

**Report of the 11<sup>th</sup> Regional Assembly  
of The Alliance Africa**

**Held in Nairobi, Kenya**

**From**

**17<sup>th</sup> to 19<sup>th</sup> November 2014**

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## ACRONYMS

1. ICA	International Co-operative Alliance
2. EAC	East African Council
3. ILO	International Labour Organization
4. CEO	Chief Executive Officer
5. CAK	Co-operative Alliance of Kenya
6. MOCU	Moshi Co-operative University
7. ZINAHCO	Zimbabwe National Housing Co-operative
8. MIT	Mutual Incentive Theory
9. PPP	Peoples' Participation in Co-operatives
10. CPTP	Comprehensive Participatory Training Programme
11. MEMCOOP	Empowerment in Co-operatives
12. CDP	Competence Development Programme
13. BEEP	Business Experience Exchange Programme
14. FED	Farmer Enterprise Development
15. FRP	Formative Research Process
16. CIC	Co-operative Insurance Company
17. FAO	Food and Agricultural Organizations
18. DGRV	Deutsche Genossenschafts-und Raiffeisenverband ev
19. RCA	Rwanda Co-operative Alliance
20. CUCK	Co-operative University College of Kenya
21. ICDRE	Institute of Co-operative Development Research, Production and Extension
22. APC	Association of Co-operative Professionals
23. UN	United Nations
24. IYC	International Year of Co-operatives
25. EAFF	East African Farmers Federation
26. KUSCCO	Kenya Union of Savings and Credit Cooperatives
27. SACCO	Savings and Credit Cooperative Organisation.
28. USAID	United States Agency for International Development
29. MESPT	Micro Enterprises Support Programme Trust
30. YEDF	Youth Enterprise Development Fund
31. ICT	Information and Communication Technology
32. NSE	Nairobi Security Exchange
33. CCA	Canadian Co-operative Association

## **SECTION 1: BACKGROUND AND INTRODUCTION**

### **1.0. Background**

The 11<sup>th</sup> Regional Assembly of the International Co-operative Alliance, Regional Office for Africa also known as “The Alliance Africa” was held in Nairobi, Kenya from 17<sup>th</sup> to 19<sup>th</sup> November 2014. The meeting brought together members of the Alliance Africa, government representatives, development partners, researchers and practitioners in the co-operative sector under the theme “Improving and Sustaining Members’ Socio-Economic Well-being through Co-operative Enterprises.” This theme was chosen to bring into focus emerging business trends and how Co-operatives across the continent can respond to the changing business environment. The theme was discussed under five thematic areas which are the pillars of the ICA Blue Print for a Co-operative Decade 2010-2020, and which are the key focus of the Alliance Africa’s Co-operative Development Strategy 2013 -2016.

The following were the sub-themes of 2014 Regional Assembly meeting:

1. Elevate Participation within Membership and Governance
2. Position Co-operatives as Builders of Sustainability
3. Build the Co-operative Image and Secure the Co-operative Identity
4. Ensure Supportive Legal Frameworks for Co-operative Growth
5. Secure reliable Co-operative Capital while Guaranteeing Member Control

### **1.1 SYNTHESIS OF KEY MESSAGES AND ISSUES BY SUB-THEME**

#### **1. 1.1. Sub-theme 1: Elevate Participation within Membership and Governance:**

Democratic member participation is the best-known feature of the Co-operative way of doing business, and a major part of what characterises a Co-operative in contrast to investor-owned enterprises.

Co-operatives are a better business model because they give members participation through ownership, which makes them inherently more engaging, more productive, and both more useful and more relevant in the contemporary world. The individual member has a role to play in a sustainable Co-operative which goes beyond the basic economic relationship of customer, worker or producer. Collectively members own their Co-operative, and through democratic arrangements they participate in its governance. Individually they have a right to information, a voice, and representation.

This important feature of the Co-operative enterprises model is sometimes faced with challenges in the African continent and elsewhere due to the rapidly changing dynamics of the society. For example, youth are not generally attracted to traditional Co-operative models. Some young people falsely believe that democratic participation and control by members does not promote innovation.

The Two major questions which were to be addressed under this sub-theme are:

- How can we create a Co-operative enterprise culture that fosters innovation without compromising Co-operative values and Co-operative principles, and
- How do we leverage on this to elevate participation, particularly amongst the youth? How can current Co-operatives bring on board more young people for new energy, innovation and succession planning?

### **1.1.2. Sub-Theme 2: Position Co-operatives as Builders of Sustainability:**

Driven by the Desire to improve their member's economic, social and environmental aspirations, Co-operatives in the African continent have been seizing the opportunities provided by the continent's endowment and potential, in these respects, to establish sustainable enterprises.

These enterprises have not only created economic opportunities for their members but they indeed, have provided significant economic, social and environmental benefits to the society at large. Co-operatives are increasingly involved in new forms of businesses including renewable energy, environmental agriculture and value chain production, manufacturing, etc. The Co-operative sector needs to continue to demonstrate convincingly that sustainability is in the intrinsic nature of Co-operatives, and that Co-operative enterprises make a positive contribution to sustainability in economic, social and environmental sphere.

**1.1.3. Sub-Theme 3: Build the Co-operative Image and Secure the Co-operative Identity:** Despite the significant contributions made by Co-operatives in getting people out of poverty, and in revitalizing the economies of many African countries, the Co-operative image and identity is still blurred in the continent. This is partly because people (including policy makers) continue to view Co-operatives as out-dated and not viable enough to contribute to economic development. This perspective is partly fuelled by lack of understanding of the Co-operative business model as well as the manipulative competitive practices of the conventional businesses. A key strategy to overcome these challenges is for all including each national Government to establish a comprehensive legislative framework that is

appropriate for the development of Co-operative enterprises and put in place mechanisms to promote and protect the Co-operative brand.

*Discussions under this theme focused on sharing insights, knowledge and best practices on how to showcase the economic benefits of Co-operative enterprises; how to spread the message; how to ensure that there is clarity on the nature, role and purpose of Co-operatives.*

#### **1.1.4. Sub-Theme 4: Ensure Supportive Legal Frameworks for Co-operative Growth:**

Some countries in the continent have made significant progress in improving the legislative environment for Co-operatives and there are commendable efforts underway in other countries or regional economic blocks.

However, there still exist enormous drawbacks in a majority of the countries in the continent; primarily due to lack of understanding of the potential of Co-operatives or due to a perception that Co-operatives are a marginal form of enterprise, and often a failure to understand precisely how they work. As such, effort is focused on designing and improving the legal and regulatory infrastructures for the greater majority of businesses which are profit-oriented, shareholder-owned businesses, but are inappropriate for Co-operatives in some important respects.

*Discussions under this sub-theme focused on showcasing some of the good practices in the continent and exploring new ways to improve the legislative environment in which Co-operatives in all countries in the continent can survive and thrive.*

#### **1.1.5. Sub-Theme 5: Secure reliable Co-operative Capital while Guaranteeing Member Control:**

One of the biggest challenges faced by Co-operatives in Africa is under-capitalization as many of the Co-operatives solely depend on members' shares to build the capital required to carry out operations. Primary Co-operatives, particularly those operating in disadvantaged communities or in sectors which are full of uncertainties e.g. Agricultural Co-operatives, have limited access to finance.

On a similar note, Co-operatives operating in secondary and tertiary levels such as unions, national Co-operative organizations, Federations, Confederation of etc. face the threat of disappearing because of lack of capital to sustain their activities. In some instances, federations and confederations are usually not involved in the business of producing or selling of goods or services, and turn to depend on members' fees to sustain their activities.

*Discussions under this theme focused on sharing experiences and best practices on how secondary and tertiary Co-operatives can use innovative strategies to broaden their social,*

*political and economic base to create a firm foundation for commercial viability, social responsibility and sustainability.*

### **1.2.0. PRESENTATIONS:**

Some of the presentations were focused on broad insights and reflections which covered wider areas of Co-operative enterprise development and others shared learning, practices, challenges etc. drawn from specific projects or sectors related to the sub-themes. The following are the presentations which were made: (See Annex 1)

### **1.2.1. PARTICIPANTS & RESOURCE PERSONS**

The 11<sup>th</sup> Regional Assembly of the Alliance Africa was attended by a total of 193 participants including: 81 individuals who came from outside Kenya. The 27 participants were composed of Government representatives; Co-operative Research and Educational Institutions; Confederation of Co-operatives; Union of Co-operatives; Federation of Co-operatives and Primary Co-operatives. Also in attendance were the Alliance Africa's partners from Africa, Europe, North America and Middle East. Resources persons were mostly practitioners from similar organizations as participants. The profile of resources persons is appended as Annex 1 while the list of participants is appended as Annex 2.

