

2014

Momentum for Sustainable Cooperative Development: Setting an African Agenda for Action

Forum for Government Officials and Cooperative Leaders in Africa

Momentum for Sustainable Development implies a paradigm shift in future design of society, which will ensure that the continent avoids the current wastage in exploitation and application of resources, environmental degradation and in addressing inequities. The continent has arrived at a unique point in history where security and development are viewed as key but opposing challenges and hope for an integrated future lies more with the citizens than the States. African issues have to be tackled as a region instead of casting lens on separate national identities. Competitiveness and cooperation must define the African region, by bringing human development aspect to sustainable development. The main outcome of the Forum, which ran from 12 to 14 May 2014, was the overwhelming agreement that The Alliance Africa family members should cooperate, relate and collaborate more and together work towards building a Africa Cooperative Bank and an African Cooperative Housing Federation. In addition the Forum came up with a set of coherent sustainable proposals for establishing the Bank and the Federation. This would not have been possible without the excellent work of The Alliance Africa, and the commitment of Participants from the Continent.





FORUM FOR GOVERNMENT OFFICIALS AND CO-OPERATIVE LEADERS / MANAGERS

**THEME: Momentum for Sustainable Co-operative Development
Setting an African Agenda for Action**



FORUM DATE: 12th -14th MAY 2014

The Co-Operative University College Retreat Centre Karen, Nairobi / Kenya



2014 Forum: Momentum for Sustainable Co-operative
Development: Setting Out an African Agenda for Action.

Nairobi, Kenya
12-14 May 2014

Forum for Government and Co-operative Movement
Leaders in Africa

The Future is Now

Abbreviations and Acronyms

ACCOSCA	African Confederation of Cooperative Savings and Credit Associations
ACDF	African Cooperative Development Foundation
AEC	Africa Economic Commission
AU	African Union
CEO	Chief Executive Officer
EAGC	Eastern Africa Grain Council
ECX	Commodity Exchange
FAO	Food and Agriculture Organisation
GDP	Gross Domestic Product
ICA	International Cooperative Alliance
ICT	Information and Communication Technology
ILO	International Labour Organisation
MDG	Millennium Development Goals
NACHU	National Cooperative Housing Union
O&O	Outsourcing and Off-shoring
PTA	Preferential Trading Area
RECs	Regional Economic Communities
RTAs	Regional Trade Agreements
SACCOs	Savings and Credit Cooperatives
SDGs	Sustainable Development Goals

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I. The Forum Overview

1.1 Background

The Alliance Africa Development Strategy 2013 to 2016 aims at facilitates cooperative organizations and their members to pursue their social, economic and environmentally sustainable interests effectively and efficiently through the cooperative model. To implement this activity the Alliance often brings together different stakeholders mainly government and non-governmental, multilateral and bilateral organizations to contribute towards best practices for sustainable cooperative development in Africa. The Forum Momentum for Sustainable Cooperative Development: Setting an African Agenda for Action was one of such gatherings designed to enable participants to set an Agenda for cooperative involvement in the social, economic and political development of Africa.

The year 2014 offers the opportunity to shape Africa's development policy making and implementation through a new momentum of development driven by cooperatives. The Forum offers a 3X3 strategy addressing three levels, three groups and three pillars. A balance and interconnectedness of these issues is essential both to emphasize the inter-linkages and to address the central role of cooperatives in development. Importantly central issues such as enabling framework, regional integration, and potential development and their impacts on poverty eradication, wealth creation and cohesion, productivity management and measuring success are of importance. Institutional backing is equally important. This is relevant for the structures of governance of development which have to be embedded in competent institutions and for implementation on national and local level where often-praised “ownership” has to be realized.

The Forum was also a timely gathering for the movements members in Africa to hear what is happening and to contribute to the global discussion on alternative approaches to promoting sustainable development goals in the aftermath of the global economic crisis; and how cooperatives can provide a credible alternative to the investment-owned banking system and government in human development in Africa.

Venue of the Forum was the Cooperative Retreat and Conference Centre (CRCC) at the Cooperative University College of Kenya in Karen, Nairobi, Kenya. A total of 55 participants from Botswana, Kenya (host), Namibia, Nigeria, South Africa, Tanzania, and Uganda attended (The list of participants is provided as Appendix 1).

1.2 The Forum

As the strategic institution responsible for coordinating the development of cooperatives and cooperative enterprise in Africa, the International Cooperative Alliance (ICA) Africa will this year

be organizing a series of capacity building programmes for the cooperative movement in Africa. The first of such programmes was the Forum which took place May 12-14 2014, in Kenya. This Forum with the **Theme: Momentum for Sustainable Development - Setting Out an African Agenda for Action** addressed the challenges faced by government and cooperative leaders in the promotion of social, economic and political development, and how these impacted on the cooperative agenda of knowledge creation and transformation of lives.

The **Theme** of this Forum talks to the unique role the cooperative movement is considered to play in African development. This is because of the history of cooperatives in two important development metrics of social capital formation, knowledge and wealth creation among the poor, marginalized and the vulnerable of society, and their participation in setting and realizing social growth, economic development and political direction for and of their countries and communities. This becomes even more imminent at this time when most African countries are entering new political dispensations through regional integration and co-operation, focusing more on development of knowledge-based societies and consolidating their bargaining power-base - cooperatives become the most important vehicles for widening and deepening regional cooperation pillars of common markets and political cohesion.

This was a highly interactive Forum bringing together senior government and cooperative leaders around Africa. The three day Forum heard presentations from renowned practitioners in the industry, and panel discussions from distinguished members and leaders in the industry. Further the forum, also explored possible flagship projects to enhance regional trade and other future intervention to develop a dependable cooperative sector in the African region.

1.3 Methodologies

To make the Forum more interactive and inclusive the conference organizers adopted highly participatory approaches that included a variety of learning tools that were icebreakers, session facilitations, small group work, plenary presentations and discussions and brainstorming sessions. To enrich the discussion Country participants provided an overview of their experiences on how Cooperatives have endeavored to bring socio-economic change, challenges met and successful interventions at enhancing performance. Through these methods the forum and the discussions focused on the set agenda.

1.4 Preparatory Activities

In organizing this Forum The Alliance Africa worked very closely with **PERC- PACE International (PPI)** to prepare and dispatch Forum Agenda, Concept paper, and Themes for discussion . These materials were made available to resource persons and participants in advance of the meeting.

II. Official Opening

The official opening of the Forum was graced by the former Minister for Higher Education (Kenya) Prof. Margaret Kamar, the former Minister for Cooperatives Development and Marketing (Kenya) Hon. Amb. Joseph Nyagah, the Principal Secretary Ministry of Industry, Enterprise and Cooperatives Development Dr. Songa (representing the Cabinet Secretary), and the Group Chairman of Cooperative Insurance Corporation (Kenya) representing the Alliance Africa President.

In her opening remarks **the Regional Director**, The Alliance Africa Dr. Chiyoge Sifa, welcomed all the participants to the Forum and urged them to take an active part in the discussions. Explaining the aim and purpose of the Conference the Director pointed out that the main theme of the forum was “Momentum for sustainable Cooperative Development: Setting an African Agenda for Action” divided into three sub-themes:

1. Balancing the Socio, Economic Development and Political Agenda of the African Countries using the Cooperative Model,
2. Leveraging Regional and International Cooperation for Cooperatives in Africa, and
3. Enhancing Inner Strength to Maximize Potential for Cooperatives in Development.

She pointed out that each of these themes is further divided into lead topics for ease of discussion and proposals on the way forward for the cooperative movement in Africa. The purpose of the Forum, therefore, was to set and facilitate Cooperatives elevate their voice to the Agenda for sustainable cooperative development. The main theme is in agreement with the global guiding principle of the Cooperative Blue Print 2020, which has five key thematic issues: participation, sustainability, cooperative image and identity, legal framework, and capital. These, it was explained, have also been taken into account by the Alliance while preparing the 2013 to 2016 Development Strategy. She emphasized the need for the movement members to enhance their collaborations, cooperation, networking and linkages so as to attain and achieve the set objectives of the Development Strategy and the workplan as set out in The Alliance Africa directions. At this juncture the Director invited the President of the Alliance Africa to address the forum and thereafter invite the Chief Guest to open the Forum.

The **Alliance Africa President** in his opening remarks reminded the Participants that the Cooperative Blue Print 2020 on Cooperative Decade emphasizes sustainable cooperative movement for sustainable development. For this reason the Forum should endeavour and effectively come up with strategies that will support the effective operationalization and realization of the objects of the Cooperative Blue Print 2020. To quantify the importance of the

Cooperative movement in Africa, he said 7 percent of the continent's population is affiliated to the cooperative movement. In Kenya Cooperatives control approximately 45 percent of the gross domestic product and 60 percent of the population depend, for their livelihood in one way or another, on the cooperative movement. Statistics from other member States can testify to the importance of the Cooperatives in developing lives of their communities. The President called upon the participants, governments of the region and leaders of the cooperative movement across Africa to join hands with The Alliance Africa in building a sustainable movement. It is therefore necessary to mobilize Cooperatives in the region and find tangible solutions to the current and foreseeable future challenges facing the movement and thereby pave the way for expansion into new economic areas. With these remarks he invited the Chief Guest, the Cabinet Secretary, to address the participants and officially open the conference.

The **Cabinet Secretary Ministry of Industrialization and Enterprise Development**, welcomed the conference participants and thanked them for choosing to attend the Forum. He emphasized the importance of Government and leaders of the cooperative movement to meet frequently and compare notes on the progress and development made by the movement in terms of nation building. Further he noted that he was happy with the theme of the forum "Momentum for sustainable Cooperative Development: Setting an African Agenda for Action" since it acknowledges that Cooperatives are better business alternatives that ensure full consultations and participation by the members at all levels in the development of Africa and its people. The collaboration between State and the movement has been responsible for the development of cooperatives in virtually all African countries and sectors of the economy. Through this networking and cooperation the governments and the movement have been able to contribute positively to human development in Africa. He requested the Forum to take stock of the movement in terms of compliance with prudential standards, challenges facing Cooperatives, propose possible solutions and way forward for sustainable cooperative development. By acting so the Forum will have given the Governments and the movement leaders the agenda that will go a long way in improving the development of cooperatives in Africa. To support this process, the Cabinet Secretary noted that a book , "**An African Minister's Lessons for Cooperatives**", has been authored by the former Minister for Cooperatives Kenya, Hon Amb. Joseph Nyagah, on the dynamics that affect the development and growth of the cooperative movement in Kenya and Africa in general. He said the book will open the minds of many cooperators in their endeavour of promoting sustainable Cooperatives, and challenge governments on policy, legal and regulatory instruments and institutional arrangements for the 21st century cooperative. He wished all participants fruitful discussions that will guide the develop of cooperatives that Africa should have. With these remarks the Conference was officially declared opened.

III. Forum Themes

3.1 The Overarching Theme

The Theme of the Forum was **Momentum for Sustainable Development - Setting Out an African Agenda for Action**. This Theme notes that in a world of accelerated change, Africa is at an inflection point. The cooperative movement today needs to react and adapt rapidly to this change. Innovations are helping the world to run better by enabling organized institutions such as cooperatives to run efficiently, be closer to their own customers, motivate their employees, gain real-time insight into their businesses, and optimize scarce resources. The Forum approaches sustainability as an opportunity and a driver of innovation, and to integrate it as a permanent feature of the cooperative movement in Africa.

The Alliance Africa has long been convinced that sustainability and development success are mutually dependent. And in order to drive forward sustainable development across a wide front, it is crucial that each and everyone understands the concept. Consequently, it is likewise essential to reduce the complexity of the issue so that all people in the industry are able to integrate sustainability in their daily activities and consistently make the right decisions.

Momentum for Sustainable Development implies a paradigm shift in future design of society, which will ensure that the continent avoids the current wastage in exploitation and application of resources, environmental degradation and in addressing inequities. The continent has arrived at a unique point in history where security and development are viewed as key but opposing challenges and hope for an integrated future lies more with the citizens than the States. African issues have to be tackled as a region instead of casting lens on separate national identities. Competitiveness and cooperation must define the African region, by bringing human development aspect to sustainable development. Therefore, sustainable development shall mean, people and institutions behaving in a way that is environmentally, economically and socially responsible to meet the needs of the present without compromising the ability of future generations to meet their own needs. In the context of the Theme of this Forum it means ensuring that the production, delivery, consumption of goods and/or services and related disposal do not adversely impact people or the environment in any way to reduce the value on sustainable consumption and production patterns, food security and sustainable agriculture, sustainable energy for all, water access and efficiency, sustainable cities, green jobs and sustainable social development and economic growth. Therefore, adopting new practices to ensure sustainable development is crucial for the movement and all cooperative

organisations, large and small, and for all sectors: business, government and civil society as well as for individuals.

