africa's population lives in poverty
7. We should resolve not to wait for 2063 but to start now
8. There are many informal cooperative societies in most parts of Africa
9. The Cooperative Decade is to promote and focus on African development through the participation of all members

SUB-THEME 6: ACCELERATING AFRICA'S DEVELOPMENT THROUGH YOUTH AND WOMEN IN CO-OPERATIVES

1. 65% of total population of Africa are below 35years...equating to roughly 780million Out of this 35% of this are between the ages of 15-35 years equating to roughly 273million Africa is therefore the most youth full continent.
2. The average age of co-operators in Africa is 44 years
3. We encourage co-operatives to establish a 30% Gender Rule

4. We Must fill the Generation Disparity: Co-operative Leaders should mentor and give opportunity to under 40s
5. We encourage co-operatives to focus on Members at all times and cost
6. We must adopt professionalism in our co-operatives for this will assist in improving co-operative sustainability and growth

SUB-THEME 7: CONTRIBUTIONS OF COOPERATIVES TO A STRONG, UNITED AND INFLUENTIAL AFRICA THROUGH COOPERATIVES

Inclusive youth and women participation

1. Capitalise youth and women cooperatives; Establish a Cooperative Fund, targeting women and youth
2. Introduce cooperative studies in schools; Develop curricula tailored to train youth/women cooperative leaders; Training should be up to university level (Board competence)
3. Reform cooperative election of leaders, candidates should meet set qualification criteria; Vetting could be considered; May consider quota system for women and youth; Building influential cooperatives
4. Cooperatives should continue engaging governments through fora like this one; engage the ILO, UN and other development partners on issues of mutual interest – Alliance Africa
5. Cooperatives need to harness intellectual pool of co-operators to consult and do research work
6. Cooperatives must improve monitoring and use instruments in place to regulate their business effectively

Networking

7. Cooperatives in African should consider establishing a common trading market; This will facilitate cooperative inter-trade; Economic blocks must be used to this end
8. Governments should be lobbied by the Alliance to build and develop infrastructure to enable cooperatives to network and exploit the advantage of technology

ANNEX 5: PROGRAMME

African Co-operative Ministerial Conference Program, 2015

Theme:

"Contribution of Co-operatives to AU Agenda 2063: The Africa We Want."

Day 1: Sunday 11th October, 2015

09:00-17:00

Closed Meeting (Regional Board Meeting)

Day 2: Monday 12th October, 2015

08:00-09:00

*Registration

*Entertainment

* MC - **Prof. Shianda**

09:00-10:30

Welcoming and Opening Remarks

➤ Program Director

➤ BOCA, Chairman

➤ Alliance Africa, Regional Director

➤ Alliance, Director General

➤ Alliance Africa, President

➤ Alliance, Director General

10:30-11:00

Group photo / Tea / Coffee break

Networking

11:00-11:05

Setting the Tone: Conference Objectives- **Dr. Chiyoze B. Sifa**

11:05-12:05

Key Note Speaker: AU Agenda 2063: The Africa We Want - **Dr. Mohammed Kerre, PERC PACE**

12:05-13:05

Contribution of Co-operatives to AU Agenda 2063: Small Group Discussions on:

Sub-theme 1: A prosperous Africa based on inclusive growth and sustainable development through the Co-operatives business model.

Mr. Gohe Taziba, BOCA

Sub-theme 2: Reviving Pan Africanism and the vision of Africa's Renaissance through Co-operative identity **Prof. Esther Gicheru, CUCK**

Sub-theme 3: Fostering an Africa of good governance, democracy, and respect for human rights, justice and the rule of law through Co-operative enterprises. **Ms. Ursula Titus, Interim chairlady Alliance Africa Law Committee**

13:05- 14:00

Lunch/Networking

14:00-15:00

Aligning The Africa Co-operative Development Strategy with The AU Agenda 2063 Alliance Africa Regional Director

Dr. Chiyoze B. Sifa

Information Session on: EU Commission, PFD and EU country Road Maps

16:00-16:30

Tea/Coffee

16:30-17:30

Information Session on Alliance Africa Activities

End of Day 2 Proceedings Director **Dr. Chiyoze B. Sifa**

19:30-22:00

Ministers Welcoming Dinner/ Networking (By Invitation Only)

11:10-12:05

Update on Alliance Vision 2020

Alliance Director General **Charles Gould**

12:05-13:00

Progress Report on Co-operative Development in Africa period 2012-2015-Summary of Country Reports,