### **1.3.0. REGIONAL ASSEMBLY PROCESS & LOGISTICS:**

The 11<sup>th</sup> Regional Assembly of the Alliance Africa was organized in three days from the 17<sup>th</sup> to 19<sup>th</sup> November 2014, with each of the days comprising different set of activities.

#### **Activities of Day 1 include:**

- Opening remarks graced by Dr. Wilson Songa, Permanent Secretary ministry of Co-operatives who represented the Cabinet Secretary in the Ministry of Industrialization and Enterprise Development, Kenya, and who was the Chief Guest of Honour. Other members of the opening plenary who delivered remarks were Dame Pauline Green, ICA President, Mr Stanley Muchiri, The Alliance Africa President, Charles Gould, Director General of ICA, Dr Sifa Chiyoge, The Alliance Africa Regional Director and Mr. Daniel Marube, CEO and Managing Director of Co-operative Alliance of Kenya (CAK).
- A photo session and speed-dating between Co-operatives around business opportunities,



- Presentations on various sub-themes and,
- Panel Discussions – Questions and answers.

There were five panels each consisting of 3 to 5 presenters (including the chair) on each of the five sub-themes (sessions). Each of the presenters was allocated 7 minutes and participants were asked to write questions on cards which were addressed to related presenters after all the presentations in that panel.

At the end of Day one, a recap of key captions and recommendations for future actions were made. As well, key lessons were captured and shared with all participants.

**Day 2 Activities** focused on updates, reports and a review of activities, plans etc. of the Alliance Africa. Amongst the activities reviewed were:

- Adoption of the Agenda, confirmation of the Minutes of 10th Regional Assembly held in Kigali on 24th October 2012 and matters arising from the Minutes.

Regional Director's Report for 2012-2013, which included Report on the Regional Co-operative Managers and Government officials Forum, and which covered:

- Report of the Ministerial Conference Technical Committee of May 2014
- Report of Agricultural Committee
- Report of Co-operative Bank Committee
- Report of Research and Gender Committee
- Report of Law Committee

**Day 3 Activities** were mainly The Alliance Africa Regional Board meeting (held under closed-doors), excursions and The Alliance Africa Board of Trustees meeting (also held under closed-doors).

### **1.3.1. SRUCTURE OF THE REPORT**

The present report presents a synopsis of the presentations in the Alliance Africa's 11<sup>th</sup> Regional Assembly, capturing key messages by sub-themes in section 2. This is followed by a reflection by some international guests in section 3, a recap from the presentations in section 4 and key recommendations from the audience in section 5.

## **SECTION 2: SYNOPSIS OF KEY MESSAGES & LESSONS FROM MEETING PROCEEDINGS & BY SUB-THEMES**

### **2.1: Opening Plenary**

Speakers in the opening plenary include: Dr Patrick Musyimi, Commissioner of Co-operatives Who introduced the Permanent Secretary, Dr. Wilson Songa in the Ministry of Industrialization and Enterprise Development, Kenya, and Chief Guest of Honour; Dame Pauline Green, ICA President; Mr. Stanley Muchiri, The Alliance Africa President; Dr. Charles Gould, Director General of ICA; Dr. Sifa Chiyoge, The Alliance Africa Regional Director and Mr. Daniel Marube, CEO and Managing Director of Co-operative Alliance of Kenya (CAK).

#### **2.1.1. Synopsis of the key Messages, lessons and Highlights from the opening plenary presentations include:**

- a) The last Regional Assembly held in Rwanda was successful
- b) The recent International Summit of Co-operatives held in Quebec, Canada, highlighted significant growth of cooperative enterprises around the world. Some of the success stories include: Large 300 Co-operatives in the world have a capital of USD 2.2 trillion (combined); Co-operatives employ half a billion people worldwide and 250 million people owe their livelihood to Co-operatives.
- c) Coupled with the growing middle class, Co-operatives can help Africa to get out of poverty. We must therefore be good advocates of the cooperative business model by seizing every opportunity to highlight the potential of co-operatives.
- d) There is a need to bring African cooperatives together to learn from each other. Successes from a country like Kenya which has the largest co-operative movement in the continent should be shared and replicated in other countries.

#### **2.2. Key Messages from Sub-theme 1: Elevate Participation within Membership and Governance:**

This sub-theme was chaired by Mr. Mohamed M. Maie. Papers presented in the sub-theme were “Member Participation in Co-operatives: Pillar for Successful Co-operatives in Africa” by Professor Faustine K. Bee of Moshi Co-operative University (MOCU), Tanzania, “Participation in Housing Co-operative”, by Ticharwa Kagu of Zimbabwe National Association of Housing Co-operatives (ZINAHCO) and Mr. Patrick Musyimi shared specific

insights on the approaches which can help to elevate participation of members on governance.

The Two major questions which were to be addressed under this sub-theme are:

- How can we create a Co-operative enterprise culture that fosters innovation without compromising Co-operative values and Co-operative principles, and
- How do we leverage on this to elevate participation, particularly amongst the youth? How can current Co-operatives bring on board more young people for new energy, innovation and succession planning?

Key messages include:

- a) There was strong affirmation across all the presenters that the success or failure of a co-operative enterprise depends on member participation.
- b) As noted by Prof Bee, various attempts have been made to theorize how members' participation in co-operatives is based on needs and incentives. Birchall (2001), for example, developed a Mutual Incentive Theory (MIT) to explain the social-psychological behaviour of a member in being motivated to participate in a co-operative. According to MIT, there are two perspectives; 1) individualistic motives which assume that individuals are motivated by individual rewards (benefits or habits) or punishment (cost, opportunity cost or satiation), 2) collective motives in the form of shared goals, shared values and sense of community.
- c) There are two forms of participation in Co-operative – political/democratic participation and economic participation.
- d) Participation is nurtured through sensitization, awareness creation, facilitation/training etc.
- e) Participation calls for formative research process – that involves researchers and members to jointly analyse problems and develop solutions.
- f) Co-operatives must be seen by members as business entities rather than social organizations to elevate participation.
- g) Participation can be enhanced by creating a pool of change agents, animators etc.
- h) A four stage approach that involves: Membership mobilization drive through Formative Research Process; making membership meaningful; building confidence and trust; and being accountable can build and sustain members' participation in a co-operative enterprise.

- i) Co-operative legislations in the respective countries such as The Co-operative Act, the Sacco Act, Rules and society's by laws of Kenya grant co-operative members with adequate tools for ensuring good governance. These tools include:- participation in general meetings; right to be elected, power to elect directors; power to approve budgets, power to approve financial statements; power to appoint auditors; power to remove directors; power to set minimum qualification for directors etc.
- j) Some of the challenges which hinder members' participation in governance of Co-operative include: Lack of proper communication; ignorance; bad organizational politics usually manifested in elections e.g. electing directors on tribal or clan basis and disregarding qualifications, competencies and experience; corruption; mismanagement of Co-operative etc. These challenges can be mitigated by:
- Guiding members to elect a board with appropriate mix of skills, experience and independence to enable its members to discharge their duties and responsibilities effectively.
  - Training and creation of awareness can be used in discouraging negative organizational politics.
  - Encouraging Co-operatives to set minimum qualifications for elective positions.
  - Guiding and assisting Co-operatives to put in place a competent supervisory committee, to appoint effective internal auditors and generally to pass resolutions that are beneficial to their organization.
  - Investing in building the capacity of members to ensure that members know their rights, duties and responsibilities as provided by the relevant legislations, best practices of managing a Co-operative enterprise and the benefits of participating in co-operative activities.
  - Improving communication with members and ensuring that all members who are reachable receive intended information. Modern communication technologies such as bulk SMS, emails, social media etc. can help to reach members.
- k) A number of programmes run by Moshi Co-operative University, aimed at elevating members' participation were shared. These programmes include: Peoples' Participation in Co-operatives (PPP); Comprehensive Participatory Training Programme (CPTP); Empowerment in Co-operatives (MEMCOOP); Business

Experience Exchange Programme (BEEP) and Formative Research Process (FRP); Farmer Enterprise Development (FED); and Competence Development Programme (CDP).