One issue that is not only of major importance for the movement but also right at the top of the agenda of The Alliance Africa is sustainable consumption. In times of a rapidly growing world population with aspirations for a high standard of living and hence increasing consumption, it is now more important than ever to decouple growth and quality of life from resource consumption and emissions generation. This is particularly important because Africa is a commodity-based economy.

Innovative and, at the same time, resource-conserving products do not represent a contradiction in The Alliance Africa's eyes. The Cooperative Movement shall adopt the objective of creating value for customers, consumers, its members, its neighbors and also its own businesses while at the same time reducing its ecological footprint. It is also particularly important from The Alliance Africa's viewpoint to align the entire value chain to sustainability. Only if all cooperatives, governments and involved consumers at large are moving in the same direction and doing all they can within their sphere of influence can consumption be rendered more sustainable across the board, the borders and work within a harmonized transaction system.

Given the notable successes achieved by various African countries in relation to the millennium development goals (MDGs) and also in the context of various other national issues - economic growth, environmental and climate change management, food grain production, education policy formulation, ICT, infrastructural development including electricity generation, rural development including both agriculture and non-agricultural sectors, rural employment generation, and so on - Africa is poised for take-off on to a sustainable development pathway encompassing economic, social, and environmental-climate change aspects in an integrated fashion, keeping in focus the vision of progress of every citizen, without exception, towards the overarching goal of human dignity.

In Africa, rapid growth in the last decade has been associated with improvements in primary enrollment, HIV/AIDS and gender parity. However, given the initially low levels of development, most countries are unlikely to achieve MDGs. This is particularly true for the health targets. Even where progress has been substantial, the quality of service delivery remains poor and aggregate performance masks sub regional and country disparities. In general, North Africa has made more progress on MDGs than Southern, East, West and Central Africa, and rural areas

tend to lag behind urban areas in MDG performance. Spatial and gender inequalities in terms of access to services, coupled with high unemployment rates and a lack of decent jobs, are typical features of African economies. However, those features are not homogeneously characteristic of all sub regions. Unlike North Africa, where the availability of jobs is the main challenge, in Southern, East, West and Central Africa the large informal sector combined with weak social protection systems have nurtured a large pool of vulnerable jobs that barely meet the basic needs of the workforce. Notwithstanding its marginal contribution to climate change, Africa is highly exposed to climate-related hazards but has limited capacity to adapt to such challenges. The continent's vulnerability to natural and economic shocks stems largely from the primarily mineral and commodity -based structure of African economies, which also suffer from enclave sectors and producers that are confined to the low-value end of the spectrum in the global value chain. Not only does that undermine the ability of the continent to create jobs and generate revenue, it also compromises its fiscal capacity to invest adequately in social services. A transformation agenda that prioritizes inclusive growth underpinned by commodity-based industrialization is likely to promote job creation and generate the needed resources for social development and climate-change adaptation. Furthermore, by creating alternative sources of livelihood, economic diversification minimizes exposure to external shocks and contributes to sustainable human and social development.

Encouraged by its notable achievements in relation to the implementation of the MDGs, Africa is very active in the run up to the formulation of the post-2015 sustainable development agenda. The African Agenda continues to address poverty eradication, inequality reduction, unleashing of human potentials, food security and nutrition for all, universal access to health and family planning services, gender equality in all spheres of society, quality education and skill training, employment opportunities and decent work, transparency and accountability, climate change adaptation and environmental sustainability, and domestic resource mobilization) as well as others which are essentially the responsibility of developed countries such as changes in production and consumption patterns and related matters of climate change mitigation to bring them in tune with the demands of environmental and social sustainability considerations, and ensuring the means of implementation of the agenda formulated, and still others which relate to democratization of global governance and management of multilateral institutions such as the World Bank and the IMF with a view to giving voices to the voiceless developing countries in global policy and strategy development and reorienting the ways the multilateral institutions function.

Africa may develop a set of its own post-2015 sustainable development goals with associated targets and indicators, keeping the relevant ones, modified if and as necessary, from the adopted Global Agenda but also including other country-specific issues in terms of additional goals and associated targets and indicators. The work may begin now, through the African Union and to be finalized after the UN General Assembly adopts the Global Agenda in the 2015 UN General Assembly Session.

Today cooperatives in Africa have made remarkable progress in agriculture, agro-processing, dairy, credit, banking, insurance, produce marketing, fishing, storage, and housing among other activities. Despite this good progress, the movement continues to miss opportunities of enhancing the social and economic status of its membership. There is a need to refocus and re-assess cooperative capacity not just to mobilize human and financial resources, but to manage them well for general and faster economic growth and more so to improve the living standards of its members. This can only happen when cooperatives become knowledge creating institutions by embracing the management of information, and the enablement of knowledge, the two critical aspects in the future direction of cooperatives in Africa.

3.2 Conference Themes and Topics

To facilitate easy flow of discussions and results each day had a clear theme with a number of topics and presenters as illustrated in **Matrix 1** below.

Matrix 1: Conference Themes and Topics

No.	Day	Theme	Topics of Discussion	Key Speaker
1	Day One	Balancing the Socio, Economic Development and Political Agenda of the African countries using the Cooperative Model	Cooperatives as Catalysts in Social, Economic Development and Political Agenda Setting.	Prof. Peter K'Obonyo University of Nairobi
			The concept of the Cooperative and its importance to national economies	Prof. Esther Gicheru The Cooperative University College
			The role of Government in the development of Cooperatives	Hon. Amb. Joseph Nyagah, ACDF
			Case studies from Uganda, Kenya	Ms. Mary

				Mathenge (NACHU) and Ms Janet Kalulu (EAGC)
2	Day Two	Leveraging Regional and International Cooperation for Cooperatives in Africa	Introduction to Regional and International Cooperation: Opportunities for Cooperatives	Joseph Kiioh (PPI)
			The Future is Now: Business Solutions Plan for a Sustainable Global Economy.	FAO, Stanley Kimereh
			Cooperatives and the Sustainable Development Goals	Moshi (ILO)
3	Day Three	Enhancing Inner Strength to maximize Potential for Cooperatives in Development	Rebranding your Cooperative	
			Leadership and Succession Plans in Cooperatives	
			Managing Relationship between Apex Cooperatives bodies and their affiliates	
			The Future is Now: Business Solution Plans for a Sustainable Global Economy	NACHU ACCOSCA
			Country Strategies and Project Ideas	
			Closing Session	

Details of the forum's programme are given in appendix 2 at the end of this report.

3.2.1 Day 1: May 12, 2014: Balancing the Social, Economic Development and Political Agenda of the African Countries using the Cooperative Model

Each African nation was created for increased stability and prosperity and supported by three pillars of social, political and economic development. Yet, often we find nations just about balanced on one pillar - the incomplete, shaky and asymmetric pillar of a political Africa, with the economic and social Africa missing. Over the last fifty or so years, these pillars are supposed to have evolved into strong institutions of human development. It requires political commitment and detail to action for a country to balance its economic, social and political goals. For the poverty to end, Africa has to change. As it stands, we have an Africa bogged down by politics and losing out on economics, where growth and employment are stifled by tight budgets. But human development can be salvaged. To do so, regulations and economic policies must be reformed and countries (and economies) opened to increased democracy. What strategies should we be deploying to harmonize economic, social and political interests to realize balanced development? Join this session to hear from professionals who are creating

aggressive and innovative solutions to drive the cooperative movement, as effective change agent, in Africa.

a) Cooperatives as Catalysts in Social, Economic Development and Political Agenda Setting

Cooperatives are incorporated- under the law by articles of incorporation, granting them the right to do business. Organizers of these business enterprises draw up bylaws and other necessary legal papers while members elect a board of directors. The board formulates policy and hires a manager to run the business. Cooperatives as business enterprises are owned and democratically controlled by their members. To ensure existence of strong bond and loyalty, Cooperatives distributed equitably services and benefits derived from operations to members.

The Cooperative model of business management is based on values of self-help, self-responsibility, democracy and equality, equity and responsibility. In addition to the said values, Cooperatives are governed through set principles among them are Open and voluntary membership , Democratic control - one share one vote regardless of shares or equity owned; economic participation by members, Co-operation among co-operatives - helping and utilizing each others' services and products; and concern for community - contributing socially and economically to their respective communities. A cooperative gives people a means to organize for effective political, social and economic action.

In the political arena, Cooperatives offer forum for members to meet and exchange views and ideas on their priorities and strategies for progress. Through representatives, Cooperatives meet with Government, Non Governmental Organizations and other players to influence Cooperative Agenda since they speak for the common person and not for themselves as business entities. It is also notable that Cooperatives form coalitions with other like-mind groups to enhance their views. This aspect provides Cooperatives with a voice for a specific action and demands thus qualifying them as community instruments of protection and defense.

Socially and Culturally Cooperatives have grown to have their presence felt at local, national and international levels. In many African countries, they have been traced to the pre-independence times with accelerated development in the periods immediately after a country attained its independence. It is a fact that the Cooperatives have been promoted and cut across all sectors of the national economies, thus empowering its members along the political, social and economic lines and promoting social cohesion.

Cooperatives are good agencies of knowledge transfer and information sharing and have played a key role in capacity building and are good tools of contributions to human resources development.

On economic development, Cooperatives as business enterprises empower their members through employment and income generation, capital formation in terms of finance mobilization and encouraging development in rural areas where commercial business entities are unwilling and have not established any tangible business lines.

Through the socio-cultural and economic factors of the Cooperative model of business it is practical that Cooperatives are good agencies of balancing the social, economic development and political agenda of the African countries.

To enhance this process it is important for Cooperatives to observe and improve on the awareness among policy-makers and planners that Cooperatives are business enterprises and are not general vehicles of development and have a noble objective to their owners.

Further there is need to develop and implement clear guidelines on ways of promoting, establishment and managing Cooperatives. This will improve on the service delivery to the members and the community in general in terms of curtailing negatives issues such as massive rural/urban migration, improving food security, enhancing social cohesion and improving the general living standards of the community.

b) The Concept of the Cooperative and Its Importance to National Economies

Through development process, it has been observed that one of the greatest underlying problems associated with the use of cooperatives in the development process is that many development workers fail to understand the special nature of Cooperative enterprise. Nonetheless Cooperatives have been seen and taken as a vehicle of great potential.

Schemes for promotion and development of cooperatives have frequently focused upon building institutions which are models of democracy or, at the other extreme, simply a means for State to deliver services through the. Many Cooperatives that we see in parts of the world were either formed as organs of the State or driven by external development agents. Cooperative values of self-help, self-responsibility, democracy, equality, equity and solidarity, and ownership were never taken into account when forming the institutions. On the other hand, Co-operative members are expected to believe in the ethical values of honesty, openness, social responsibility and caring for others. Promoting Cooperatives outside this

perimeter of thought and function makes such organization loose the real and true meaning of a Cooperative.

The International Co-operative Alliance (ICA), which is the custodian of Co-operative identity, defines a Co-operative as an *autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise* (ICA, 1995).

Cooperative believe and operate under key principles which are *open and voluntarily membership, democratic member control, member economic participation, autonomy and independence of Co-operatives, education, training and information, cooperation among Co-operatives and Concern for Community*.

Through these principles, Cooperatives can play the balancing act of social, economic development and political agenda by community mobilization without gender, social, racial, political or religious discrimination and facilitating communities to chart their own destiny. Cooperatives can be used as example of where the owners control their functions and actively participate in setting their policies and in decision making, being agents of community capital formation internally and externally to enhance economic development. Advocating for autonomy and independence and empowering members to retain supreme authority over their organization and activities. Cooperatives are good providers of education and training for their members, elected representatives, managers and employees so they can contribute effectively to their performance. Pooling resources for common good and sustainable development of communities through policies approved by their members and giving back to the communities and the environment on which Cooperatives thrive.