Prof. Faustine Bee

13:00-14:00

Lunch

14:00-15:00

Aligning The Africa Co-operative Development Strategy with The AU Agenda 2063 Alliance Africa Regional Director

Dr. Chiyoze B. Sifa

15:00-16:00

Information Session on: EU Commission, PFD and EU country Road Maps

16:00-16:30

Tea/Coffee

16:30-17:30

Information Session on Alliance Africa Activities

End of Day 2 Proceedings Director **Dr. Chiyoze B. Sifa**

19:30-22:00

Ministers Welcoming Dinner/ Networking (By Invitation Only)

Day 4: Wednesday 14th October, 2015

08:30-12:00

Plenary Session

Ministerial Country Statements By All Ministers Present

➤ To consider and adopt Conference Conclusions and Recommendations

➤ Venue and Date of Next Ministerial Conference

➤ Signing of Communiqué

Entertainment

12:00-12:30

Closing Ceremony: **Hon. Advocate Sadique Kebona**

12:30-14:00

Tea/Coffee/ Lunch

Day 5: Thursday 15th October, 2015

08:00-17:00

Field Visits to Selected Co-operatives- Optional

ANNEX 6: ATTENDANCE REGISTER

	NAME	ORGANISATION	CONTACTS
	BOTSWANA		
1	His Honour Vice-President Mokgweetsi Masisi	The Presidency	
2	Honourable Minister Vincent T Seretse	Ministry of Trade & Industry	
3	Honourable Advocate Sadique Kebona		
4	Dikhutso Ephraim	Thuto SACCO	edikhutso@gov.bw
5	Tlhapi Esther	Basic Education	etlhapi@gov.bw
6	Moatshe Lindiwe Refilwe	Sesigo SACCO	moatshelindi@yahoo.com
7	Mnatli Thabiso	Sesigo SACCO	thabisommatli@yahoo.com
8	Madisa Japheth	Cooperatives Kyaileng Multipurpose	
9	Dominicah Berman	DCD	dmbesman@gov.bw
10	Keletso Rakheou	Ministry	ragugulrk@gmail.com
11	Lilian M. Tapela	Gab Consumers	emtapela@yahoo.com
12	Bert Motupu	Lace Naomi Tishing Marketing	+26374323456
13	Mosetsana Modukarele	Sesigo American Embassy	hof1@cdc.gov +26371323692
14	Constance Mokibe	Jwaneng SACCO	+26373211331
15	Doreen C. Molomo	Motswed SACCO	doreenmolomo@gmail.com +26371269628
16	Mogakolodi Oneke	Ditshwammuwu	moneice@tcb.co.bw Tel+26371900758
17	Kgbareng Thobega	Thamagy SACCO	+26371706462
18	James Olesitse		
19	Sethunya Mabula	Tselakgopo SACCO	smabuk@gov.bw
20	Pelogame Diphoh	Bobonong Coop	pelogamed@gmail.com
21	Mireti Masole	Bobonong Coop	+26371630864
22	William Zwibodo	Maikamo SACCO	zwibodow@ba.bw
23	Mpho Ramacha	Maitlano SACCO	ramacham@gmail.com Tel.+26371614130
24	Robert Boy	SPM SACCO	+26377025714
25	Modise Daniel	DCD	+26375976054
26	Mmopelwa	DCD	+26373127554
27	Modukanele Modukanele		
28	David Moremu	G.C.C	+26372110232
29	Herbert Puss	DCD	+26371969096
30	Bainei Hakamo	Mann Marketing	76192834
31	Ata Sakaio	Thebe SACCO	72676457
32	Ruth Masike	Mann Marketing	71849386
33	Buile Montshioa	Ikaaina Bardong Multipurpose	71352081
34	Donald Motundi	Moshupa Multipurpose	71216419
35	Molefane Twabi	Specially Elected	71445100
36	Nanje Mokuwa	Kachempati	73078831
37	Humwelena Moutinesi	Makaatuaneda Thapong SACCO	73829281
38	Kelebileone Gasouna	Rural Bridges Hand-made paper and boards Multi-Cooperative	71996874
39	L.L. Tlale	Lesoso Solar Multi-Coop	71208010
40	Mgumotsi Mokangwa	Lesoso Solar Multi-Coop	74789664
41	Hildah Mokaka	Thoba Dairy Producer	72378150
42	Letebele Motlagekwa	Mopipi Multi-purpose	71638531
43	Moshagana Moshagana	Thamaga Multi-purpose	73167461
44	Andrew Skalabwe	Letlhakeng Multi-purpose	73356795
45	H.B Kgwarae	Mosetse Brigade	75514880
46	Gladness Pule	Kandame Multi-purpose	73893110
47	Maoshale M. Obotsey	Kandame Multi-purpose	73256841
48	Kebanyewame Boitiro	Letlhakeng Multi-purpose	72422167
49	Gabonangaka Kgosituebe	Lephephe Coop	74542085
50	Patience Pheko	Moshupa Multi-purpose	73925151
51	Segametsi Barongwang	Thebe SACCO	72538501