### **2.3. Key Messages from sub-theme 2: Positioning Co-operatives as Builders of Sustainability:**

This sub-theme was chaired by Richard Niyonkuru and there were three presenters – Mr. Nelson C. Kuria, Group CEO of Co-operative Insurance Company (CIC) whose paper explored broad approaches and practices by which Co-operatives can be positioned as builders of sustainability. Mr Stanley Kimereh of Food and Agricultural Organisation (FAO) also presented a paper which provided a reflection on the history of cooperation between ICA and FAO and how the cooperation has benefited Co-operatives to underpin sustainability through capacity strengthening, support to enabling environment, voice and participation, knowledge generation and sharing. Mr Andreas Kappes whose, paper was presented by Mr. Frank, touched on the current sustainable activities being undertaken by the largest co-operative movement in Germany (DGRV) in the energy sector.

Key Messages from the presentations that underpin the need to position co-operatives as builders of sustainability include:

- a) Faced with intense and manipulative competition from investor businesses, Co-operatives continue to have a blunted image. Some of these competitors sometimes go as far as advancing pernicious arguments that co-operatives are old fashioned and not efficient and that in terms of size they are not capable of being as big as investor-owned enterprises and that they carry many risks.
- b) The resilience seen in Co-operative Banks during the recent financial meltdown which caused investors banks to plummet and seek taxpayers bailout is prove that the co-operative model of business is better than investor owned businesses in terms of survival. This is in-fact a turning point and wakeup call for co-operatives to be positioned as builders of sustainability.
- c) There is general agreement that co-operatives embed sustainability into their operating model and values. The fact that co-operatives are owned, controlled and used by the members to derive benefits makes them intrinsically sustainable

organizations” (Nelson Kuria). This is in line with the argument by Michael porter (Harvard Business School Professor), “The future belongs to those businesses which invest in ‘shared value’, that is, which account properly for their impact on customers, environment, employees, and the future.”

Key messages from presentations on this sub-theme on how sustainability can be promoted in co-operatives are as follows:

- d) In cooperatives the main leaders should be the Directors and not the Managers. Boards of directors are key to the success of a co-operative when they:
  - consider members as the reason for their actions.
  - have an entrepreneurial spirit.
  - promote new initiatives.
  - assume and control risks.
  - walk the talk!
- e) Mergers and partnerships/strategic alliances are important institutional frameworks and strategic responses appropriate for co-operatives in the contemporary environment characterized by intense competition. One of the ways of achieving competitiveness is through strategic alliances and mergers. If private corporations and even very large multinational enterprises have embraced strategic alliances, co-operatives should be doing even better in this regard in view of the fact that co-operation and solidarity are some of co-operatives cardinal principles and values. A practical example on how mergers have helped to build sustainability in co-operatives is when small holders’ farmers consolidate their activities to reduce transaction cost.
- f) For a sustainable co-operative movement capable of contributing even more effectively to poverty alleviation, co-operatives need to respond with flexibility and innovation to changes in their political and economic environment. They need to accept and practice modern management techniques in order to respond knowledgeably to the challenges as well as opportunities of the modern world. They need to underpin all practices on co-operative values and principles. They need to make use of technology and process re-engineering to reduce operational costs, to improve quality of service and to increase the productivity of their human resource. Capacity development activities which aim at supporting the development of producers’ technical, managerial, organizational and marketing skills as well as their

inclusion in value chains and networks, such as those offered by Food and Agriculture Organisation (FAO) should be encouraged at all levels. Capacity strengthening should go hand-in-hand with knowledge sharing in the form of publication of training manuals, videos etc. and disseminating them to a wider audience.

- g) To revitalize and re-energize the co-operative movement, co-operators should not look to the government but rather, should develop visionary, enlightened and committed leadership as well as embracing good corporate governance.

Co-operative enterprises need to see themselves as parts of a system. It is now common to hear of; “The co-operative financial system”, “The co-operative retailing system” or even “the dairy co-operative system in India” - this suggests an awareness that the ‘set of organizations’ created by the movement are interdependent to some extent and yet identify with one another as part of a larger entity.

- h) There is need for effective research in all areas of co-operative development in order to develop solutions based on empirical facts, and be sensitive to emerging developments. Products need to be tested, documented and information disseminated to ensure innovations must be given consideration for effective assistance by partners in development of new products and services.

There is need for marketing research so as to embrace new concepts and determine the entire co-operative value chain.

#### **2.4. Key Messages from Sub-theme 3: Build the Co-operative Image and Secure the Co-operative Identity:**

This session was chaired by Mr Smart Shabani and there were two presenters; Professor Esther Gicheru, Associate Professor in Co-operative Management and Organization Development at the Co-operative University College of Kenya (CUCK), presented a paper on “Co-operative Image and Identify: Communicating the Unique Nature, Purpose and Benefits of Co-operative Enterprises” and Mr. Vincent Rutaremara of the Rwanda Co-operative Alliance (RCA), presented a paper that highlighted the specific measures which can help to build the co-operative image and secure the co-operative identity. The following are the key Messages noted from the presentations in this sub-theme that support the need for building the Co-operative Image and Securing the Co-operative Identity:

- a) Co-operative business model is unique in that it is people centred. It is not for the benefit of a smaller group of elites. Rather, it is for the benefit of the society at large

and for the world – it is an extraordinary business approach with a powerful sense of shared identity that provides a service and makes money without exploitation, uses resources sustainably and cares for the community. As C-operatives are people-centred, they do not engage in manipulative marketing instead they educate users about their products and services, and their people and societal-centred business model.

- b) This message is yet to be communicated to the extent that society can understand the benefits of co-operative enterprises, their products and services. For example, Professor Gicheru asserted that the Cooperative University College of Kenya (CUCK) have since 1952 played a central role in capacity building for the Co-operative sector, but has not had an organ dedicated to research and linkage with the industry, hence there is a need to establish and strengthen the Institute of Co-operative Development, Research, Production and Extension (ICDRE). Co-operatives need a more sharply articulated message on their “irreducible core” business so that people are more aware of what they are choosing when faced with the option between a co-operative or an investor or privately-owned business’s product or service.

**Key messages from presentations on this sub-theme on how co-operative image and identity can be built and secured are:**

- a) Domesticate and customize Co-operative Identity
- b) Engage young people
- c) Develop and project clear messages
- d) Let every Co-operative enterprise use .coop domain
- e) Use common logo as a sign of shared values
- f) Include Co-operative studies in the school curriculum
- g) Promote collaborative research
- h) Monitor public perception of co-operatives
- i) Improve cooperation among cooperatives
- j) Champion participation and sustainability
- k) Create a National Co-operative Heritage list/ Hall of Fame
- l) African countries need to promote and support a professional body in the Co-operative sector to provide an institutional platform for continuous debate, research and communication of the unique nature of Co-operatives, purpose and benefits as



well as ways of communicating the same to the public. Implementation of these proposals could be made much easier if each country had a pool of Co-operative professionals. Kenya has already established a pan-African Association of Co-operative Professionals (APC).

#### **2.5: Key Messages from Sub-theme 4. Ensuring Supportive Legal Frameworks for Co-operative Growth:**

This session was chaired by Shale Thabo Edwin and there were three presenters and one paper. Stephen Muchiri presented a paper on the East African Community (EAC) Co-operative Societies Bill, 2014, Edmund Moshy of International Labour Organisation (ILO) presented a paper outlining ILO involvements in ensuring supportive legal framework for co-operatives in Africa; and Professor Hans Munkner of the University of Marburg, Germany prepared a paper entitled “1952 -2014: What has changed?” which was read by Kirianki M I'Manyara.