Co-operative Ideology and practice is backed by four types of schools, the Commonwealth School of Co-operative Thought, the Co-operative Enterprise, the Co-operative sector and the Socialist School of Co-operative Thought. These schools of cooperative thought have six things in common which they desire to promote as indicated in the matrix below:

Matrix 2: Common Tenets of the Four Schools of Cooperative Thought

Social Inclusion	Social Integration
Co-operatives accept into their membership people who are generally excluded from participating in other forms of business due to poverty, gender, age, disability or other	People who work together in Co-operatives increase their ability to understand, accept and appreciate each other for mutual benefit; Social cohesion: where people who work

considerations;	together in Co-operatives understand and appreciate the value of solidarity and therefore live in social harmony;
<p>Social Empowerment</p> <p>People who work in Co-operatives become more informed, more confident and outgoing as a result of increased knowledge, exposure and practice make them more accepted and welcome in society</p>	<p>Gender Integration</p> <p>Women, men and youth work together to realize their social and economic dreams through Co-operative action;</p>
<p>Peace Through Conflict Management</p> <p>People working together in Co-operatives learn to solve their problems amicably and enhance peace in order to achieve common goals towards a common destiny of wealth creation to escape poverty.</p>	<p>Co-operative Enterprise Development</p> <p>Co-operative enterprises should seek to build a better world through mutual cooperation, moral character and human dignity. Co-operatives that adapt a value chain development approach increase chances for better returns on investment and sustainability. To succeed, Co-operatives need to borrow the service spirit of the State, the efficiency of the capitalist enterprise, the entrepreneurial culture & independence of the private sector and the proximity and social touch of family business.</p>

To enable cooperatives to continue balancing the social, economic development and political agenda, national governments should support national co-operative movements to leverage on the Cooperative potential of enhancing virtues of social inclusion, social cohesion, economic participation and peace for wealth creation for their members and thus contribute positively to the national economies.

c) The Role Government in the Development of Cooperatives

Modern cooperatives in Africa were introduced to the continent by the former colonial powers simply to be suppliers of raw materials to industries in their home countries. Locally the cooperatives were used as bait for attracting labour from the Africans. However, the introduction saw the emergence and growth of strong coffee, cocoa, palm oil, dairy and import and export cooperatives. In the pre and post independence promotion of cooperatives was a preserve of the Government and indigenous people were expected to support the idea since it

was a government decision to form the institutions. This approach denied and literally killed the concept of cooperation, which is build on open membership, voluntarism and social and cultural needs.

To live up to the aspirations of the cooperative values and principles Governments should allow themselves to provide enabling environment to the cooperatives and leave functional issues to the owners. The role of the African governments in the promotion and development of the cooperative sector may be specified as and not limited to (see matrix below):

Matrix 3: Principal Issues for African Governments

<p>Policy and Legal Frameworks</p> <p>It is the responsibility of the government to formulate and enact appropriate laws and policies for the sector. However the governments should adopt participatory law making approaches. All stakeholders must be consulted and their views taken into account. To ensure understanding of the policies and laws in place by the sector governments must create awareness through various for a such as conferences, workshops and seminars.</p>	<p>Encouraging Growth of Cooperative Movement</p> <p>To enhance the performance of the movement the government must ensure existence of extension services at all administrative areas for purposes of appraising members of the cooperative sector and the public in general the importance of the sector and their responsibilities and obligations.</p>
<p>Financial Support</p> <p>As business enterprises, Cooperative organizations need financial support and government should facilitate the movement in sourcing necessary resources in order to enhance national development. However Cooperatives should avoid cases of developing dependency syndrome. Any support sourced from external sources, should be for supplementing what the Cooperative has. Governments should also set up financial regulator to ensure the sector does not flout financial rules and regulations.</p>	<p>Education and Training</p> <p>As an agent of eradicating illiteracy government should have education and training programmes. General education and training should be offered to members, officials of Cooperatives and employees of the Cooperatives. The offered training must be demand driven so as to have positive effects on the Cooperatives.</p>
<p>Conflict Resolution</p> <p>To encourage development of the</p>	<p>Good Governance</p> <p>The Governments have an important role in</p>

Cooperative sector governments must put in place mechanisms for dispute resolution such as “tribunal courts” which understand issues of Cooperatives.

ensuring there exists rule of law in the Cooperative sector which can be exhibited through maintaining proper record keeping, auditing and holding consultative meetings. Such fora encourage transparency and accountability in the functions of Cooperatives.

Despite the fact that governments have a key role to play in the promotion and development of Cooperatives it should be borne in mind that sector leadership must always know that they hold the key to the development of the sector and not the government. Governments will only continue to play a complementary role and Cooperatives play the "economic politics" as well as the actual politics through lobbying and advocacy. This approach will ensure interests of the sector are protected and the sector thrives to benefit the members.

d) Case Studies on Sustainability Initiatives

(i) National Cooperative Housing Union

The National Cooperative Housing Union (NACHU) is a national cooperative organization in Kenya promoting and providing capacity building, financing and technical housing support services to potential informal settlement and rural community dwellers, active housing cooperatives, and other cooperative-like organisations. Often the beneficiaries of NACHU services are urban and rural, homeless, tenants, have inadequate incomes, live in areas with poor infrastructure, overcrowded environment, lack access to affordable finance, and are under evictions threats.

NACHU strives to create sustainable communities through cooperative housing, promoting active membership through cooperative savings and housing loans. The purpose of doing this is to ensure supported cooperatives develop to be active, have strong governance structures, mainstream gender, youth, lobbying and advocacy, HIV and environment in all their activities and lay sound foundation for sustainable human development. Other features instilled into the primary housing cooperatives are innovations, capitalization, and human resource development and up-scaling in the delivery of services to members.

NACHU holds that apart from housing being a human right, it is security and a measure of poverty eradication. NACHU is committed to providing as many houses as possible. To do this it

uses an incremental model, product diversification, harmonisation of practices, in creating value and results. The Union has adapted the Value Chain Development and Management Model to cooperative housing development with focus to the poor, marginalised and low income households. Through provision of integrated business advisory services and counselling, and application of appropriate technology, the Union has been able to bring a diverse range of clientele on board. Through lobbying and advocacy, it has been able to influence the Government of Kenya to develop and promote policies and regulations favourable to the cooperative housing sector.

(ii) Eastern Africa Grain Council

A case study from the Eastern Africa Grain Council (EAGC) indicated that Cooperatives can sustain their business enterprises if they have tradable commodities. Gains are the main commodities handled by the Council on advisory services. In the past the Council has advised the private sector on the grain trade. However, very few Cooperatives are customers of the Council for reasons that are not clearly understood. Trading organizations are advised to set up agricultural commodity exchange which becomes open market place. This created platform facilitates key stakeholders, i.e. farmers/traders, processors and financial institutions (banks) to come together and influence the grain trade in one way or another since each category of stakeholder acts as a team. To ensure smooth and uninterrupted trade the exchange is governed by policies, trade rules and regulations which the stakeholders have to observe and adhere to.

Agriculture sector is the mainstay of most of the Africa, providing a conducive environment for emergence and growth of agricultural cooperatives. These cooperatives can take advantage of the technical advice from the EAGC to form and establish Commodity Exchange houses in their respective countries. The Exchanges are important instruments in improving product value chain, commodity monetization and managing the current high cost of construction of silos and transit/produce holding centres.

e) Panel Discussions

Participants discussed and noted key issues that require immediate attention to turn-around the cooperative movement in Africa. They also acknowledged the serious impact of little

influence of the cooperative movement in Africa and therefore recommended a number of actions that need to be actioned to jumpstart effective and efficient cooperatives:

- Need for definition and understanding of the concept of the cooperative enterprise model and relate it to the national policies, laws and regulations. This approach will no doubt close up the missing link in the social-economic development vis-avis the movement's development aspiration.
- Enhance capacity building of institutional and management frameworks
- Cooperatives should take and embrace emerging business opportunities in their activities.
- Trade and management solutions to the key challenges facing the movement in Africa should be sort and implemented.

3.2.2 Day 2: Tuesday May 13, 2014: Leveraging Regional and International Cooperation for Cooperatives in Africa

Regional integration remains a viable strategy for Africa to achieve sustainable economic growth and development, reduce poverty and participate effectively in the globalization process. This vision is embodied in the Abuja Treaty Establishing the African Economic Community, and is re-emphasized in the Constitutive Act of the African Union. These blueprints include a roadmap for a monetary union and the harmonization and integration of financial systems and markets across the continent. Achievement of these goals requires a climate of macroeconomic stability, monetary and financial integration and effective trade and economic relations. Monetary unification and financial integration overcome problems associated with multiple and non-convertible currencies and with underdeveloped capital and financial markets and would also propel the continent towards establishment of the envisioned African Monetary Union. Several Regional Economic Communities (RECs) have adopted common macroeconomic policy frameworks and convergence targets, underpinned by monetary and financial cooperation.

There is a lot of support from African governments for regional integration. Indeed since independence they have embraced regional integration as an important component of their development strategies and concluded a very large number of regional integration arrangements (RIAs), several of which have significant membership overlap. There are however few success stories. African RIAs are generally ambitious schemes with unrealistic time frames towards deeper integration and in some cases even political union. African RIAs are usually neighborhood arrangements. The African paradigm is that of linear market integration, following stepwise integration of goods, labor and capital markets, and eventually monetary

and fiscal integration. The starting point is usually a free trade area, followed by a customs union, a common market, and then the integration of monetary and fiscal matters to establish an economic union. The achievement of a political union features as the ultimate objective in many African RIAs. This process is followed by the various regional economic communities (RECs) in Africa and at a Pan African level; eight of the RECs have been identified as the building blocks of the African Economic Community. It is accepted in this paper that regional integration makes sense for Africa; a continent characterized by small countries, small economies and small markets. What is at issue, however, is whether the linear model of regional integration currently, defining the African integration paradigm, makes sense for the continent. Secondly, the interest is on whether the architects have factored into the integration process the key social capital formation sectors such as the cooperatives and whether appropriate infrastructure has been developed for this. Join this discussion to chart the way for African cooperatives in regional and international cooperation.

a) Introduction to Regional and International cooperation: Opportunities for Co-operatives

Regionally and internationally regional trade blocks are defined as associations of nations at a governmental level. The blocks are established for the very purpose of:

- promoting trade within the block and defending its members against global competition,
- Providing their members with the mechanisms for competing in an aggressive global market.

What this suggest to the cooperatives is that, regardless of the size of your business, it is essential to know the international trade regulations that govern import and/or export operations, establish tariffs on goods produced by member states, import quotas, government subsidies, onerous bureaucratic import processes, and technical and other non-tariff barriers and to cooperate in economic, political, security, climatic, and other issues affecting movement of persons, goods and services. There are four major trading blocks around the world as depicted in the matrix below.

Matrix 4: Major Trading Blocks around the World

No.	Economic Trading Blocks	No. of Member States
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1	The European Union (EU)	28
2	North American Free Trade Area (NAFTA)	3
3	Association of Southeast Asian Nations (ASEAN)	10
4	Mercado Comun del Cono Sul (Southern Cone Common Market)	5

The effects of these regional trading blocs are, establishment of free trade areas leading to a common market, conceptualization of a single currency, institutionalization of tariffs and import and export quotas, mobilization of their communities, establishment of trade standards, increased investments, infrastructure, finance and subsidies for their business communities.

(i) Africa's Major Regional Integration Groupings

Africa has a long history of regional economic cooperation and integration. The 1960s and 1980s however witnessed an intensification of the Continent's regional integration and cooperation process. These periods saw the establishment of major regional integration schemes, ranging from the Preferential Trading Area (PTA) at the lower end of the integration spectrum to Economic Union at the upper end. Africa's regional economic integration and cooperation process is characterized by a multiplicity of schemes and overlapping memberships and mandates.

Membership of regional integration in Africa has become so pervasive that there is no country on the Continent that does not belong to at least one grouping. Twenty-seven of the fifty-four Member States of the AU belong to two or more integration schemes. Among the major regions of the world, Africa has the highest concentration of economic integration and cooperation arrangements.

(ii) Purposes and Strategy for the Africa Development through Cooperation

The main strategy of the Plan for accelerating Africa's development involves collective self-reliance, regional cooperation and integration. However the primary objective of the Africa Economic Commission (AEC) as stipulated in Article 4 of the Abuja Treaty is "to promote economic, social and cultural development and integration of African economies in order to increase economic self-reliance and promote an endogenous and self-sustained development".