52	PopisoMosime	Manona Multi-purpose	73467530
53	Maria Lesifi	Mopipi Multi-purpose	73575217
54	DaphneyMotlhahi	Francistown Consumer Coop	14286253
55	Patricia Molepo	Francistown Consumer Coop	71560197
56	P.J. Motang	IkagengBarolony	71712163
57	KelebogileModije	Bere Consumer Coop	73276979
58	KeodirileMotsitsa	Dutlwe Multi-purpose	72168728
59	Kenneth Lekgowe	Dutlwe Multi-purpose	73934775
60	GolebaJunetMokwena	LetlhakunaSegotsaMolelo Society	74200179
61	Rev. K.F. Mokabi	Mahalapye Sub-District Pensioners Coop	71610336
62	G. Tlhomelang	SerowePinagare SACCO	72715000
63	TebeleloNosimane	Tutume Multi-purpose	72441104
64	Matilda Dick	Inalegolo Multi-purpose	73487956
65	MagdalineBailelwang	Sanddune SACCO	73840541
66	KelebogileMotlhattlhedi	Goyapele SACCO	72687239
67	DineoMadisa	Morwa SACCO	71864732
68	KedibonyeMorofi	Inalegolo Multi-purpose	75817372
69	MaipeloMokgethi	Morwa SACCO	71257273
70	John Tihakole	Mmasebotse Coop	73836439
71	Warrant Nyanga	Tutume Multi-purpose	74212911
72	Alfred Dibapile	Shoshong Marketing	71677880
73	MaranyaneKebitsang		76854148
74	Monyepi Scientist	Leilhakang Marketing	73546402
75	Rev. J. Madisa	Kgatleng Multi-purpose	71797899
76	Jane Oabile	Molalatau Multi-purpose	72242014
77	BarulanyeMakiyura	Molalatau Multi-purpose	77199299
78	PetroisNyatsang	Gweta Multi-purpose	73968000
79	TebogoMatho	Mahalapue	71383752
80	B. Ramastwana	SebinaMarobela Multi-purpose	71673646
81	EuphramKgaisa	SebinaMarobela Multi-purpose	74137970
82	KekpgoretswengNkwanana	Mopipi Multi-purpose	75940165
83	B. Ramashaba	Mosetsi	71718598
84	S.MBI	LetlhakaneBoteti Marketing	
85	OmpgegeMosala	ItireleBotshelo	71344358
86	Million Bokwe	SPM SACCO	71246866
87	Florence Tshetlhani	MetsiMotlhabe	72266402
88	GagoengweMatikiti	Segotsamolelo	73001249
89	R. Ebipile	BOCA	75041090
90	Pilato Nchengwa	SPM SACCO	73524372
91	Marim Aaron	BOCA	73147947
92	Katlholo M. Kadinwa	BOCA	71911703
93	Ntombizodwa Simeon	Jwaneng SACCO	73906033
94	ChidzawiNkoga	Jwaneng SACCO	73225875
95	MasoleSekai	Jwaneng SACCO	71533781
96	Joyce Moshokgo	Jwaneng SACCO	71773704
97	KetshwenyigileMmaki	Phediso Multi-purpose	71901904
98	OthusitseNkape	Eisha Coop	73964060
99	ObopegkeMontle	Sephophe Multi-purpose	72165108
100	GaolatlheHendrick	Nca'ancase Traditional Troupe	73690262
101	OnkabetseDcao	Nca'ancase Traditional Troupe	
102	DuduestsangKaashe	Nca'ancase Traditional Troupe	73617511
103	Leshe	Kacgae Multi-purpose	73756253
104	KhumetseQasa	Kacgae Multi-purpose	76515122
105	DipolhisiMolosiwa	GCU	73015411
106	Cecilia Ndyoze	Kacgae Multi-purpose	73223997
107	Sarah Xao	Groothengte	73281738
108	DikitsoBoapotshe	SKMC	73489101
109	TshepangSuping	SKMC	73238810
110	G. Motswaledi	Swaneng Coop	74201035
111	T. Kwadipane	Santsi	73920994