Presentations under this sub-theme reviewed the existing international and regional policies and legislative frameworks that have helped to establish a supportive legal framework for co-operative growth. The key policies and legislative frameworks which were highlighted are:

- a) The “UN General Assembly Resolution 56/114, “ which encourages Governments of Member States to keep under review, as appropriate, the legal and administrative provisions governing the activities of co-operatives, with a view to ensuring a supportive environment for them and to projecting and advancing the potential of co-operatives to help them achieve their goals”.
- b) The UN Guidelines of 2001: an institutional arrangement which enables regular consultation and effective collaboration between Governments and the co-operative movement. The Guidelines include relevant key elements of Recommendation No. 193 and have been cited as the basis for reviewing and revising cooperative legislation, especially following the declaration in 2009 of the UN International Year of Cooperatives 2012 (IYC).
- c) The ILO Recommendation on the Promotion of Co-operatives; an international instrument that aims to guide ILO member States in the design and implementation of favourable cooperative development policies and legislation to enable cooperatives

contribute to the economic and social wellbeing of their members and of society. The recommendation calls for:

- Measures to be adopted to promote the potential of co-operatives in all countries, irrespective of their level of development.
  - The treatment of Co-operatives in accordance with national law and practice and on terms no less favourable than those accorded to other forms of enterprise and social organisation.
  - the Governments to provide a supportive policy and legal framework consistent with the nature and function of co-operatives and guided by the co-operative values and principles
  - Tax benefits, loans, grants, access to public work programmes etc. for co-operatives.
  - A concerted effort to improve the documentation of the contributions made by cooperatives.
- d) ILO has on its own and jointly produced publications to assist implementation of Recommendation No. 193 more especially Guidelines for Cooperative Legislation; ILO Guidelines for cooperative legislation (English 2005 and 2012; French 2006 and 2013, Spanish 2013).
- e) ILO has also produced Guidelines for Cooperative Legislation that assists policy and lawmakers as well as other stakeholders update existing and draft new cooperative legislation.
- f) The ILO Cooperative Branch assisted a number of national governments in formulating modern, comprehensive co-operative development policies; at least 14 countries of Sub-Saharan Africa were supported to revise cooperative policies and/or laws.
- g) Guided by the Recommendation no. 193, the Organisation for the Harmonisation of Business Law in Africa; OHADA) adopted a uniform cooperative law in 2010 (Acte uniforme relatif aux sociétés coopératives) for its 17 member States in West and Central Africa. At the national level, countries in other parts of Africa which have made reference to ILO Recommendation no. 193 in developing their Co-operative laws include: South Africa and Uganda and Swaziland.
- h) Legislation similar to OHADA, mentioned above, is currently being developed for co-operatives in East African Community (EAC). A Bill known as the East African Community Co-operative Societies Bill, 2014 is being pushed by East African

Farmers Federation (EAFF) in collaboration with EAFF members and partners. The following were noted as justifications for the development of this Bill:

- To exploit opportunities in the regional integration process
  - To adopt best practices across the region and internationally
  - To remove constraining clauses in the existing laws
  - Co-operatives are an ideal business model. Need for incentives/framework/standards for cooperatives
  - Responds to Recommendations of 10th The Alliance Africa Co-operative Ministerial Conference
- i) In the period 1997 to 2012, ILO Recommendation No. 193 helped in the review, modification or initiation of new co-operative laws and policies in 97 countries around the world, or 52.4 per cent of the 185 ILO member States.

## **2.6: Key Messages from Sub-theme 5: Securing reliable Co-operative Capital while Guaranteeing Member Control:**

This session was chaired by Ronny Dempers and there were three presentations. Discussions focused on sharing experiences and best practices on how secondary and tertiary Co-operatives can use innovative strategies to broaden their social, political and economic base to create a firm foundation for commercial viability, social responsibility and sustainability. Mr Lawrence Bale presented a paper which shared the experience and practices of co-operatives in South Africa; Mr George Ototo's paper shared the experience and practices of tertiary, secondary and primary co-operatives in Kenya, and Mr Fredrick Ndegwa's paper shared some practical insights on how the co-operative banking industry in Kenya has progressed over the past years through shaping its organisational culture, through nurturing innovation and by adhering to the co-operative values and principles.

Key messages noted from the presentations are:

- a) All the presenters asserted that in addition to marketing the co-operative values and principles as a unique competitive advantage for co-operatives, co-operatives need adequate capital to expand and to effectively compete with investor owned businesses.
- b) Generally, Co-operatives in the tertiary sectors are worse-up in terms of capitalization than primary co-operatives as these co-operatives are not usually involved in the

business of producing or selling of goods and services. They therefore have to employ alternative and smart measures to capitalize and finance their operations. To begin with, secondary and tertiary co-operatives must provide services which are of high quality and which address members' needs. This way, they will be seen as valuable partners – both by members and by other stakeholders and can attract partnership/collaboration funding e.g. from development partners, Government etc.

c) KUSCCO, an umbrella organisation for all SACCOs in Kenya, has employed successful measures and practices to raise funds for long-term operations and to ensure sustainability. KUSCCO's practices which were shared include:

- Development of projects that benefit SACCOs and partner with international organizations to leverage funding for the projects developed. Some of the International Organizations KUSCCO had partner with include: MESPT, YEDF, COOP Africa, ILO, and USAID.
- Providing valuable services to its members such as improving, strengthening, and restructuring their operations specifically in Market value-chains and ICT infrastructure. The support provided to SACCOs created a strong-bond between KUSCCO and SACCOs, thus strengthening their relationship.
- Developing and refining products and services finely tailor-made to fill in “gaps” in the SACCOs and not to add on what is already existing. This has seen the emergence of viable SACCOs in non-conventional sectors such as renewable energy, environmental protection etc.
- Operating an affordable Housing Loan scheme which is arguably one of Kenya's cheapest housing loan schemes. To date, KUSCCO has disbursed a total of Kshs. 303 million to individual SACCO members to buy land, purchase a house or for house construction.
- Providing consultancy services to members and affiliates. The services provided by KUSCCO include: helping members with strategic planning, conducting feasibility studies for members, carrying out training needs analysis for members, curriculum development, salary and benefits survey, job description and evaluation, organizational development and restructuring etc.

d) On a similar note, primary Co-operatives can improve their funding by diversifying their operations. Lessons shared on how this can be done include:

- Developing Front-office services with a well-established products/services portfolio, which offer Savings and Credit facilities to members. A typical example is the Non-Agric-based primary co-operatives in Kenya as noted in George's presentation. Some have a common-bond whilst others have an open-bond products/services portfolio.
- Investment in shares of NSE-quoted companies, shares/equities of secondary cooperatives e.g. KUSCCO and CIC-group have shares in the Co-operative Bank of Kenya and in government bonds. These earn annual handsome dividends and other incomes.
- Investment in short-term securities in cash and cash-equivalents including fixed deposits.

e) Strategic partnership and joint venture activities can boost the capitalization of co-operatives. Typical examples where this has worked well (e.g. in Kenya) include: the partnership between the Co-operative Bank of Kenya and CIC Group Ltd. which is providing a diversified investment portfolio for bank shareholders, the establishment of Kenya Co-operative Coffee Exporters Ltd. an initiative supported by the Co-operative Bank of Kenya to increase the benefits of coffee proceeds to small holder farmers. Similarly, the Co-op Bank of South Sudan has a joint venture partnership with the Government of South Sudan on behalf of the co-operative movement in South Sudan.

In South Africa, there are various institutional frameworks and support programs under which co-operatives are capitalized. These include:

- Cooperative Development Fund
- Cooperative Business Development Support Programme
- Compliance with education and training legislation framework
- Cooperative Incentive Scheme ( start-up grants)
- Micro-Finance Loan
- Cooperative Special Projects Fund
- Enterprise Network Programme
- Export Marketing and Investment Assistance
- Bilateral and Multi-lateral agreements with foreign trade partners

f) Other challenges were highlighted as hindering the capitalization of co-operatives in the continent which include:

- Growing insecurity such as the Co-operative Bank of Kenya which was hit by a Bomb blast and which almost caused the bank to close down.
- Non-performing debts e.g. the liberalization of coffee marketing in Kenya caused the market to be infiltrated by many middlemen, hence dwindling the income earned by farmers. This caused many debt defaults which forced Banks like the Co-operative Bank of Kenya to seek support from Government through debt write-off.