It is indicative that Regional Cooperation in Africa is gathering momentum and since the early 1990s, many countries in the continent have made major inroads in opening up their economies to external competition through trade and exchange rate liberalization, in line with

the International Monetary Fund (IMF) and World Bank support programmes. Similarly with creation or expansion of a number of regional trading arrangement (RTAs) in other parts of the world, several Africa nations have also worked toward the establishment or renewal of such trading arrangements. With these arrangements Africa is understood to house approximately 30 RTAs and/or trade blocs, of which only five (ECOWAS, EAC, IOC and MRU and UEMOA) are involved in the implementation of the Africa's economic integration agenda which is a good start for Cooperatives to be involved so as to influence policy, regulation and institutional arrangement on regional cooperation and integration. The major trading agreements in Africa are listed in the matrix below.

Matrix 5: Africa Regional Blocks

No.	Regional Blocks	No. of Member States
1	Arab Maghreb Union (AMU)	5
2	Community of Sahel- Sahara States (CEN-SAD)	18
3	Common Market for East and Southern Africa (COMESA)	20
4	Economic Community for Central Africa States (ECCAS)	10
5	Economic Community for West Africa States (ECOWAS)	15
6	Inter-Governmental Authority on Development (IGAD)	7
7	Southern African Development Community (SADC)	17
8	East African Community (EAC)	5
9	Economic Community of the Great Lakes Countries (CEPDL)	3
10	Indian Ocean Community (IOC)	5
11	Mano River Union (MRU)	3
12	West African Economic and Monetary Union (UEMOA)	7

(iii) Driving Force for Africa's Regional Cooperation

The key contributory factors that are encouraging and/or forcing the African continent to seek and push for the regional cooperation, is a continent with huge geographical area that is not easily accessible (15 Nations are land locked), existence of 54 sovereign States with different ideologies of development, the population density tend to be low (19 Nations have less than 5m people each), Economies are dominated by agriculture, poor infrastructure, high transport cost, little trade among neighbours and absence/scarcity of local/foreign investments. Due to these factors each State finds it difficult to make any progress in development thus seeking for cooperation with other States.

(iv) Opportunities for Cooperatives in Regional Cooperation

Cooperatives are business organizations and as stakeholders in the regional blocs, they can leverage the development of the economic blocs through the emerging and available trade influencing factors.

Africa's Emerging and Available Trade Influencing Factors

- ✓ Expanded trade market competition
- ✓ Development of trade and investment related policy and legal frameworks
- ✓ Transfer of skills, knowledge and sharing of information
- ✓ Development of member friendly institutions
- ✓ Diversification and new innovations in key economic sectors
- ✓ Build capacity on compliance with World Trade Organization requirements and other trade agreements
- ✓ Application and development of products standards.
- ✓ Networking and collaborations
- ✓ Capital formation
- ✓ Gender equity

(v) Way Forward

Cooperatives in Africa are in a Catching-up Race to regional integration and must develop appropriate strategies and programmes to influence the integration process and to benefit from the gains of integration. To do this they will need to:

- Develop a Strategy at State/National levels aimed at Capacity Needs Assessment and specifically identify capacity gaps, and devise a priority action plan,
- Establish a coordination committee on trade policy development that will mainly handle issues concerning technical advice, legal, research and other specialized services

b) Cooperatives and the Sustainable Development Goals

Cooperatives are business organizations whose practices are governed by the “cooperative business model” which is based on social, economic and environmental sustainability. Further cooperatives allow their members to decide their destiny on the development and

management of their businesses. For this reason cooperatives are catalysts in sustainable development and should position themselves appropriately for sustainable development goals.

To strengthen this position and as a follow up of the Millennium Development Goal era, the International Labour Organization (ILO) and the International Cooperative Alliance (ICA) have launched an initiative on the contribution of Cooperatives to sustainable development. This opportunity will no doubt see the cooperative movement have a chance of airing their views on the post 2015 Development Agenda that is build on 12 proposed goals or themes including sustainable consumption and production patterns, food security and sustainable agriculture, sustainable energy for all, water access and efficiency, sustainable cities, green jobs and others..

(i) Cooperative and the Sustainable Development Goals

The referred themes are set such that they represent key economic sectors where prospect of promoting and developing new types cooperatives are available. Other than agriculture (food security and good nutrition) and financial sectors other basic themes (areas) seem to be new in the context of development of Cooperatives in Africa. Identified key areas of the Sustainable Development Goals (SDGs) are poverty reduction, gender equality, quality education and lifelong learning, health, food security and good nutrition, access to water and sanitation, sustainable energy, employment creation, livelihoods and equitable growth, sustainable natural resource management good governance, promotion of stable and peaceful societies and cooperative and global enabling environment and long term finance.

Looking at these themes there are very few or no cooperatives that have been promoted thus leaving a vacuum in their development, growth and service provision to the people. To meet this demand The Alliance Africa through its development strategy 2013 to 2016 and in conjunction with existing and potential members and development partners in each region will focus on each theme and strengthen cooperatives that will enhance the social and economic welfare of the people.

(ii) Cooperative Competitive Advantage

It is common knowledge that each nation in Africa has some comparative and competitive advantage in specific economic activities. The 12 proposed themes will be addressed by the Alliance and other stakeholders in order to explore potential areas that can support the establishment of new cooperatives and advice the movement on the best alternative options

where cooperatives can thrive, serve and improve the social and economic status of the community.

(iii) Panel Discussions

Participants observed a number of issues arising from the presentations more so the challenges facing the cooperative movement in Africa. Key challenges were identified as lack of commitment by national governments and leaders of Cooperatives in promoting and supporting efforts of the movement, inadequate or no implementation of plans, plans and programmes, inadequate financial and human resources to boost activities, poor coordination and little or no consultations among the stakeholders. To reduce the adverse effects facing the movement, the forum recommended promotion, establishment and development of three sector based regional cooperative projects, namely housing, cooperative backing and commodity exchange facility. These cooperative institutions would thereby mobilize stakeholders and their resources to create strong and sustainable cooperatives in Africa.

c) The Future is Now: Capacity Building In Agribusiness Skills and Leadership - FAO Work with Cooperatives and Producer Organisations

To spur rural development and food security, agricultural education and training in Africa has traditionally focused on increasing agricultural productivity on the farm. More recently, development practitioners and policy makers have broadened their attention to include agribusiness or agro-industries—the post-harvest activities involved in the transformation, preservation and preparation of agricultural production for intermediary or final consumption. Because agro-industries are uniquely situated between raw and natural sources of supply and the dynamics of food and fiber demand, promotion of agro-enterprise development can provide positive impacts on employment in both rural and urban areas; offer market access to small-holder agriculture; present business linkages to small and medium-sized enterprises (SMEs); and enhance food security by reducing post-harvest losses and extending the shelf-life of food and fibers for the rapidly increasing urban poor. The combined effects of employment gains and food security through improved agro-industry competitiveness can be an important strategy for reducing the overall poverty on the African continent.

Developing strong and viable agro-industries requires a different mix of skills, policies and institutions from the traditional, mostly farmer focused ones. Agribusinesses have a different objective function—maximizing profits—and often require an enabling environment to thrive. To fill this gap, a multitude of new policies, initiatives and institutions have emerged in African countries in the last two decades. These interventions, mostly designed to facilitate the participation of small and medium producer organisations and cooperative enterprise, include warehouse receipts, business clusters, micro- finance institutions, technology parks, business development services, contract farming and public investment in transport and infrastructure investments. However, the role of producer organisations (POs) and cooperative societies in fostering agribusiness growth and development is relatively underexplored.

(i) Current Status

If agriculture business capacity building and training is to make meaningful contributions and remain relevant, the major forces shaping development of this sector must be identified and assessed. Examining the forces that influence agribusiness helps to provide insight into the policies and innovative strategies needed to ensure that this sector better contributes to economic growth and poverty reduction goals. Further, these factors can be used in designing curricula for agricultural capacity building programmes. Matrix 6 below provides an overview of many of the key forces that influence the structure and performance of agriculture and agribusiness in Africa.

Matrix 6: Main Forces Influencing Agriculture Development in Africa

Factor	Opportunities	Challenges
Political	<ul style="list-style-type: none"> • Political stability in most countries • Regional harmonisation of policies • Preferential trade agreements, trade policy 	<ul style="list-style-type: none"> • Political conflicts in some countries • Corrupt government regimes • Limited enforcement of property rights • Poor business climate • Limited law enforcement
Economic	<ul style="list-style-type: none"> • Economic liberalisation has taken root • High economic growth rates in recent years • Increasing foreign direct investments • Central role of agriculture in most economies 	<ul style="list-style-type: none"> • Global recession • Global financial crisis • Poor transport infrastructure • Legal barriers to trade • High interest rates • High inflation and unemployment • No macroeconomic stability

Social Cultural Human Demographics	<ul style="list-style-type: none"> • Growing population—increasing market • Rapid urbanisation • Improved access to education and health • Gender—increasing role of men in farming, women’s rights 	<ul style="list-style-type: none"> • HIV/ AIDS • Limited adoption of new technology • Cultural preferences for specific staples
Technological	<ul style="list-style-type: none"> • Improved access to information (mobile phone and Internet) • Advances in biotechnology • Technology leap-frogging • Investment in public research such as the NAROs and CGIAR 	<ul style="list-style-type: none"> • Diverse agro-ecologic conditions limit technology diffusion • Weak national scientific and research institutions and universities • Limited enforcement of intellectual property rights

Today’s agribusiness managers have to contend a broad range of socio-economic issues such as gender, HIV and AIDS, conflict resolution, technological advancements, environmental sustainability, natural disasters, global economic crisis and ever-changing socio-political dynamics that are part of the agribusiness operating environment. It is the responsibility of training institutions and other capacity-building organisations to churn out the type and number of programs that are able to tackle not only today’s challenges, but future ones that are yet unknown. This will require great vision, careful planning and perhaps institutional innovation that depart from traditional paradigms.

(ii) The FAO Intervention

With concerns mounting over food price shocks, rapid population growth, changing consumption patterns and climate change impacts, calls for a “second green revolution” have grown almost cliché. And when those calls fail to engage with the very real tradeoffs that will be required if the world’s food production capacity is going to reach — and sustain — even greater heights, they risk sounding naïve. In all these concerns the common denominator is land - it is at the center of those challenges and tradeoffs. While the nature of the relationship between people and the planet has changed in once unthinkable ways, land remains a fundamental component of Africa's ability to feed herself. This is what has driven FAO to collaborate with the EU, IFAD, ILO and EAFF, and the governments of Burundi, Kenya, Malawi, Niger, Rwanda, Tanzania and Uganda to develop a regional strategy for institutional strengthening for Producer Organisations and Cooperatives

More people live in urban areas than rural areas for the first time in human history. Cities must be linked to food production and distribution chains that are capable of supplying nutrition to large numbers of people at a consistent and dependable rate — and from a distance. That must all happen at a time when climate change is expected to introduce unpredictable shocks and when more of the African population is demanding higher-input foods like meat and dairy. Against this backdrop, the way families, communities, nations, and international organizations choose to organize land and secure the relative strength of some land rights and land ownership claims over others will be central to answering tough questions about a food-secure future. Some of these questions include : How can we produce more food, and at what cost? How do we feed a growing population while still upholding the rights of existing land-holders to benefit from the use and development of their resources? Who should decide what constitutes a right to use and develop land in the first place? Our answers to these questions will help to determine the future of human life on Earth.

The collaboration between the FAO and African governments seeks to:

- Support product and process innovation,
- Support institutional innovation, and
- Support to social innovation.

This is all in order to:

- help eliminate hunger, food insecurity and malnutrition;
- make agriculture more productive and sustainable;
- reduce rural poverty;
- enable inclusive and efficient agricultural and food systems; and
- Increase the resilience of livelihoods from disasters.

(iii) Paradigm Shift from Agriculture to Agribusiness

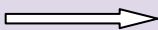
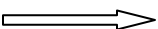

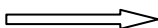
Perhaps the hardest aspect to change about agribusiness skills and leadership development is the overall paradigm that governs the approach to the subject. Traditional agribusiness education and training (AET) has existed and has been institutionalised over many decades. It is mostly these same institutions that are now taking on the challenge of building capacity for the

agribusiness sector. This makes sense from an efficiency point of view as it maximises economies of scope and integrates agribusinesses to traditional fields of AET. However, this approach forces the subject matter of agribusiness to fit into the rather static infrastructure and ideologies which were developed for traditional agricultural fields – mostly farming. In so doing, most of Africa misses the opportunity to challenge existing paradigms for AET that have not kept pace with recent dynamics in the macro-environment. Matrix 7 below illustrates some key areas for which a new paradigm is needed in shifting from traditional AET to an agribusiness centred education and training. The matrix reveals:

- First, the approach needs to shift from producing disciplinarians with a narrow but in-depth knowledge base to producing well rounded professionals with requisite skills to get the job done.
- Secondly, graduates of AET need to be more competitive and employable not just in government departments but within the general market that now includes private agribusiness.
- Likewise, the production orientation that seems to govern traditional orientation needs to be replaced by a market oriented approach that prioritizes meeting consumers’ needs.