112	K. Moelenyane	Chobokwane Multi-purpose	73099071
113	K. Sarop	New Xade	73721095
114	K. Chale	West Hanahai	73343024
115	O. Motshoge	Gandi Union	73708133
116	M. Kikonyane	Elhanahai	73377402
117	M. Digothogo	New Xade	73727632
118	Kibiktshu	Qagona	73717458
119	J. Mokgathong	BoasaBoapele	74314557
120	LemmeMazebedi	BoasaBoapele	72233500
121	KediedigileNtereke	Lotihakane East	71296147
122	KeromemongMoshajo	Maun Coop	76985210
123	LoratoMatlolane	Lotihakane East	71603880
124	RebaoneChauke	Molepolele Marketing	73934647
125	A. Abotseng	Tonota Marketing	71721718
126	S. Ramothwa	Mahalapye	77467647
127	R. Tshiping	Thamage	75597769
128	M. Mokgoko	Thamaga Multi-purpose	71643800
129	K. Phuthego	Lotihakane East	
130	K. Kadiegile	Robelela East	72910741
131	BonnoMaduoera	Itshetsens SACCO	77641436
132	T. Kamatuwe	Serowem	76044187
133	M. Lekgolo	New Xade	73745609
134	S.L. Hendrick	New Xanagas	73705120
135	Q. Xhegae	Hananai East	73670198
136	O.S. Thuso	Lerala	72923898
137	K. Jacob	Grootaaste	73677287
138	O. Koosaletse	Swaneng	71843391
139	Albert Kewosi	Mmabesi	71896220
140	KapontshangRamasenyego	NCAANG Multi-purpose	73529796
141	Onketeang	Groo Tlacite	73701908
142	R. Maithuese	SPP Coop	74307607
143	S. Matlolane	Isepe	73389613
144	M. Mabeka	Itshetso SACCO	76147827
145	G. Tlale	ItirelengRobelela	
146	MolaetsaBaruti	Bere Multipurpose	73068287
147	KgotlyaganoMachao	West Hanahai	736971122
148	Simon Keitumetse		73288173
149	PhotshaneSentime	Yakomonong Multi-purpose	73857379
150	KerengMokakangwe	Oodi Weavers	75190251
151	RefilweMolefe	Itshetseng SACCO	77651201
152	KerilengKoontse	Gaborone Consumer Coop	72712141
153	Ezekiel Legwaila	Phodiso Multi-purpose	73080290
154	MooketsaKelapile	DCD	4630292
155	Ivy Kekgobilwe	DCD	
156	Willie Nkalabaneng	DCD	651380
157	Elizabeth Morebodi	DCD	6540026
158	Othusitse Bina Tsalaile	Gaborone Consumer Coop	71549083
159	IsangMokgosi	Bopeu	73491820
160	ThapeloObateng	Ditswammung SACCO	71769477
161	GaonyadiweMotlaleng	SPTC SACCO	77620096
162	KaoneMoatswi	SPM SACCO	72524065
163	BoikaegoMasonya	DCD	74237589
164	JaphitaRadibe		71319824
165	Oduetse M Phaitudi		71336781
166	MotsumiKetlhaotswe	DCD	73127543
167	MotlamoragoGaseitsewe	SelibePhikwe Consumers Coop	71619478
168	ObochelengBoikutwelo	Serowe Marketing	71692707
169	Moaro Moji Moiteela	Serowe Marketing	74175444
170	Gaone Jessica Makhala	SPM SACCO	73757333
171	MotsawariMashebane	DCD	71411883