### **SECTION 3: REFLECTIONS BY INTERNATIONAL GUEST**

International guests and ICA partners were invited to each share two key lessons they learnt and their overall reflections about the conference. Below are the lessons and reflections which were flagged.

#### **Dr. Noga Zivan - Israel**

Dr. Zivan acknowledged that no single co-operative model fits all, but the two key lessons she learnt are:

- That members' participation is paramount in making a co-operative sustainable and it is a unique co-operative advantage because it is bottom up and,
- That investment in organizational development is necessary to sustain co-operative enterprise. This will help co-operatives to serve their members adequately and to plough back some profits.

Dr. Zivan also pointed out that another business model which is closely related to the co-operative business model in terms of value to users, and which is worth considering when exploring ways to improve capitalization of co-operatives is the Social Enterprise business model. Under this business model, investors can be invited to invest in a co-operative rather than giving loan for repayment after a specific period of time. Training and efficient financial planning are key to the success and sustainability of Social Enterprise business model.

#### **Mr. Simelles Tenaw - Finland**

Mr Simelles asserted that this conference is special because:

Hon Minister mentioned Kenya hosted the last ICA General Assembly 20 years ago. He congratulated the Kenyan cooperative movement for good work. The two key lessons he learnt are:

- Prof. Wanyama's assessment on the future of cooperatives in Africa and,
- The growing interest of African governments to establish an enabling environment for the growth of co-operatives. He cited that Tanzania has passed a new cooperative law.

#### **Ms Ingrid Fischer, Canada**

Ms Fischer highlighted that she learned the following two key lessons:

- The firm conviction by participants that allowing investment in co-operatives by outsiders can end up diluting the co-operative spirit and values.

- Would like to know how this can be reflected in a situation of a co-operative bank that is owned by 51% of over 2500 cooperatives and 49% by a few large investors.

#### **Dr. Baie Mohammed, Somali**

Dr Mohammed noted that Africa has experienced many upheavals (conflicts, hunger, Ebola etc.) which disrupt the development and growth of co-operative activities in the continent. He however applauded the love for co-operatives by Africans and also acknowledged that co-operatives are the only enterprises which have shown resilience to the upheavals in the continent. “Even in Somali with 25 years of civil war, cooperatives are the only institutions that have survived and are functioning, albeit with difficulties”, Dr Mohammed reiterated.

#### **Smart Shabani, Botswana**

Mr Shabani echoed that the two key lessons he learned from the conference are:

- That co-operatives have to be member-focused in order to retain relevance and,
- That co-operatives need to promote their unique co-operative identity in order to distinguish their products and services from those offered by investor businesses.

Leaders in the conference were urged to cascade the learning to members in their respective countries so that members can see the value of their subscription to The Alliance Africa.

#### **Shale Thabo - Namibia**

The two key lessons shared by Mr. Thabo are:

- That the challenge of undercapitalization in cooperatives should not be underestimated, and can be a threat to the co-operative values and,
- That securing social capital is the surest way of securing capital than raising funds from members to finance cooperative activities. Some successful co-operatives have registered as other business models. The question is if the cooperative enterprise model is scalable. This is a big challenge.



#### **SECTION 4: RE-CAP OF THE DAY - DR. CHIYOGA B. SIFA**

The regional director, Dr. Chiyoga Sifa summarized the day long presentations into the following five points for participants as take home:

1. Co-operatives must be member-centered
2. Co-operatives must make a surplus to cater for the social needs of their members.
3. Cooperatives have a different identity and we have to be proud of it.
4. Legal frameworks are necessary but not sufficient condition for the success of cooperatives.
5. Members' contributions do not usually form sufficient Cooperative capital and therefore cooperatives need entrepreneurial spirit to secure additional capital without losing their cooperative identity.

## **SECTION 5: RECOMMENDATIONS FROM AUDIENCE**

At the end of the session, Dr. Chiyoge Sifa concluded the day with the recommendations for the audience as follows:

1. ICA should lead the documentation of information on co-operatives in Africa to bridge the huge gap in reliable and current data on co-operatives.
2. The Alliance Africa needs to mobilize more countries to become members in order to expand its presence in the region.
3. Co-operatives must adhere to tenure of leaders to ensure that members are not discouraged.
4. Co-operatives should work with governments not only for the sake of acquiring funding but also to lobby governments to establish an enabling environment for growth and sustainability.
5. Apex bodies should use members contributions to venture into profitable businesses that can ensure their sustainability because members contributions are usually insufficient (Zambia)
6. Need to establish cooperatives in non- traditional sectors e.g. services cooperatives.

## ANNEX 1: RESOURCE PERSONS:



**Mr. Nelson C. Kuria** is an Economist with 35 years of experience in Development Finance and Insurance. He joined The Co-operative Insurance Company of Kenya, now CIC Insurance Group in June 1998 as Chief Manager in charge of Strategy and Business development and became CEO in 2001 and Group CEO in 2011.

Nelson is credited for leading the transformation of CIC from a small captive Co-operative insurer to the 3<sup>rd</sup> largest insurance company out of 46 companies in Kenya and the leading Co-operative insurer in Africa. Nelson is now leading the development of CIC Insurance Group to the next level in terms of regional expansion in East and Central Africa through the establishment of CIC Africa. Before end of 2014 three new subsidiaries, namely; CIC Africa South Sudan, CIC Africa Uganda, and CIC Africa Malawi will be operational as joint-ventures with Co-operatives in the respective countries.

Nelson is a member of many Boards. Within the Co-operative movement he is currently a Board member of the International Co-operative and Mutual Insurance Federation (ICMIF), he is a member of the ICA Working Group on IAS. Previously he has served as a member of the UN Expert Group on Co-operatives in Social Development (2011) and Working Group on the Blueprint for a Co-operative Decade (2012). He participates actively as a speaker in many local and international Co-operative forums.

Nelson has been honoured in Kenya with two Presidential Awards for his contribution in the development of the Co-operative movement in Kenya (**Order of the Grand Warrior-OGW-2005- and Moran of the Burning Spear- MBS-2011**).

In 2012, he was awarded the Life Time Achievement Award for his contribution to the development of the insurance industry in Kenya.



**Mr. Andreas Kappes** is Head of the International Relations Department (IRD) of DGRV - Deutscher Genossenschafts- und Raiffeisenverband e. V. (German Cooperative and Raiffeisen Confederation), Berlin/Bonn since October 2014. Before, he served as deputy head of IRD, primarily in charge of DGRV's activities and Co-operation programs in the cooperative sector in partner countries in Asia and the Mediterranean.

From 2006 - 2011, Andreas was resident Team Leader of a bilateral project of the German Government, implemented by DGRV in Eastern Turkey. This project aims at contributing to the strengthening of Co-operative enterprises in the agricultural sector.

Mr. Kappes started his professional career in the German Co-operative organization in 1994. He worked for two years in a consulting daughter-company of DZ BANK, before he joined DGRV in 1996. As Project Manager in the IRD, he contributed significantly to the development and strengthening of DGRV's project activities in South-Eastern Europe, Africa, and Asia. Mr. Kappes is an economist and holds a Master in international management (CEMS-MIM).



**Mr. Richard Niyonkuru** holds a Bachelors' degree in Management from the National University of Rwanda (2000) and a Masters of Commerce in Management from the University of the Western Cape in South Africa (2005). He is currently doing a PhD in Entrepreneurship.

He has acquired varied work experience during the last 15 years firstly, as a lecturer at Higher Learning Institutions in Rwanda in the field of Business Management at the National University of Rwanda, the Kigali Institute of Education and at INILAK. He has also worked as an advisor to Senior Government officials in the Ministry of Education and the National AIDS Control Commission (CNLS) in Rwanda.

In the private sector, Mr. Niyonkuru has worked with the BRD Advisory Services Ltd. as a Business Development Manager and has been an

Independent consultant, for a couple of private consulting firms operating in the Business Development Services sector in Rwanda.

He has substantial experience in Lecturing, Strategic Planning, Budgeting, Policy Development, Business Advisory and Monitoring and Evaluation.