Unfortunately, most institutions are designed to defend the status quo and hence change might take very long to develop and implement. An interim strategy might be to give some degree of autonomy or flexibility to agribusiness education and training programs.

Matrix 7: Paradigm Shift from Agriculture to Agribusiness Education and Training

Agriculture Education and Training		Agribusiness Education and Training
Discipline		Profession
Government Driven		Market Centred
Production Orientation		Market Orientation
Basic Research		Applied Research

(iv) Way Forward

Cooperatives should provide the leadership to the paradigm shift in the agriculture sector. Cooperatives should

- serve as the key capacity building mechanism for the needed change in the agriculture sector;
- work across public, civil society, academia and private sector research and development;
- build the capacity of leaders and managers to prioritize key activities and develop and implement continental investment plans within NEPAD, CAADP and country plans; and
- Promote and develop leadership networks at country and regional levels.

To get the process started it will be important for ICA in collaboration with stakeholders to

- a) undertake a capacity needs assessment, especially
 - Assess individual and institutional capacity to inform the types of training and investment that will impact the ability of key institutions to meet agribusiness skills and leadership capacity development goals
 - undertake assessment of select partners at country and regional levels
 - communicate and link the capacity-building needs to future capacity development
- b) Develop a database of African institutions and short courses available for farmers, managers and cooperative members. This should include:
 - A Database of African institution with the capacity to provide training in priority areas.
 - A database of high quality, appropriate training courses that is interactive and easily updated.
 - Creating and disseminating a schedule of existing technical short courses.
 - Providing effective matchmaking tools that lead institutions to develop focused training programs

3.2.3 Day 3: Wednesday 14 May 2014: Enhancing Inner Strengths to Maximize Potential for Cooperatives in Development

The global financial crisis of 2008 made clear that the region has become more resilient to economic turmoil in spite of an increasingly volatile international context. However, that positive trend also shed light on numerous gaps and structural shortcomings that signal the limits of the current model of development. As an example, despite important strides made in reducing poverty rates, the contents poverty incidence still stands in the realm of 51%, pointing to the many challenges ahead and the need for a more ambitious yet realistic agenda for the future. Experience in the African region also shows that economic growth fails to achieve sustainability when it does not address the issues of environmental protection, consumption patterns and energy waste and pollution; it also fails to address inequality in the absence of public policies. Reductions in extreme poverty rates are of limited value if the threat of falling back into poverty persists and if inequalities based on gender, ethnicity and territorial factors

remain. This means the efforts in SACCOS, agriculture and housing have not had cushion strong enough to shield the people of the region. The cooperatives must spread their net wide and address more high impact development areas, and to benefit more from networks and relationships.

a. Branding of Cooperatives

A brand is the way customers perceive and experience business, ...everything from your logo, your website, your social media experiences, the way you answer the phone, to the way your customers experience your staff., It is important to be aware of your brand experience and have a plan to create the brand experience that you want to have... a good brand doesn't just happen... it is a well thought out and strategic plan. To succeed in branding an organization one must understand the needs and wants of customers and prospects. This is done by integrating brand strategies through the organization at every point of public contact. The figure below illustrates what is required to have an effective brand.



Therefore due to the importance of branding organizations should spend necessary time thinking about their brand and the impact it has on their business. As a business tool a brand can enhance inner strength of cooperatives in maximizing potential (Matrix 8 below)

Matrix 8: The Essence of Branding

<p>Branding Promotes Recognition</p> <p>Customers tend to conduct business with Cooperatives/companies they are familiar with. If your branding is consistent and easy to recognize, it can help customers feel more at ease purchasing the organizations products or services. This act facilitates the organization develop further.</p>	<p>Brand Helps Set a Business Organization Apart from the Competition</p> <p>In today's local and global market, it is critical to stand tall from the crowd. A business entity Cooperatives included not only competes on a local level but also in the global economy. How do you stand out from the thousands or millions of similar organizations around the world? Branding helps in achieving this.</p>
<p>Brand Tells People about Your Business</p> <p>Your full brand experience, from the visual elements like the logo to the way that your phones are answered, tells your customer about the kind of business organization that you are. Branding helps "sell" business since it tells the right story.</p>	<p>Brand Provides Motivation and Direction for Your Staff</p> <p>A clear brand strategy provides the clarity that staff needs to be successful. Brand tells them how to act, how to win, and how to meet the organization's goals.</p>
<p>A Strong Brand Helps Customers Know What to Expect</p> <p>A brand that is consistent and clear puts the customer at ease, because they know exactly what to expect thereby giving the business chance to develop further.</p>	<p>Branding Helps You Create Clarity and Focus</p> <p>It's very easy to wonder around from idea to idea with nothing to guide you...it doesn't take long to be a long way from your original goals or plans. A clear brand strategy helps business stay focused on its mission and vision as an organization. A brand can help you be strategic and will guide marketing efforts saving time and money.</p>
<p>Brand Helps in Connecting with Customers Emotionally</p> <p>A good brand connects with people at an emotional level, they feel good when they buy the brand. Purchasing is an emotional experience and having a strong brand helps people feel good at an emotional level when they engage with the business organization.</p>	<p>A Strong Brand Provides Business Value</p> <p>A strong brand will provide value to organization well beyond the physical assets. Think about the brands that you purchase from or deal with for example, (Coca-Cola, Cooperative Bank, the Cooperative Insurance Company among other Cooperatives... are these companies really worth their equipment, their products, their warehouses, or factories? No, these companies are worth much more than their physical assets...their brand has created a value that far exceeds their physical value. Cooperative as business organizations should rebrand themselves and their products and services for faster development.</p>

Best branding is built on a strong idea... an idea that an organization can hold on to, can commit to, and can deliver upon. Business brand needs to permeate in the entire organization. When organization is clear on the brand and can deliver on the promise of the brand, it will see tremendous fruit while building brand loyalty among its customer base. Cooperatives must come out, assert themselves, and protect and grow their identity and domain.

b. Leadership and Succession in Cooperatives

Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the organization. Through this process a Cooperative can recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for progression into more challenging roles. Succession planning is about talent management and resource renewal to ensure stability, growth, and institutional continuity.

As an organization expands, it loses key employees through resignations, dismissals and natural attrition and promotional opportunities. For this reason succession planning becomes necessary to guarantee that the organization has workers at hand and waiting to fill any new role that may arise. Therefore effective, proactive succession planning leaves an organization well prepared for continuity and expansion. Therefore when thinking of succession planning, a Cooperative should ask some key questions namely, What is succession planning?, should it be integrated into Good Co-operative Corporate Governance? or implemented as an isolated or part of the Governance? What positions or areas need succession? and is there need for succession planning for Board of Directors, Manager, and Membership?

When implemented succession planning acts as an organizational “Insurance Plan” and its advantages may be sighted as:

- Today’s retirement trends, competitive labor market and aging co-operative membership require new thinking about talent management and succession planning
- Organizations adopting a proactive succession planning strategy can address key gaps, reduce turnover, increase bench strength, and target training and development efforts.
- Organizations face a variety of challenges related to the development and management of talent. It is important to develop individuals in an organization, but it is equally important to identify and plan for critical positions to ensure organizational success.
- A sound succession plan can address many key considerations: How do we ensure leadership stability? What are the critical positions in our organization? How do we identify, assess, and evaluate future leaders?

To institutionalize succession planning a cooperative need to identify key areas for succession planning, key positions, critical talent, and to formulate a succession plan that includes: capacity building, exposure and networking, incentive scheme, appoint/Board Nominations Committee, and establishment of succession criteria

c. Managing Relationship between Apex Cooperatives Bodies and their Affiliates

One of the Seven Cooperative Principles is cooperation among cooperatives. In their existence cooperatives have adopted this principle by forming and establishing structures that run from local, national, regional to international level, networking, exchange and sharing of information among cooperatives with common interests. Good examples of Cooperatives that are working together in furtherance of the said principle are found in Tanzania in Southern highlands and northern parts where they are sharing storage and sell their produce to World Food Programme through food for work. Another example is found in Kenya in Central Rift, where cereal Cooperatives have formed working relationships and jointly own warehouses for they produce. Some dairy cooperatives in Kenya also share a processing plant to add value to their raw milk.

Benefits of cooperation among cooperatives have been established to be cost effectiveness of operations, improved risk management, development and appointment of cooperative agency on cross border trade, collective marketing and market identification, enhancement of economies of scale and improved bargaining power. Synergizing cooperatives efforts coupled by provision of conducive policy and legal frameworks can make Cooperatives thrive in the competitive business world.

Cooperatives must strive to remain relevant and dynamic in their service to members and populace. To realize this cooperatives should build and strengthen partnerships, make their core functions more productive and sustainable, employ pluralistic and strategic approaches in service delivery, and actively participate in shaping policy, legal and regulatory, and institutional arrangement. The Alliance Africa should prioritize its projects on the basis of continental, regional and national, especially in mobilizing voice and participation.

d. Enhancing Financial Sustainability of Apex Cooperatives Organisations: ACCOSCA

As a cooperative institution, the ACCOSCA supports cooperative entities to find solutions for sustainable national, regional and global economy. For this reason ACCOSCA is very particular in defining and stressing the application of a cooperative business model in the development of

Africa. As business enterprises, cooperatives have great potential in the financial sector since majority of the population in the world are unbanked and financially excluded from development. This fact is well elaborated by the World Bank 2010 report (matrix 9 below)..

Matrix 9: Spread of the Banking Sector 2010

No.		Africa	Europe	South East Asia
1	Population (billions)	1.5	0.8	0.6
2	Number of Banks	3,200	10,000	19,200
3	Percent of Population Banked	20	80	40
4	Bank Branches	11,000	29,400	40,650
5	Number of ATMs	32,600	250,000	350,000

Source: 2010 Estimate figure , World Bank

Financial institutions in the developing and middle economies are quite few leaving most of the community members without institutions where they can bank or access credit. The table below provides more details on the unbankable people in Africa, Europe and South East Asia. Except in Europe most of the continents their people are financially excluded or unbanked due to a number of reasons that include and limited to, scarcity of financial institutions, thus three quarters of the world's poor have no bank accounts for the simple reason of poverty, cost of banking, travel distances to the banks and the paper work involved. This fact renders a big segment of the world population to miss opportunities of accessing facilities for savings and credit. It is notable that in all regions except in the high income economies borrowing is normally from friends and family members. Cooperatives have a wide path here of promoting and developing saving and credit facilities to the unbanked population.

To achieve this Cooperatives need to unmask the current challenges that are common and face the cooperative movement in different regions, namely poor leadership, inadequate capital, high operating costs, low technology, governments inconsistency in supervision, inadequate and/or lack of data and inadequate cooperative education. In supporting Cooperatives to find solutions to the foregoing challenges, ACCOSCA and other sister organizations have to closely monitor and coordinate the affairs of all member Cooperatives, represent them nationally, regionally and internationally to ensure the affairs are articulated. The umbrella organizations have to provide quality services, supervisory guides, financial services as well as technical services.

In enhancing the inner strengths of cooperatives, there is need to undertake a comprehensive customer needs analysis that will facilitate in designing relevant products for Cooperatives. Similarly there is need to involve cooperatives in restructuring of the movement for better results, exploring possibility of business incubation, establishing training needs assessment to

enable continuous education and more so on entrepreneurship training of trainers. Effective conclusion of these activities will ensure cooperatives are well equipped to carry out and operate a cooperative business model.

What do we want to achieve as cooperatives?

- Operate within the coop commandments
- Promote Inclusion and access
- Believe in ourselves
- Exhaust our membership base
- Re-education
- Priority setting
- Enlightened and committed leadership
- Avoid poor governance

Paradigm shift - what should be done - attitude, common agenda, alliance must be strong, campaign to develop alliances, separation of power (executive and Boards), Build strong apex bodies

e. Future is Now: Business Solutions for a Sustainable Global Economy: The National Cooperative Housing Union (NACHU)

Regional and international cooperation is dawning new dispensation and a new world order and cooperatives are entering into a world village. The era of the Millennium Development Goals is now at the door footsteps coming to an end in 2015. It is obvious that the cooperatives sector has something to borrow from this era and apply it to the forthcoming Sustainable Development Goals starting 2016.