172	Donald P Masalila	DCD	72552375
173	Lucky Omphithetse	SPTC SACCO	73578357
174	OnkemetseMokone	Bopeu	71333075
175	KesegofesteNyaosa	Poelo SACCO	75281829
176	Odireleng Benny Molapisi	Kgomodiatshaba Multi-purpose	73577401
177	Stephen Kandengaira	Orapa SACCO	71390510
178	GobalamangMoikabi	Orapa SACCO	71682234
179	Lilian Motswapong	Orapa SACCO	73068306
180	MorenaHunyepa	Motswedi SACCO	74461928
181	SetshegoModidi	Bopeu SACCO	77400272
182	KasigoRanaka	Bopeu SACCO	72263698
183	TebogoVenson	SP Consumers Coop	71685508
184	David Tukishi	SP Consumers Coop	71882590
185	Emmanuel Bane	SP Consumers Coop	72101325
186	Modukange	Independent Consultant	72655614
187	OratileKennekae	Chibuku SACCO	71747224
188	KgosietsileDejee	Sametsi SACCO	74993955
189	LekgotlaDisang	Motswedi SACCO	71600870
190	MangShamuka	Vuchevuche	73138701
191	Esther Johane	Vuchevuche	73731764
192	WameBoitumelo	Mahalapye Pensioners	73588703
193	Tlhalefa N.N. Sekate	DCD	73653632
194	BoitumeloMakuyana	MOA	3972216
195	KeorapebeKgajwane	MOA	3689703
196	Thelma Moshabi	Motswedi SACCO	71400741
197	Edward Molamu	Sanddune SACCO	74993239
198	Patrick Manthe		71206565
199	Benjamin Mogapi	Letsweletau Multi-purpose	72621243
200	BabediMoesi	BT SACCO	71528208
201	ThatayotlheMpule	SPM SACCO	76247588
202	BikiKepaletswe	SPM SACCO	72142790
203	Leema Mack Telekelo	SPM SACCO	75617638
204	TawanaBapaphi	Bosetu SACCO	71624880
205	SetlhalfiMotshegwa	Matlotlo SACCO	71310369
206	Letsholo Maureen	Metsimotlhaba Multi-purpose	71602117
207	OnkemetseToteng	Ditsheng SACCO	3682141
208	OnkarabileMabipe	Ditsheng SACCO	3682141
209	SebiosMoloi		7139248
210	MopatiModise	DCD-LETLHAKANE	2976754
211	Thabiso Mmatli	Sesigo SACCO	72772923
212	KoretsoMamezodi	MosadiKhumo	72907061
213	Johnson Gaogane	Poelo SACCO	77481021
214	Patricia T. Leepile	Thusano SACCO	72234140
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222	Sheila Sekwati	Sepha Coop	72254486/76031551
223	Lejogo L. Ketshogut	Inahi	72728280/74634132
224	LindelwaNtingana	Lokajwa Coop	71891284
225	TshwaneyanoMmerck	Matlotlo	74736351
226	Smarts Shabani	BOCA	73110039
227	Arnold Mangope	Coop Manyana	7259893
228	Nelson Lokgaba	Lokajwa	7560136
229	ItumelengKuate	Itshetseng SACCO	71470760
230	Simon Matgosa	BRW SACCO	74668824
231	Ephraim Dikhutso	Thuto SACCO	73284021

232	Esther Thari	Thuto SACCO	72201370
233	ModinoMothibi	BPSC SACCO	74246336
234	R. Setchabi	Thari SACCO	73693330
235	T.E. Dintwe	Thari SACCO	73283419
236	Boiknutso	Lobatse Town Council	5333257
237	GasennaMfusi	KgatlengAgri Coop	73439993
238	SeloiSetilo	Phaphane SACCO	74674309
239	MosaMolebatsi	Phaphane SACCO	71658831
240	MorobiTsiance	Molepolole Consumer	72707299
241	MalgasEs	Kumackwane	72252184
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ANNEX 7: CONFERENCE EVALUATION ANALYSIS

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
QUESTION/SCORES (%)		%	%	%	%	%
1	The objectives of the conference were clearly defined	0	0	4.9	47.3	47.8
2	The content of the conference was well organized and easy to follow	0	1.3	8	57.3	33.3
3	The interaction amongst participants was encouraging	1.8	2.2	12	57.3	26.7
4	The registration process was well organized and good	2.7	10.9	15.8	37.6	33.0
5	The material for the conference distributed were helpful	1.4	0.9	8.1	52.3	37.4
6	Time was well managed throughout the conference	0.9	8.1	11.3	53.2	26.6
7	The conference facilities provided were adequate and comfortable	1.4	0.9	5.1	42.4	50.2
8	Length of time for each event on the schedule was adequate	1.4	6.4	14.2	54.1	23.9