**Mr. Ronny Dempers** holds an MA degree on Participatory, Development and Social Change from University of Sussex, UK and is currently undertaking a PhD program on Business Leadership. He is also the Executive Director of Namibia Development Trust (NDT) and has held other positions of responsibility in the past including: Conservancy Development Specialist (Institutional Development and Governance) with CDSS & WWF; Regional

Program Manager for Rural People's Institute for Social Empowerment (RISE); Mobilization Officer for South West Africa People's Organisation (SWAPO). Ronny is also the current Chairperson of the Co-operative Advisory Board in Namibia.



**Prof Hans-H. Münkner** is a Professor of Law for Business Organizations and Co-operative Theory, and has held reputable responsibilities in academics and development including: Research fellow and lecturer at Marburg University, Institute for Co-operation in Developing Countries (ICDC); Director of ICDC. His areas of research include: Development of self-help organisations, Co-operative legislation and land law. Prof Münkner is a patron and fellow of Plunkett Foundation, Oxford, and a member of reference groups of the ICA on Co-operative values and co-operative principles.

He has also provided Consultancy services to reputable international organisations such as ILO, FAO, UNIDO, UNDAF, USAID and GTZ on revision of Co-operative Development Policy and Co-operative legislation in Europe, Africa, Asia and South Pacific. He has authored numerous books and articles on development, policy and law of Co-operatives, land law, poverty alleviation and alternative forms of economy.



**Mr. George Ototo** is the Managing Director of the Kenya Union of Savings and Credit Co-operatives (KUSCCO) Ltd. He holds an MBA in Finance from the University of Nairobi and is a Certified Public Accountant. He also holds a BA Arts (Maths & Economics) from the University of Nairobi. George has ten years of experience working with KUSCCO Ltd. in various positions.

He is also a delegate in the World Council of Credit Unions (WOCCU); International Co-operative Alliance (ICA) and African Rural and Agricultural Credit Association (AFRACA). He is a board member of African Confederation of Co-operative Savings & Credit Associations (ACCOSCA), Co-operative University College of Kenya and several other organizations.



**Dr. Mohamed M Maie** is a social entrepreneur and current Vice Chairman of Union of Somali Co-operative Movement (Ururka Dhaqdhaqaaqa Iskaashatooyinka Soomaaliyeed -UDHIS). He is also Secretary General of

Somali Industrial and Manufacturers Association (SIMA). He served as Director in the Department of International Relations and Projects of The Ministry of Public Works, Ports, Marine Transport and Energy of Federal Republic of Somalia,

Director of Department of Americas and Europe of the Ministry of Foreign Affairs of the Federal Republic of Somalia; Advisor of the Minister of Agriculture, Livestock, Forest and Range of TFG of the Somalia. Mohamed is the Founder and Chief Financial Officer (CEO) of Tools for Humanity, a non-profit Canadian community economic development and international humanitarian organization. He is an international development practitioner with 27 years experience in cooperative and social enterprise sector and relief/humanitarian services; He has expertise in advising Governments and Non-Governmental organizations on poverty, food security and sustainable livelihood in post conflict countries. Mohamed holds an MBA in Community Economic Development and was a recipient of 2011 National Philanthropy Award in Canada.



**Mr. Stephen Muchiri** has been working in the agriculture sector for the past 13 years and is a holder of a Bsc & Msc in Horticulture. He is the CEO of Eastern Africa Farmers Federation (EAFF) which is a regional network of national farmer unions, Federations and Co-operatives in 10 Countries covering EAC, Horn of Africa and DRC and with over 20million members. Previously, Stephen worked with leading horticulture export companies in Kenya in senior management as an Agronomist, Farms General Manager & as an Outgrowers' Manager.



**Prof. Fredrick O. Wanyama** is an Associate Professor of Political Science and Dean of the School of Development and Strategic Studies at Maseno University, Kenya. He holds a PhD in Political Science from Maseno University and Master's and Bachelor's Degrees in Government from the University of Nairobi. His research interests include people's organizations and the politics of development, which has seen him develop a lot of interest in cooperative studies. Prof. Wanyama has published many chapters

in books and articles in refereed journals like *Annals of Public and Co-operative Economics* and *Journal of Co-operative Studies* on cooperative development in Africa. He is the author of *Developing Africa from Below: Reflections on Neo-liberal Assumptions in Kenya*

(Saarbrücken, Germany: LAP Lambert Academic Publishing, 2010) and a co-editor of *Cooperating out of Poverty: the Renaissance of the African Co-operative Movement* (Geneva: ILO, 2008). He has served as a consultant for the International Labour Organization on many projects on the social economy and Co-operative development. He is a member of the Steering Committee of ICA's World Cooperative Monitor.



**Prof. Esther Gicheru** is an Associate Professor in Co-operative Management and Organization Development at the Co-operative University College of Kenya. She attended the University of Nairobi where she studied Agriculture. She holds a doctorate from Cebu Doctors' University, The Philippines; a Masters degree in Management and Organization Development from Leicester University, United Kingdom; a BSc. in Agriculture from the University of Nairobi; and a Diploma in Counselling Psychology of Tangaza University College. Prof. Gicheru is a registered Counselling Psychologist

Prof. Gicheru has served as the Principal of the Co-operative College of Kenya for 26 years. She has also served on several committees of the International Co-operative Alliance (ICA) including the human resource committee, audit and control committee and the gender equality committee; in addition, she has also served as an ICA Board Member. Gicheru has carried out a number of assignments across Africa, for both the ICA and the International Labor Organization (ILO) on a variety of thematic areas that include the role of women in co-operatives, mainstreaming gender in the co-operative agenda, the role of human resource management in the development of Co-operatives, integrating environmental issues in Co-operatives, assessing the impact of Co-operative policies and legal frameworks.

Prof. Gicheru is a highly regarded and respected Co-operative researcher and strategic thinker. In recognition of her work, Prof. Gicheru was the recipient of the Rochdale Pioneers' Award (RPA) in 2007 and Kenya's Head of State Commendation (HSC) in 2008.



**Prof. Faustine Karrani Bee** is currently an Acting Vice Chancellor of the Moshi Co-operative University (MoCU) in Tanzania. Earlier on he served in various positions as Principal (2010 – 2014) and Deputy Principal (Academic 2009 - 2010) and Director of Research and Consultancy Services (2000 – 2008) at the then Moshi University College of Co-operative and Business Studies (MUCCoBS). MoCU is an Associate Member of the ICA.

Prof. Bee holds a Bachelor degree in Economics, Master and Doctorate degrees in Development Studies. His areas of specialization include development economics, Co-operative studies, rural finance, rural development, agricultural marketing, and governance. He has participated in various workshops and seminars organized both locally, regionally and internationally. He was a Visiting Research Fellow of the Institute of Developing Economies in Tokyo from 1995 to 1996.

Prof. Bee has done researches and has published works in the areas of marketing, Co-operatives, and microfinance. Some of his works include: “*Microeconomics: A simplified Students’ Handbook*”; “Fair Trade – Fair Futures: The Kilimanjaro Native Co-operative Union scholarship programme for children made vulnerable by AIDS” in *CoopAfrica Working Paper No. 6*, ILO, ILO CoopAfrica, ILO AIDS; “An Emerging Development Co-operation Initiative: The Experiences of *Fredskorpset* South – South Exchange Programme”, in *Research Report series*, Vol. 1 issue No. 1, 2009; “Empowering Farmers’ Co-operatives through Fair Trade: The case of Three-Coffee Co-operatives in Tanzania” in the *Journal of Co-operative and Business Studies*, Vol. 1, 2003; “*An Assessment of Challenges to Traditional Livelihoods and Newly Emerging Employment Patterns of Pastoralists in Tanzania*”, Job Creation and Enterprise Development/Co-operatives – Indigenous People, ILO Geneva; and “The Impact of Trade Liberalisation on Agricultural Marketing Co-operatives in the Developing Countries: The Study of Tanzania”, *Visiting Research Fellows (V.R.F.) Series No. 289*, IDE, Tokyo.