When entering into this new dispensation cooperatives need to inquire into themselves and reflect and ask key questions that may lead into solidifying their foreseeable future. Some of the searching questions are:

- Is cooperative movement ready for the new dispensation?
- Are we ready to change gear from poverty elevation to wealth creation through cooperative model?
- Are we ready to enter into other enterprises?

To strengthen and expand the scope of the cooperative movement cooperative enterprises need to diversify into environmental, health, education, information and, communication and telecommunication, mining, housing. The world is changing from rural to urbanized zones. It is on record that in 2010, for the first time in world history there were more people in urban than in rural areas. For this reason there is need for cooperatives to move away from concentrating on agricultural and financial sectors only and make efforts of promoting and entering into the new economies. Trends towards urbanisation are witnessed through increased urban population. Most urbanized economies (developed economies) have 80% of their people living in urban areas, middle level economies have more than 50% of the population in urban areas, whereas African economies have less than 50% population urban. This developmental dimension requires cooperatives to direct their efforts to providing services demanded by the urban population.

On information, communication and technology, Cooperatives should be prepared to construct, maintain and share information for their own common good. Cooperatives should equally institutionalized and apply research, innovations, social media and online to promote and market their products and services. Such initiatives ensure Cooperatives are current and equal to the future. Up to \$450 billion added to global GDP growth each year by flows—and 40% more benefit for the most connected countries than the least connected

Available data indicate that in 2012 ,

- \$26 trillion flow of goods , services, and finance which was equivalent to 36% of global GDP,
- Total cross- border flows of goods, services, and finance from emerging economies was recorded as 38%.

What is the contribution of cooperatives in this?

Looking into the future it is projected that trade of goods, services and finance will increase to \$85 trillion by 2025, three times the value in 2012. What is the projected share of the Cooperatives in this trade? There are other standard measures such as growth in knowledge, commercial and traditional small business that Cooperatives can positively contribute into in the future. This can only be possible through networking with institutions of like minds, setting clear vision, developing attitude of being self reliance and diversifying into new areas that support the core and primary objective.

The cooperative movement in Africa must embrace transformation and appreciate changing times and to appreciate innovation in the packaging of the core functions to meet the changing needs of its members and nations in order to grow and sustain livelihoods. The future is in services.

f. Panel Discussions

Participants discussed and observed that there is need to understand current and perceived challenges that are facing cooperatives in Africa and find home grown solutions for their necessary survival.

The participants observed that Africa is arising and:

- Lack of data makes cooperative development difficult
- Needs youthful thinking in the cooperative movement.
- Should invest in the youth
- Focus on redistribution and creation of wealth through cooperative interventions.
- cooperatives should get more serious with the business of meeting the needs of its constituents.
- should approach problem solving from an informed basis.
- The mission of cooperatives should be to create wealth to ensure food security.
- Apex organisations working together - recognize the importance of coordination - information and communication. They should support ICA in order to expand the network for sharing and exchange, for policy advocacy, resource mobilisation.
- Approach cooperative development from a coordinated approach, each country should seek to develop its national alliance in order to contribute to ICA and primary cooperatives development. This should work within the coop commandments. Unity is Strength.
- should invest in enhancing the technical capacity of cooperative management, and good governance.

Further it was the opinion of the forum that Cooperatives should learn and emulate best practices in their business activities so as to attract confidence and loyalty from their members. Similarly it was recommended that strengthening cooperative institutional framework and mobilization of financial and human resource was a key factor in the development and growth of the cooperative movement.

The forum noted major areas that need attention in order to facilitate effectiveness of the movement in Africa. It was observed that rebranding was not well understood and taken seriously by the cooperative movement and there is need to embrace the art for purposes of improving business trade and more so product marketing. As a going concern Cooperatives need to undertake business and organizational planning to ensure continuity and sustainability. For this reason it was found necessary to plan for leadership succession as well as member rejuvenation through age and gender balancing. The forum also recommended for closer linkage, networking, sharing of information and having joint venture and coordination of activities among Cooperatives and with their apex organizations.

IV. Regional Strategies and Project Ideas

4.1 Introduction

The interpretation of the Forum proceedings and findings opens the gate to a refined growth strategy, to be implemented closely with the Alliance Africa Development Strategy 2013-2018. This growth strategy dubbed The New Growth Model also calls for a paradigm shift in the way cooperatives in Africa do their business, and calls upon the African governments to commit to improving cooperative infrastructure and promoting policies that accelerate domestic demand providing the means to increase domestic savings needed to fund investment and growth.

The proposed model should also address the key challenges that are currently facing the cooperative model in Africa.



Even with all these challenges, the co-operatives sector continues to provide the security and safety for the poor in society and those better off but are at perpetual risk of becoming poor due to lose of jobs, business failures and or other form of misfortunes.

4.2 The New Growth Model

The most important factors that enabled the striking growth of the cooperative movement in Africa prior to 2014 remain in place. By building on these strengths to update and refine the cooperative growth model in a coordinated way and by addressing weaknesses that inhibit growth, the African cooperatives can become more competitive and achieve strong growth.

The updated model would focus on investments and trade for growth, raise both productivity and labour participation, promote investment flows, and create a larger pool of domestic savings to fund investment-led growth (Matrix 10 below). We identify three strategic thrusts to implement the model as well as a series of enablers to provide a strong foundation for growth across African economies: investments in cooperative infrastructure and governance, shelter and urbanisation, workforce skills, and innovation, as well as further improvement of the policy, regulatory system and institutions.

Matrix 10: Future Direction

Cooperatives in Africa in 2013		Cooperatives in Africa in 2025	
Demand	<ul style="list-style-type: none"> Consumption-driven growth (80% of all borrowing) Investment concentrated in financial services 	New Growth Model	Balanced and diversified trade with increased capital contribution
Supply	<ul style="list-style-type: none"> Savings growth driven by increase in membership and membership contributions and moderate productivity growth among producer cooperatives 	<ul style="list-style-type: none"> Enable growth, productivity and investment in rural and urban informal and low income and productive sectors Finance growth through renewed international partnerships and higher membership savings Upscale the current savings model to modern banking facilities at national and regional levels 	<ul style="list-style-type: none"> Higher investment rate Diversified membership base and participation rates Accelerated productivity growth
Resourcing	<ul style="list-style-type: none"> High dependence on check-off disbursements, declining population of salaried members, low member savings 		<ul style="list-style-type: none"> Renewed development partnerships and membership portfolio Enhanced data collection, processing, storage and distribution system

4.3 Four Strategic Thrusts

From the Forum discussions we can identify four major thrusts for implementing the new model: Invest in trade and commerce and focus on higher value-added activities, raising productivity and investment in emerging sectors, increasing member saving rates to fund investment once aggregate demand picks up, and up-scaling current savings model to modern banking facilities at national and regional levels. In addition to making investments in education and training to ensure that members have needed skills, African economies will need to take steps to increase member participation rates and to sustain levels of savings

- a. Invest in Trade and Commerce and Focus on Higher Value-Added Activities.** The African region has a trade deficit equivalent to 26.0 percent of gross domestic product (GDP) in knowledge-intensive manufacturing, due largely to weak indigenous manufacturing base. Cooperatives in Africa are in agriculture production and in financial services (savings and loan). A few are involved in extraction of resources (forestry and mining) and environment management. In 2011 69% of people in extreme poverty were in resource-driven countries, most of them in Africa. Almost 80% of countries whose economies are driven by resources have per capita income levels below the global average, and more than 50% of these are not catching up. 540 million people in resource-driven countries could be lifted out of poverty by effective development and use of reserves. 50%+ improvement in resource-sector competitiveness is possible through joint government and industry action.

The financial cooperatives derive their capital from persons in wage employment, and from cooperatives in plantation production and market (savings and credit cooperatives). There is need to diversify into trade and commerce, and processing produce before marketing. The Forum noted that the future is in services - in knowledge-intensive services. The African region will need to build a highly competitive outsourcing and off-shoring (O&O) capability to meet the fundamentals of establishing knowledge based economies and services. However, what is quickly needed now is positioning itself to move:

- into more high-value-added activities in agriculture and resources, and
- up the value chain in food and food processing exports. In food processing, this would make the African nations global hubs.

- b. Enable growth, productivity and investment in rural and urban informal and low income and productive sectors.** Cooperatives are missing in action in productive sectors: construction, transportation, retail, and network industries. In Africa these sectors continue to show significant productivity gaps which could be filled by the entry of cooperatives. To raise productivity in construction, the region can reduce reliance on

informal labour, encourage cooperatives to invest in equipment, and adopt modern methods and materials. Whereas the traditional private sector has heavily invested in contemporary transport, the entry of cooperatives should move up from transportation to higher-value-added services such as logistics. The retail sector is relatively modernised and dominated by traditional private business sector. Cooperatives should consider entry to raise productivity with technology investments and lean processes. The African economies should continue the path of liberalisation and open up competition in network industries for cooperatives participation.

c. Finance growth through renewed development partnerships and higher member savings.

The African economies have among the world's lowest saving rates, which is reflected in long-standing current account deficits. The region could raise domestic saving rates by

- promoting the development of stable financial markets and more liquid corporate bond and equity markets;
- creating demand for financial products by reforming the pension and insurance systems; and
- Mobilising cooperative savings.

d. Up-scaling current savings model to modern banking facilities at national and regional levels.

Cooperatives in Africa hold one of the largest savings portfolios and are still dependent on the conventional banks for banking and investment services. Only one or two countries have cooperative banking institutions. The continent also exhibits high level of financial exclusion, with a population of more than one billion people only 20% is banked compared to Europe (pop.800m) and South East Asia (pop 600 million) with 80% and 40% banked respectively (Matrix 11).

Matrix 11: Status of Banking - Comparative Data 2010

Details	Africa	Europe	South East Asia
Population	1 Billion	800 Million	600 million
Number of Banks	3,200	10,000	19,200
% Population Banked	20%	80%+	40%+
Bank Branch Network	11,000	29,400	40,050
Number of ATMs	32,600	250,000	350,000

To facilitate effective cooperative financial services and to encourage growth and productivity, the cooperatives savings windows in the region should consider mobilising for a regional cooperative transacting bank.

These four strategies of the new growth model will require a higher degree of coordination among cooperatives, private- and public-sector players within and across African economies. Policy makers in the African region can coordinate and jointly create policies to attract foreign investors in particular industries, such as resource extraction, food production and processing. The cooperatives sector can work across borders, too.

The timing of these initiatives will depend on progress on other fronts. When exports rise, driving GDP growth, incomes will rise, accelerating domestic demand and providing the means to increase domestic savings needed to fund investment. Therefore, strong demand is a prerequisite for pursuing higher savings rates.

4.4 Four Flagship Projects

Three regional projects were floated for establishment across the Africa Region to stimulate . Summary of the proposed projects objectives, current status and justification for the project establishment, strategies, recommendations and action plans are discussed in the paragraphs below.

Flagship Project 1: Africa Cooperatives Commodity Exchange Facility

It was established that cooperatives in the region handle most of the commodities traded both in the local and export market with a lot of difficult. For this reason it was found necessary for the Cooperatives to create and establish a trading platform in the name of Commodity Exchange. To jump start the process of formation of this Exchange a number of issues have been put in place by some national governments that give Cooperatives better opportunity of moving ahead in forming the facility. It is in record that Heads of States in EAC agreed to support formation of commodity exchanges, the African Union (AU) is fronting for continental exchange, concerned countries are working on legal status while Kenya, Uganda, Tanzania are working on the Bill, Tanzania has hired expert on commodity exchange (former ECX CEO), there is a process of harmonizing commodity Standards within EAC. These factors lay a fertile ground for the formation and establishment of the continental commodity exchange.

Objective of the Project

The aim of the project is to support the cooperative movement through the provision of a trading platform and facilitation of access to trade intelligence information.

Justification for the Project

The agricultural commodity sector in Africa is facing a number of challenges among them, banning of export and import in some countries for example in Namibia, inadequate/lack of infrastructure and distributive channels, post harvest management problems, un standardized

policies and legal frameworks and lack of data, knowledge, information and capacity on structured trade.