QUESTION/SCORES (%)		Content	Networking	Personal growth and development	Speakers
10	Please specify the <u>main</u> reason for attending this conference	0	57.9	39.9	2.2

Please indicate YES or NO		Yes	If NO please Comment
11	I plan to attend next Ministerial conference	96.7%	% ensive as it will be out of the country means to participate
12	Did the conference fulfil your reason for attending?	97.2%	% Because presenters were too fast and not well understood Irrelevance of the issues covered by ministers Language barrier Never had time to network nor take part in the discussions there was no room for other members participation

#	Evaluation Issue	Comments
13	What did you like most about the conference	Presentations; Group discussions; ; Presenters; Interacting with African nationalities; Networking; The theme; Time management;

		Organization of the conference; Interacting with cooperatives from different parts of Africa
14	What didn't you like at all about the conference?	Comments
		<p>African commitment; Africans should join-up hands in cooperatives All the presentations Analysis on coops / country performance on vision, MDG and on coming SDE Attendance and speakers Communication lapses from organizers Contribution of cooperatives to AU Agenda Daily conference schedules did not give room for participants to have their personal time Difficult in networking with secretariat, important presentations were not shared Distribution of conference materials Exhibitions Failure by the conference to give chance to attendants to make contributions Group discussions Group presentation resolutions Interactions and displays by different coops</p>
15	What aspects of the pre-conference could be improved	Comments
		<p>Adequate prearrangement After every session there should be handouts Apex body of cooperative in Botswana to pull-up their socks Adequate prearrangement After every session there should be handouts Botswana to take coops more seriously Budget for the conference should were prepared in time Build team work from the grass root level By the different ministers Communication Communication by the regional offices with cooperatives needs improvement Communication to the participants from rural areas Communication with societies Communication, pre-conference meeting by few participants Confirmation of countries attending the meeting was poorly done Encourage other countries which did not attend to attend the next conference Enough materials for each delegate Equipment to be done on time Everything was well organized Everything was well done Everything was well organized Everything went smoothly First days were congested, lets spread through-out the days Focus more on real challenges; legislation, regulation, financing, governance and ICA blueprint 2020 Front desk arrangement General arrangement Get challenges from all countries and have a session to share experiences of combating these challenges</p>

Give handouts
 Group discussion handouts
 Group discussions
 Guidance of arrivals and allocation of accommodation
 Have a preconference meeting for all attendants
 Ideas to empower youth
 Improve communication; communicate in Setswana for everyone to understand
 Improve on communication esp. to the delegates
 Improve on planning
 Improve the cooperatives
 Improve workshops for cooperative members
 Inclusion of the illiterate in the discussions
 Information
 Information on climate and weather from host countries
 Information on weather and foreign exchange rates
 Interaction of cooperative participants
 Interpret in Setswana for all to understand
 Invest more on youth
 Invitations to the ministers networking dinner should be improved
 Invite experts in cooperatives to the conference
 Invite more countries and cooperatives to participate
 Invite more young people
 Issue enough materials to all participants
 Keep it up
 Lack of time
 Length of time of the meeting should be extended
 Make the stage to be at high level so as the entertainers can be seen by everyone
 Materials not enough and there was much delay in supplying available materials
 More countries should be encouraged to attend and ministers should run the show because it's their major interactive meeting with coop movement
 Invest more on youth
 None
 Nothing
 Number of days be increased
 Objective and networking at various levels
 Other countries should have brought exhibitions apart from Botswana
 Participants should be transported from their place
 Participants to be fully informed of their role in the conference
 Participants, representatives to confirm registration prior to conference
 Participation
 Poor audio and visuals
 Preparations were good
 Presentations handouts
 Programmes
 Provide materials in advance for thorough preparation
 Provision of information should be improved
 Reception of delegates and transport
 Recommendation for the country shall be formulated at country level during the pre-arrangement so that during the conference every country should have one and not conflicting recommendations