**Dr. Dickson Azubike Okolo** has a long career history in the Federal Ministry of Agriculture and Rural Development. He worked as Farm Manger/Training Officer in Food Technology Transfer Station Ugwuoba; became Regional Coordinator, National Tree Crops Development Unit (NTCDU), Benin and thereafter headed the Regional Office of the NCDC in Owerri. He was also Deputy Director for Tree Crops at Abuja Headquarters where he shared in the preparation of many tree crop projects including the preparation of Cashew, Rubber and Oil Palm Value Chain Initiatives and is now charged with the responsibility to head the Oil Palm Value Chain. Dr. Okolo led the team that anchored the Cooperative Transformation Action Plan (CTAP) which is providing a new focus for development of cooperative movement in Nigeria and rebranding the Federal Department of Cooperative and is leading the team on revision of the National Cooperative Development Policy and proposal for

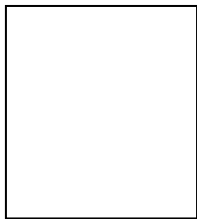


amending the Act. He is currently the Anchor Director on the Federal Department of Cooperatives component of the Rural Finance Institution Building Project.

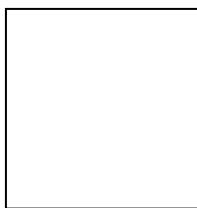
Dr. Okolo earned both his Bachelor of Agriculture Degree in Agricultural Economics/Extension and Master of Science in Agricultural Finance from the University of Nigeria, Nsukka and obtained his Doctor of Philosophy in Agricultural Project Management, Planning and Appraisal from Federal University of Technology, Owerri (FUTO).



**Mr. Ticharwa Kagu** has 16 years of experience in Local Government. He is a holder of Masters in Business Administration, Higher Diploma in Business Administration Higher Diploma in Accountancy and Professional Diploma in Sustainable Community Development and Humanitarian Project Management. In 2008 he got employed with the Zimbabwe National Association of Housing Co-operatives (ZINAHCO) as Executive Director, a position he is holding up to date.



**Mr. Stanley Kimereh** I am a Programme Associate in the Crops and Agribusiness Sector in FAO Kenya office. I am an agronomist with a rich background of programme development from the private sector and development partners. I have a Bsc in Horticulture from Jomo Kenyatta University and an Msc Degree in Environment and Sustainable Development. I am involved in Capacity development of Agricultural Cooperatives and producer organizations.



**Mr. Shabani Smart** is the current chairman of Botswana Co-operative Association Limited (BOCA), a national apex body of Co-operatives in Botswana since October 2008. He has worked with Standard Chartered Bank Botswana Ltd for 25 years and retired in 2000. Shabani has been involved in cooperatives since 1983 and served in many positions.

## ANNEX 2: PROGRAMME

**Master of Ceremony: Mr. Daniel Marube, CEO and MD, Co-operative Alliance of Kenya (CAK)**

### Day 1 MONDAY 17<sup>th</sup> NOVEMBER 2014

**08:00-8:30** Registration and Tea /Alliance Africa Secretariat

**08:30-09:15** Setting the Tone

Dr. Chiyoge B. Sifa (Mrs.) Conference objectives and  
Regional Director, program outline  
The Alliance Africa

Charles Gould Opening Plenary: Blue Print Document  
Director General (ICA)

**09.15-11.00** Official Opening Remarks

Mr. Daniel Marube CEO & MD, Co-Co-operative Alliance of Kenya (CAK)  
Mr. Stanley Muchiri The Alliance Africa President  
Ms. Dame Pauline Green ICA President  
Hon. Adan Mohamed Minister, Ministry of Industrialisation & Enterprise  
Development.( **Chief Guest of Honour**)

**11:00-11:20** Photo session Tea/CoffeBreak: Speeddating between co-operatives around business opportunities

**11:20-11:30** Presentations

Prof. Frederick Wanyama The Future of Co-operatives in Africa

**11:30 – 12:00** Discussion: Elevate Participation within Membership and Governance

Mr. Mohamed M. Maie (Chair)

Prof. Fustine Bee

Mr. Ticharwa Kagu

Mr. Stanley Kimereh

**12:00-12:30 Discussion: Positioning Co- operative as Builders of Sustainability**

Mr. Richard Niyonkuru (Chair)

Mr. Nelson Kuria

Mr. Andreas Kappes

**12:30-13:00 Building the Co-operative Image and Secure Co-operative Identity**

Mr. Smart Shabani (Chair)

Prof. Esther Gicheru

Mr. Vincent Ruteremara

**13:30-14:00 Discussion: Ensuring Supportive Legal Frameworks for Co-operative Growth**

Mr. Shale Thabo Edwin (Chair)

Mr. Stephen Muchiri

Dr. Dickson Okolo

Prof. Hans Munkner

Mr. Edmund Moshy

**13:30-14:00 Discussion: Securing Reliable Co-operative Capital while Guaranteeing Member Control**

Mr. Ronny Dempers (Chair)

Mr. Lawrence Bale

Mr. George Ototo

Mr. Martin Wambua

<b>14:00-15:00</b>	<b>Lunch Break</b>
<b>15:00-17:00</b>	<b>Panel Discussions Q &amp;A:</b>

Dr. Chiyoge B. Sifa (Mrs.)      Conclusions & Recommendations

<b>17:00-17:30</b>	<b>Tea/Coffee Break: Speed-dating between Co- operatives around business opportunities</b>
18:00-18:30	Aperitifs and Entertainment
18:30-20:00	Dinner
20:00-21:00	Entertainment
<b>DAY 2 TUESDAY 18<sup>th</sup> NOVEMBER 2014</b>	

<b>08:30 - 09:00</b>	Entertainment
<b>09:00 -10:00</b>	<b>Introductions</b> of Delegates and Guest  Welcoming New  Members and delegates.  Address by Stanley Muchiri - The  Alliance Africa President  Address by <b>Charles Gould</b> –Director-General  Address by <b>Dame Pauline Green</b> - The Alliance President
<b>10:30 -10:30</b>	Adoption of the Agenda, confirmation      of the Minutes of  9th Regional Assembly held    in Kigali on 24th October 2012.  Matters arising From the Minutes.

<b>10:30 -11:00</b>	Tea/Coffee Break  Speed-Dating between Co-operatives around Business Opportunities.
<b>11:00 -13:00</b>	Regional Director's Report for 2012-2013
<b>13:00 -14:00</b>	<b>Lunch</b>
<b>14:00 -15:30</b>	Report on the Regional Co-operative Managers and Government officials Forum:  -Report of the MCTC of May 2014  -Report of Agricultural Committee  -Report of Co-operative bank Committee  - Report of Research on Gender Committee  - Report of Low Committee
<b>15:30 -16:00</b>	<b>Entertainments</b>
<b>16:00 -17:00</b>	Closing remarks from  - <b>Mr. Stanley Muchiri</b>  - <b>DG Charles Gould</b>  - <b>Dame Pauline Green</b>

### **DAY 3: WEDNESDAY 19th NOVEMBER 2014**

<b>08:30 -13:00</b>	Board Meeting Closed Session/ By invitation
<b>09:00 -13:00</b>	Field Trip/Excursion-Optional and extra payment required.
<b>13:00 -14:00</b>	<b>Lunch</b>
<b>14:30 -16:00</b>	Board of Trustees Meeting Closed Session/ By invitation.