In order to find solutions to the discussed challenges, and given the regional differentials in the sector it was found necessary to propose the establishment of the Agricultural Commodity Exchange to address specific trade needs of various member States. Each Member State has peculiar trade problems and hence unified mechanisms to address the identified challenges should be approached on a common front, by way of establishing an Agricultural Commodity Exchange.

Recommendations

To initiate action on the establishment of the Commodity Exchange, the forum recommended that the cooperative movement should be mobilized to own and drive the agenda for purposes of steering the harmonization of the policy, legislation and standards of the Exchange, identification of a lead bank that would service the facility, harmonise warehouse receipt system and tariffs , and to undertake training programmes on structured trade through specialized agencies, such as the East Africa Grain Institute.

Proposed Actions

In addition to the listed recommendations, the forum provided timelines for actualizing the proposed establishment of the Exchange. The table below gives key activities and time limits.

Matrix 12: Commodity Exchange Action Plan

No.	Activity	Purpose	Time Limit
1	ICA to engage Subject Matter Specialists	Identify gaps, make recommendations and determine the way forward by providing technical opinion on the Exchange (Policy, legal and operations)	JUNE 2014
2	ICA to Champion the Agenda	Sensitize Farmers Unions, private sector and Governments in the region	JULY 2014
3	Develop a working paper (Concept)	documenting Africa Agricultural Commodity Exchange	August 2014
4	Review the existing commodity exchange in the region	Identify gaps and harmonize them	Sept 2014
5	Convene key Ministers and stakeholders meeting	Harmonize the process and move it forward	November 2014
6	Harmonize tariffs across the region	Remove trade barriers and allow for smooth flow of trade	January 2015

Flagship Project 2: The Cooperative Bank of Africa

Current Status

Majority of African countries do not have a national co-operative bank. In EA community only Kenya has a cooperative bank currently existing and Tanzania is in the process of establishing one. This means the African continent does not have a Co-operative Bank and the cooperative movement has to rely for financial needs from commercial banks.

Objective of the Project

The principle objective of the project is to enhance financial resource mobilization through the establishment of a Africa Cooperative Bank.

Justification for the Project

Key challenges facing the cooperative movement in Africa is the absence of cooperative bank. Resource mobilization is a challenge now and in the long run thus forcing cooperative institutions to look externally for funding. Other challenges facing the movement are lack of information and adequate education on importance of having a national bank in the respective countries, lack of cooperation from the different countries in Africa, cultural challenges and language barriers, poor cooperative governance and varying cooperative legal and policy framework in different countries. These challenges confront and force the cooperative movement in Africa to find a lasting solutions to the current and future financial constraints facing the enterprises.

Recommendations

To facilitate the establishment of the Continental Cooperative Bank the forum recommended that cooperative movement in Africa should form and establish Africa Cooperative Bank. Further it was recommended that to succeed in this endeavour all key players in the different African States should be consulted and involved at all stages of the process.

Proposed Action Plan

To actualize the conference's recommendations an action plan was agreed upon as follows:

- The Cooperative movement in conjunction with the Alliance Africa to appoint a working steering committee on the project by August 2014.
- Alliance Africa in consultation with the cooperative movement to hire a consultant to conduct a comprehensive research and finalize by November, 2014.
- The Consultant to submit the report to the Steering Committee by January 2015 for value addition.

- The Consultant to present the report on the study to key stakeholders of the ICA by February 2015
- Hold a ministerial conference to sell the idea to the different countries April 2015.

Flagship Project 3: The Housing Cooperative Federation of Africa

Housing is a basic human need and forms one of the four critical spheres defining the **Index of State Weakness in the Developing World**. According to the **Index of State Weakness In The Developing World (2008)** all the African States fall under this category because they lack the essential capacity and/or will to fulfill four sets of critical government responsibilities:

- fostering an environment conducive to sustainable and equitable economic growth;
- establishing and maintaining legitimate, transparent, and accountable political institutions;
- securing their populations from violent conflict and controlling their territory; and
- meeting the basic human needs of their population.

The provision of affordable housing at scale remains a challenge to most countries, especially those in Africa. While the continent is the most rural region in the world, it is urbanising fast. Every day for the coming fifteen years, Africa's cities will have to accommodate an extra 40,000 people. Urbanisation will continue to place immense strain on affordable land and housing provision in the coming decades. Housing is one of the sectors that give indication on the trend of economic growth. Investment in housing and related services impacts on the national income by triggering additional investments in building materials production and fabrication, transportation, marketing and employment creation. Africa has not been effective at delivering housing solutions to its population especially the poor, marginalised, low and middle income both in the rural and urban areas. As a result, there is a big housing gap, with demand always outstripping supply many times over. Overall, it is estimated that more than 70% of African population does not have access to decent housing. For instance, in Kenya alone conservative estimates show 84% of Kenyans do not own houses, 65% of urban population live in informal settlements, urban areas require 200,000 housing units while rural areas require 350,000 annually.

Although Africa is the most rural region in the world, it is urbanising fast and this places immense strain on affordable housing provision in the coming decades. the slums and informal settlements that proliferate within and on the periphery of African cities are a result of poorly functioning housing markets that do not provide a range of affordable housing alternatives, especially for low- and middle-income households. Affordable housing in Africa is a serious and considerable challenge, especially for low-income households. Limited access and the high cost of land are a fundamental constraints to increasing the supply of affordable housing in Africa.

Current Status

Conventional housing finance in Africa is undeveloped and seldom serves low-income households. Micro- finance and community based savings groups are providing alternative housing finance but they remain constrained by unsupportive institutional and regulatory frameworks. In many parts of Africa women remain marginalised, disempowered, and denied their human rights to access, own, control, or inherit land and property. The land and housing rights of women need to be placed at the centre policy debate and advocacy. With the exception of South Africa, there is little evidence of affordable land and housing in Sub- Saharan Africa. Housing programmes either do not exist, are not affordable, or are insufficient in scale relative to demand. Several North African countries have demonstrated a noteworthy improvement in affordable housing and slum upgrading over the last two decades

- Only 8 African countries have housing Co-operatives (Kenya, Zimbabwe, Egypt, Uganda, Tanzania, Zambia, Nigeria (at State Level), Ethiopia starting...)
- Only Kenya, Egypt & Zambia have national Unions on housing
- Africa does not have one body to promote, support and network for housing Co-operatives
- Zimbabwe, Egypt and Kenya elected Egypt to represent African housing Co-operatives at the ICA Housing Sub-Sector from 2013.
- Feedback from global level to African housing Co-operatives is difficult due to lack of a continental housing body
- There are few national housing Co-operative organizations in Africa
- There are inadequate systems and standards to minimize duplication of responsibilities in many countries
- There is lack of hierarchy of affiliation to national and international organizations, leading to confusion in some cases (ACCOSCA example)
- Many Co-operatives in Africa try to do many programmes outside their core mandate
- There is low awareness of the housing Co-operative model leading to low adaptation and uptake
- Many countries have left the delivery of housing to Governments and private investors instead of using the Co-operative model
- Part of the population and members of housing Co-operatives have not benefitted from housing opportunities because of lack of awareness
- Even for countries with strong housing Co-operatives there is a big challenge of access to affordable funding
- No pro-Co-operative policies for housing development within the legal framework (Zimbabwe Government provides land to housing Co-operatives ...)
- There is low access to affordable housing through Co-operatives

- Land laws and land use policies are not pro-housing Co-operatives where they exist, sometimes the reverse is true
- Lack of coordinated communication on the existence of a housing Co-operatives model and awareness on the part of policy makers in many African countries
- Inadequate database on housing Co-operatives in the Co-operative Movement and the Government
- Non-existent housing Co-operative model in many African countries
- There is low access to affordable housing through Co-operatives
- Land laws and land use policies are not pro-housing Co-operatives where they exist, sometimes the reverse is true
- There is an ICA housing Co-operatives sub-sector
- Africa does not have a continental body on housing Co-operatives
- Lack of coordinated communication on the existence of a housing Co-operatives model and awareness on the part of policy makers in many African countries
- Inadequate finance for housing Co-operatives
- Low access to (affordable) finance for housing Co-operatives

Objective of the Project

The proposed project provides access to adequate and affordable land and housing for all Africans, especially the poor, marginalised and middle income. This project will require governments and the cooperative societies to shift away from short-term laissez-faire projects to systematic and long-term programmes that can increase land and housing supply and reduce costs, with a special focus on those groups who need government support the most: low-income households, women and vulnerable and marginalised groups.

Justification of the Project

African economies are growing, as a result of greater political stability, macroeconomic reforms and relative resilience in the face of the global economic problems. Demand for housing is also growing, thanks to the continent's rapid urbanisation rate and the emergence of a burgeoning middle class. However, affordability remains a major challenge in African housing markets, which are constrained by factors such as poverty, a lack of long-term financing, land management systems in need of reform, and a rising cost of building materials. Despite these challenges, lenders are becoming more proactive and experimenting with new products, and that housing microfinance is complementing conventional financing methods.

Successful cooperative models for shelter development confirm that housing cooperatives are important vehicles for poverty reduction and wealth creation. The cooperatives in Africa shall lobby the governments to streamline the taxation on social housing to reduce cost of housing.

- In some countries land laws and land use policies are not pro housing Co-operatives. Lack of land for housing investment (lack of affordable land and Governments not willing to give land to housing Co-operatives)
- There is low access to affordable finance for housing in Africa . In Norway, the has established a State Housing Bank to the extent that as at now 90% of housing is through Co-operatives...)
- Lack of strong lobbying and advocacy strategies for the housing Co-operatives sub-sector at regional and continental level
- Lack of policy frameworks in many countries (this could be a key role for a pan-African confederation of housing Co-operatives). Many African Governments do not have social security policies and programmes that include housing as a social security priority
- Cumbersome legislation for housing Co-operatives due to low understanding of the housing Co-operative delivery model (Tanzania case is illustrative)
- Alliance Africa has not adequately advocated for housing Co-operatives as they have done for the other sub-sectors
- Alliance Africa has not done adequate documentation on best practices in the Co-operative housing sub-sectors
- Financial audits of housing Co-operatives is a major challenge in some countries
- Monitoring and evaluation of progress in the sector is not done at all levels
- National Co-operative apex organizations are very weak. Africa Alliance would do well to bring together apex bodies to discuss how to strengthen them
- Lack of land for housing investment (lack of affordable land and Governments not willing to give land to housing Co-operatives).
- Attitude towards capital formation such as housing finance
- Different perceptions about housing: some people are content to stay in slums and others do not accept idea of incremental housing
- Poor Government policy and planning: including housing in national budgets and building of housing infrastructure
- Absence or presence of weak national apex bodies for housing Co-operatives is a big challenge to the promotion of and support to housing Co-operatives

Recommendation

1. Alliance Africa to drive the development of a framework for the establishment of the African Confederation of Housing Co-operative Association (ACOHOCA) by Sept 2014 as a precursor to the establishment of the African Cooperative Bank
2. The Africa Alliance to convene a meeting of African countries with active housing Co-operatives to chart the way forward on the proposed ACOHOCA (Kenya, Zimbabwe and Egypt) by October 2014
3. The Alliance Africa to facilitate documentation of best practices on the African Housing Co-operative sub-sector (particularly Kenya, Zimbabwe and Egypt) by August 2014
4. The African governments to create an enabling environment for the promotion and support to housing Co-operatives
5. Countries that have adopted the AU Charter should formulate policies and regulations to operationalize the right to housing through Co-operatives
6. Each African country should carry out stocktaking on the housing needs and progress on housing Co-operatives

V. Summary of closing Remarks

The closing ceremony focused on attendance, participation and action. It was the wish of all speakers at the closing ceremony that the findings of the Forum are put to good use by participants, their cooperatives and countries.

The Cabinet Secretary Ministry of Industrialisation and Enterprise Development, who was the Chief Guest at the closing ceremony,

- commended The Africa Alliance for organising the Forum bringing to together a wealth of ideas and experiences critical to the sustainable development of the cooperatives sector in Africa,
- emphasized the need of holding such workshops from time to time since the open the minds of participants to establish and develop Cooperatives that respond to the needs of their members,
- emphasized the need of forming Cooperatives that balance all sectors namely, social, political and economic development; and
- challenged the participants to embrace the Africa Alliance Development Strategy through supporting its implementation so as to realize its aspirations of developing a strong and vibrant cooperative movement in Africa.