		Regional cooperatives reports Registration Registration esp. communication about fees by host Registration should be done a day before the conference Registration, conference materials; documents to be in files
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16	What is your general overview of the ACMC progress report shared for the last 3 years (2012 – 2015)	Comments
		Africans are starting to recognize themselves Always engage cooperatives and update on archived programmes Appreciate what was achieved. Best Classic Co-operatives need to do a lot to achieve the objectives of making the Africa we want Come up with clear policies showing how to improve local cooperatives Commitment and implementation on issues agreed on Comprehensive Considering women and youth in leadership Coop vision seems promising Cooperative strategies should be reviewed after every conference Cooperatives are still dominated by elderly people - should strive empowering the youth, as youth are capable of using modern skills of businesses - IT etc. Cooperatives will be better in Africa Countries are not serious about cooperatives business Countries should report on their performance timely Country report must support the progress by clear monitoring and evaluation structures Development could get high Don't remember the report Educative Excellent Fantastic Fine Generally okay Good Good and understandable Good progress Good work done by the board Good, but should be summarized. Good, covered all aspects and country members Governments to give support Has improved Impressive Improvement Inadequate; no clear link between the report and international initiatives Informative It is a great report however countries that have not sent reports must be strongly reprimanded It was a good report though some countries did not submit the required reports. It was comprehensive It was detailed, one could clearly information on every action reported Learnt a lot from the report but should mind the issue of language barrier Member countries must be committed to their contribution Most countries are dragging behind Most were failures due to lack of cooperation among countries Motivating but should empower the youth Move fast to eradicate poverty Moving at a slow pace Need for improvement in most countries No concrete achievements by majority countries Not much has been done. countries need to work hard

		<p>Not sure of accuracy of the report esp. HIV awareness in BW among Coops.</p> <p>Okay</p> <p>Perfect</p> <p>Presenters were good</p> <p>Progress is so impressive but requires more effort</p> <p>Put more effort</p> <p>Quite comprehensive</p> <p>Reporting by member countries was discouraging; only 7 nations represented</p> <p>Reports were good but need more analysis</p> <p>Satisfactory</p> <p>Should be separated from the programme</p> <p>Should be standardized</p> <p>Shows commitment of African cooperatives</p> <p>Shows improvement</p> <p>Shows lack of commitment in reporting</p> <p>Shows learning from previous reports was displayed that means the ACMC the better</p> <p>Shows progress</p> <p>Shows that there is progression and growth</p> <p>Slow progress by some countries</p> <p>Some states are doing poorly and need encouragement to recognize coop values</p> <p>The gaps which were not covered should be urgently addressed</p> <p>The performance of most countries was poor</p> <p>The progress showed the commitment of countries to revive and strengthen cooperatives and also to encourage countries to look into the HIV/AIDs messages to member</p> <p>The report defined the importance of the cooperatives in improving lives of Africans</p> <p>The report was okay</p> <p>The report was well presented</p> <p>The technical committee worked well</p> <p>There is a progress</p> <p>There is an improvement in growth and development of coop within the continent</p> <p>There is improvement</p> <p>There is much to be done</p> <p>There is progress</p> <p>There should be more commitment from all countries to submit their reports and make it more comprehensive</p> <p>There was improvement</p> <p>Too technical</p> <p>Unsatisfactory performance by cooperatives across Africa</p> <p>Very comprehensive</p> <p>Very encouraging</p> <p>Very good</p> <p>Very important and could be practiced by all</p> <p>Very informative</p> <p>Very interesting</p> <p>Very relevant</p> <p>Was an eye opener</p> <p>Was good</p> <p>Was not there last 3 years</p> <p>Was very good</p> <p>Well done regional office</p> <p>Well outlined</p> <p>Well prepared and presented</p> <p>Well presented</p> <p>Well, needs hard work</p>
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17	Is your country embracing the Cooperative business model in Africa well	Comments
		<p>No, Governments need to recognize cooperatives and offer financial help</p> <p>Not fully; financing small sectors</p> <p>Not much</p> <p>Not much but encouraging</p> <p>Not quite</p>

		Not really because we are still at the back on implementing strategies. Not sure Not well enough Our government is giving a lot of encouragement to the cooperative Somehow Surely There is an effort but not enough Very supportive Yes Yes - moderately Yes but a lot need to be done Yes but a lot needs to be done Yes but they need to do more Yes; 50%
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18	Please comment briefly about the organization in general of the conference	Comments
		Communication to the cooperatives prior to the event Conference to be held every two years Fairly organized Helpful Improve in security Language barrier; no translators to Setswana Not well organized Organization has grown in number of participating countries The objective is right and very promising if only it will be implemented especially if there will be no political instability The organization was well prepared Well attended and educative Well organization; Well organized Well organized but participants were not fully informed about the registration time Work harder

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**International Co-operative
Alliance – Africa**
A Region of the International
Co-operative Alliance

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