### ANNEX 3: LIST OF PARTICIPANTS

1	MARY NJOROGE		KENYA
2	BWIRE OKOCHI		KENYA
3	TOM O M NKATARO		KENYA
4	ALFRED LUKANDU		KENYA
5	JONATHAN CHESUIYA		KENYA
6	TOM O. M N'KHATARO		KENYA
7	TOM ODIDI		KENYA
8	GRACE ALINYO		KENYA
9	LABAN MATHU		KENYA
10	BERNARD OGIMO		KENYA
11	JUDITH W NTHIGA		KENYA
12	GRACE MIANO		KENYA
13	L. N MUNGUTI		KENYA
14	GEORGE G MINYI		KENYA
15	JACOB O ARICA		KENYA
16	STEPHEN OSIANGO		KENYA
17	RICHARD OLUOCH		KENYA
18	JACOB AKOKO		KENYA
19	ROSEMARY ASEKA		KENYA
20	FELIX MUTAVA		KENYA
21	J.M MUCHEMBE		KENYA
22	MONICA NDERITU		KENYA
23	CHARLES MUREITHI		KENYA
24	LUCY KIMANI		KENYA
25	ENID NJERU		KENYA
26	FRED SITATI		KENYA
27	MATHEWS ECHOKA		KENYA
28	EDWIN O. JOSEPH		KENYA
29	J M MBOGO		KENYA
30	JAMES ODHIAMBO		KENYA
31	STANLEY KIMEREH		KENYA

32	GEORGE ODONDI		KENYA
33	GLADYS GICHOHI		KENYA
34	GEORGE OSAHO		KENYA
35	FRANCIS MUNYAO		KENYA
36	PAULINE KABUCHORU		KENYA
37	FELIX OGUTU		KENYA
38	ANNE L AMBWERE		KENYA
39	AMBROSE R.M OGANGO		KENYA
40	DOROTHY CHAVANGI		KENYA
41	TERESIA A OLOO		KENYA
42	JANE KARANJA		KENYA
43	NANCY NJUGUNA		KENYA
44	EUNICE KIRETAI		KENYA
45	WINFRIDA KABUCHO		KENYA
46	ELIJAH DEDE		KENYA
47	VINCENT CHASAKA		KENYA
48	ALFRED KORIR		KENYA
49	E. OMBWAYO		KENYA
50	TERRY KIGUNDU		KENYA
51	PETER W KARIUKI		KENYA
52	JANEROSE MWANGI		KENYA
53	GERVASE V MASHAURI		KENYA
54	NJENGA KAMANI		KENYA
55	HILDA OJAL		KENYA
56	JAMES CHIWE		KENYA
57	YUSUF KAITOPOK		KENYA
58	AUGUSTINE MUTISYA		KENYA
59	GERALD KANGA		KENYA
60	PATRICK IRONO		KENYA
61	GEOFFREY KARUKU		KENYA
62	PHILIP GICHUKI		KENYA
63	MARY MUNGAI		KENYA

64	NATHAN N. MUKHWESO	KENYA
65	ROBERT SHIBUTSA	KENYA
66	CONSTANCE WASIKE	KENYA
67	SAMWEL K KIPLAGAT	KENYA
68	GEORGE M MUGAMBI	KENYA
69	FRANCIS KAMANDE	KENYA
70	GEORGE NGUGI	KENYA
71	BRAMWEL MUSAMIA	KENYA
72	MATHIUS OUKO	KENYA
73	KIPKOECH MWAREY	KENYA
74	ANDREW MOBEGI	KENYA
75	ELLAM MOLENYA	KENYA
76	ZACHARIA MAFUNGA	KENYA
77	WILLIAM OLTETIA	KENYA
78	EZEKIEL MOYWAYWA	KENYA
79	CAROLINE OYOMBA	KENYA
80	SAMWEL MUGA	KENYA
81	TIMOTHY MURAGURI	KENYA
82	VERONICA KAHURA	KENYA
83	DAVID S MATEGWA	KENYA
84	DAVID KANGOGO	KENYA
85	SOLOMON ATSIAYA	KENYA
86	JULIET JUMA	KENYA
87	ANDREW KOECH	KENYA
88	JOHN JUMA	KENYA
89	ERIC KAMAITHA	KENYA
90	JEREMIAH LEKOKEN	KENYA
91	BENJAMIN TALAM	KENYA
92	AWUONDO JOAKIMS	KENYA
93	HANDS LIND	KENYA
94	CONNIE M KHAYUNDI	KENYA
95	GEORGE OCHIRI	KENYA



96	PHILIP M MWANGI		KENYA
97	FRANCIS MUIGAI		KENYA
98	TABITHA OUYA		KENYA
99	JANE KIMUYU		KENYA
100	R. K MASEKI		KENYA
101	PHILIPS A. KOREMO		KENYA
102	BARNABAS O MAROKO		KENYA
103	JOHNSTONE K WAINOTI		KENYA
104	REGINA KARAUARI		KENYA
105	JOYCE BETT		KENYA
106	ROBERT GITAU		KENYA
107	JANE MACHANI		KENYA
108	TOBIAS O. OWIWI		KENYA
109	JARED N ONDWAKI		KENYA
110	PATRICK MUSIMBI		KENYA
111	FATUMA MOHAMMED		KENYA
112	SOSPETER MWAI		KENYA
113	ALLAN M RUNGU		KENYA
114	CHARLES GATHIRI		KENYA
115	DANIEL N WAIGWA		KENYA
116	ANTHONY WAHOME		KENYA
117	PENNINA KIHUHA		KENYA
118	ROBERT MUINDI		KENYA
119	JOSEPH NGAAI		KENYA
120	FRANK ROBERT		KENYA
121	OLIVER SIKUKU		KENYA
122	YUSUF S. SALEH		KENYA
123	J. B MATHEKA		KENYA
124	C. M MUSUNDI		KENYA
125	CHARLES NGUNJIRU		KENYA
126	SUSAN WASIKE		KENYA
127	LOISE MWALA		KENYA

128	MAURICE OTIENO		KENYA
129	MARIE GISELE MASAWA		DRC
130	TUKUR TANKO RIJAU		NIGERIA
131	UMAR IBRAHIM A		NIGERIA
132	JIBRIN BALA DIJE		NIGERIA
133	IBRAHIM MAWOGI AHMED		NIGERIA
134	LABARAN GABRA		NIGERIA
135	CHRISTIE A AKINRINMEDE		NIGERIA
136	JIBRIN BALA		NIGERIA
137	SINA L AMZAT		NIGERIA
138	IKWUMONU S.A		NIGERIA
139	OYEMADE F. A		NIGERIA
140	ATSIANGBE HENRY U		NIGERIA
141	MAMUDU EZEKIEL DURUJAIYE		NIGERIA
142	YADA PHILOMINA		NIGERIA
143	ADELANWA MUSENDIQ		NIGERIA
144	OJO TAIWO		NIGERIA
145	ADEN EKAN		NIGERIA
146	REV. D. SOLOMON IJADU		NIGERIA
147	J. O. G BISIRIYU		NIGERIA
148	OGUNDEYI B.A		NIGERIA
149	ELEGBEDE B.A		NIGERIA
150	ACHESOULI ACHERAI		NIGERIA
151	MICHAEL T IDOWU		NIGERIA
152	ADENKA SALISI		NIGERIA
153	BALOGMI.A O		NIGERIA
154	PHILIP BABATUNDE		NIGERIA
155	TIMOTHY A OJUHBELE		NIGERIA
156	RICHARD NIYONKURU		RWANDA
157	AUGUSTINE KATABARWA		RWANDA
158	RUTEREMARA VINCENT		RWANDA
159	PROF. F. K. BEE		TANZANIA

160	HASSAN WAKASUVI		TANZANIA
161	INGRID FISCHER		UGANDA
162	DR. BAIE MOHAMMED		SOMALIA
163	SIMELLES TENAW		FINLAND
164	NOGA ZIVAN		ISRAEL
165	TICHARWA KAGU		ZIMBABWE
166	MIKE R DURU		ZIMBABWE
167	LAWRENCE BALE		SOUTH AFRICA
168	BINA TSALAILE		BOTSWANA
169	PELOYAME DISPHOTO		BOTSWANA
170	SMART SHABANI		BOTSWANA
171	JAPHETH MAGOMERE		KENYA
172	RICHARD NYAKENOGO		KENYA
173	FREDERICK NDEGWA		KENYA
174	KOBAMELO JOHN		BOTSWANA
175	R.W. EBEPILE		BOTSWANA
176	MOTSE OTIHABAY		BOTSWANA
177	MOLEWI J.TSHEBOENG		BOTSWANA
179	CHIRWA JAMES.E		ZAMBIA
180	RONNY DEMPERS		NAMIBIA
181	K CHAMA		ZAMBIA
182	LOIDE JASON		NAMIBIA
183	LAWRENCE BALE		SOUTH AFRICA
184	SYLEVESTE KADZOLA		MALAWI
185	GEORGE OTOTO		KENYA
186	ERICK OBONGO		KENYA
187	ANNE NDUNGU		KENYA
188	GEOFFREY ASIRA		KENYA
189	DR. CHIYOGGE SIFA		KENYA

190	JEREMIAH NYATICHI		KENYA
191	SALOME KIMEU		KENYA
192	JIPE KELLY		KENYA
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