Similar remarks were made by the President and The Regional Director of the Africa Alliance. Who also:

- commended Member States for supporting the forum through bringing participants and meeting their upkeep during the entire workshop;
- requested the participants to apply knowledge and lessons gathered from the Forum to benefit their nations and cooperative members;
- noted that many important contributions were made during the tenure of the forum and it was the desire of the Alliance to see members implementing; and
- noted that Governments attention would be required from time to time to make the resolutions a reality.

VI. Evaluation of the Workshop

At the end of the workshop participants were provided with copies of the Participant Evaluation Form to complete, see **Appendix 3**. Out of the 55 persons, who attended the forum, twenty one completed the evaluation form. The evaluation focused on the quality and relevance of the Forum to the needs of the participants and their organisations.

Majority of the participants completing the evaluation questionnaire thought the Forum met their expectations 76.2%, it was relevant 95.2% and satisfied their professional needs 76.2%. The Matrix 13 below summarises the responses

Matrix 13 : Evaluation Responses

Please circle your response to each statement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
	1	2	3	4	5	0
1. I was well informed about the objectives of this Forum	4.8%	4.8%	9.5%	28.6%	42.9%	
2. This Forum lived up to my expectations	4.8%		4.8%	23.8%	52.4%	
3. The content is relevant to my job	4.8%			33.3%	61.9%	
4. The Forum covered what I expected it to cover.	4.8%		9.5%	57.1%	28.6%	
5. The Forum satisfied my professional needs in this area.	4.8%		14.2%	38.1%	33.3%	4.8%
6. The Forum's objectives were clearly stated.	4.8%		23.8%	47.6%	19.0%	
7. The Forum's objectives were achieved.	4.8%		9.5%	47.6%	28.6%	
8. The Forum's content was interesting.	4.8%			38.1%	52.4%	
9. The Facilitators were effective.	4.8%			23.8%	52.4%	
10. The level of interactivity was appropriate for this Forum.	4.8%		9.5%	47.6%	28.6%	
11. The supporting resource materials supplied (or referred to) are relevant and useful to me.	4.8%	4.8%	9.5%	42.9%	23.8%	4.8%
Please circle 'Yes' or 'No' to the following statements	Response			If 'No' please circle or comment		
1. The duration of the session was right for me.	Yes 76.2%					
	No 14.3%			Too Short		
2. The pace of the sessions was right for me.	Yes 76.2%					
	No 4.8%			Too fast		
3. The level of difficulty of the content was right for me.	Yes 81.0%					
	No 4.8%			Too Easy		
4. I believe that this Forum has enhanced my performance	Yes 81.0%					
	No					
	Not Applicable					

Most of the participants felt that the presentations were quality and they addressed turn-around issues in the 21st century cooperative. They particularly thought the presentations on the role and place of regional and international cooperation, branding, ACCOSCA, ILO and FAO in the sustainable development of cooperatives was well articulated and presented. One participant wrote: *"The idea of pooling together to achieve more was very well articulated and feel and will embrace these idea together with my organisation to reap the most from other cooperatives/stakeholders"*. They, however, would like to see more of networking among cooperatives in Africa, sharing of information, and development of partnerships among cooperatives and with other stakeholders especially government and the business sector.

Participants also found case studies selected to be very informative but felt that it would have been even better if they were from all Africa other than just Kenya. They particularly appreciated the NACHU and the East Africa Grain Council case studies, which, apart from being new concepts to most of them also offered sustainable solutions for the majority cooperatives working with poor, marginalised, low income and farmers.

The panel and round table discussions apart from promoting and enhancing interaction also generated a lot of information and awareness raising, and were best sessions for understanding and internalising the thrust of the presentations and their application.

Appendices

Appendix 1: List of Participants

Botswana

1. Botho Gabanamotse
2. Berenice Lorato Tjikwakwa

Kenya

1. Prof. Peter Kobonyo, University of Nairobi
2. Prof. Esther Gicheru, The Cooperative University College of Kenya
3. Prof. Margaret Kamar
4. Hon. Amb. Joseph Nyagah
5. Grace Mutemi
6. George Ombado
7. Francis Kamande, National Cooperative Housing Union Ltd
8. Mary Mathenge, National Cooperative Housing Union Ltd
9. Janet Kalulu, East African Grain Council
10. Kirianki M'Imanyara, The Cooperative University College of Kenya
11. Stanley Kimereh, FAO
12. Joseph Kiioh, PERC-PACE International Ltd
13. Mohammed Kerre, PERC-PACE International Ltd

Namibia

1. Reuben Isak
2. Mrs Jason Loide

Nigeria

1. Jibrin Bala

South Africa

2. Elizabeth Moleko

Tanzania

3. Elizabeth Makwabe, Kilimanjaro Cooperative Bank Ltd (KCBL) and also representing the Tanzania Cooperative Bank
4. Edmund Moshya, ILO

Uganda

1. Fredy Onata
2. Wilson Mutahi

Appendix 2: Conference Programme

SUNDAY MAY 11TH 2014		Arrivals
MONDAY MAY 12, 2014		
Time	Activity	
0800 Hours	Registration Opens	
0915 Hours	Opening Session <ul style="list-style-type: none"> • Introductory Remarks by organising institution: Regional Director 'The Alliance Africa' Dr. Chiyoge B. Sifa • Welcome Remarks by the President of 'The Alliance Africa' Mr. Stanley Muchiri • Opening Speech by the Guest of Honor, Hon. Adan Mohamed, Cabinet Secretary Ministry of Industrialization and Enterprise Development 	
1000 Hrs	Networking Break and Book Signing -African Ministers: Lessons for Co-operatives by Hon. Joseph Nyagah	
1100 hours	Morning Workshop: Balancing the Social, Economic Development and Political Agenda of the African Countries Using the Co-operative Model	
	Keynote Presentations (Chaired by Dr. Mohammed Kerre). The session consists of three presentations of 15 minutes each and followed by a 45 minute discussion . This will be complemented by a Video Presentation Presentation 1: Balancing the social, economic development, and political agenda of the country using Co-operative model, Prof.Peter K'obonyo Presentation 2: The Concept of Co-operative and its Importance to National Economies, Prof. Esther Gicheru Presentation 3: The Role of Government in the Development of Co-operatives, Hon. Joseph Nyagah Managing the Relationship Between the Co-operative Movement and Government	
1300 Hours	Networking and Lunch Break	
1430 Hours	Afternoon Workshop: Sustainability Initiatives	

	<p>Case Studies from Uganda and Kenya (Session Chaired by Dr. Mohammed Kerre)</p> <p>This session is divided into two Parts</p> <p>Part 1: Impacts of Sustainability Initiatives in the Co-operative Sector:</p> <p>Case Study 1: Experience Shaping the Relationship Between Co-operative Movement and Government</p> <p>Case Study 2: National Co-operative Housing Union, Mrs. Mary Mathenge, Kenya</p> <p>Part II: Unlocking Sustainability Innovation: The Business Case of Empowering Co-operatives</p> <p>Case 3: Ndumberi Coffee Co-operative Society- Mr. Stephen Ikonya</p> <p>Case 4: Eastern Africa Grains Council- Ms. Janet Kalulu Ngombalu</p>
1600 Hours	Plenary Session
1700 Hours:	Networking Break

PROGRAM DAY 2, 13TH MAY 2014: Theme: Leveraging Regional And International Co-operation For Co-operatives In Africa

0900 Hours	Morning Workshop: Part 1: Leveraging Regional and International Cooperation for Co-operatives in Africa
	Introduction to Regional and International cooperation: Opportunities for Co-operatives:
	Opportunities for Co-operatives: Mr. Joseph Kiioh (PPI)
	Opportunities for Co-operatives: Mr. Edmund Moshy-ILO
1030 Hours	Networking Break
1100hrs	Policy and Legal Environment for Co-operative Regional Development:
1300 hrs	Luncheon
1400hrs	<p>Mobilising Co-operatives for Regional Trade</p> <p>COMESA- Mr. George Magai</p>

1500hrs	Open Plenary and Discussions
DAY 3, 14TH MAY 2014	Enhancing Inner Strengths to Maximize Potential For Co-operatives in Development
0900 Hours	Morning Workshop: Enhancing Inner Strengths To Maximize Potential For Co-operatives Development
	Keynote presentations
	Rebranding your Co-operative: Ms.Grace Mutemi
	Leadership and Succession Plans in Co-operatives:
	Managing Relationship Between Apex Co-operatives bodies and their affiliates:
1030hrs	Networking Break
1100 Hours	The Future is Now: Business Solutions Plan for a Sustainable Global Economy Mr. George Ombado, -ACCOSCA Mr. Francis Kamande,- NACHU Ms. Florance Nazare -NEPAD Mr. Dominique Davoux- EU Mr. Stanley Kimereh —FAO Mr. Mark Rostal-USAID
1300 Hours	Luncheon
1400 Hours	Country/Regional Group Tables Country Strategies and Project Ideas
1600 Hours	Closing Session: Conclusions/Closing Remarks The Alliance Africa Regional Director- Dr. Chiyoge B. Sifa The Alliance Africa President- Mr. Stanley Muchiri Ministry of Industrialization and Enterprise Co-operative Development-
1700 Hours	Conference Adjourns

Appendix 3: Forum Evaluation Sheet - The Alliance Africa

The Alliance Africa has a commitment to quality in professional development and continuous improvement. Your feedback will assist us to maintain and improve the quality and relevance of future Capacity Development Fora. It will also help us in providing professional development activities that will meet your needs.

Workshop: Forum for Momentum for Sustainable Cooperative Development

Date: May 12 to 14, 2014

Facilitator(s): PERC-PACE International Ltd

Please circle your response to each statement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
	1	2	3	4	5	0
12. I was well informed about the objectives of this Forum	1	1	2	6	9	
13. This Forum lived up to my expectations	1		1	5	11	
14. The content is relevant to my job	1			7	13	
15. The Forum covered what I expected it to cover.	1		2	11	7	
16. The Forum satisfied my professional needs in this area.	1		3	8	7	1
17. The Forum's objectives were clearly stated.	1		5	10	4	
18. The Forum's objectives were achieved.	1		2	10	6	
19. The Forum's content was interesting.	1			8	11	
20. The Facilitators were effective.	1			11	11	
21. The level of interactivity was appropriate for this Forum.	1		2	10	6	
22. The supporting resource materials supplied (or referred to) are relevant and useful to me.	1	1	2	9	5	1

Please circle 'Yes' or 'No' to the following statements	Response	If 'No' please circle or comment
5. The duration of the session was right for me.	Yes 16	Too long / Too short

	No 3	
6. The pace of the sessions was right for me.	Yes 16 No 1	Too fast / Too slow
7. The level of difficulty of the content was right for me.	Yes 17 No 1	Too easy / Too difficult
8. I believe that this Forum has enhanced my performance	Yes 17 No Not Applicable	

What aspects of the Forum did you gain the most benefit?

statistical information on housing, poverty levels and networking

Regional and international cooperation

Country experiences, Case studies

Networking, awareness creation, information sharing, importance of partnerships

Housing, banking , commodity exchange, branding,

leadership and succession management

significance of varied types of coops and coop development programs

round table discussions, plenary discussions

focus on sustainable development

The cooperative concept, succession plans

ILO presentation, ACCOSCA, FAO

Formation of pan-African coop institutions

The idea of pooling together to achieve more was very well articulated and feel and will embrace these idea together with my organisation to reap the most from other cooperatives/stakeholders

Have you any suggestions about how this Forum could be improved?

By ensuring more participation from African countries

Organisations represented should lead by example in supporting the Alliance

Include field trips II

Include the decision making cadre next time

Next time the Board and ICT issues

Promote strong Africa thru coops

Case studies on best practices

more coops should be brought on board

Involve varied stakeholders, technical personnel and policy makers

Find out why some invited persons do not turn up

Engage more apex organisations

engage more research to add value to the development

engage more countries

Ensure greater diversity of participants

More participants and stakeholders

Communicate information about the workshop early (3 months) enough

Increase duration for effective interaction

More countries should be represented especially the Apex organisations

workshop should be full-time boarding

Information on the next forum should be received well in advance and materials to be shared received in advance

Continue discussions through online platform

Further Comments: (Please write your name and contact details here should you wish to be contacted about your feedback)

An eye opener. Would like to attend another forum. sharing experiences plays an important in knowledge development. Keep up ICA.

Expect feedback on implementation of recommendations

Presentations were stimulating

Email presentations to all of us

*Thank you for your feedback.
Please return this sheet to The Alliance Africa*