



**International Co-operative Alliance  
Alliance Coopérative Internationale  
Alianza Cooperativa Internacional**



**AFRICA REGION**

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**AFRICA CO-OPERATIVE  
DEVELOPMENT STRATEGY  
2013-2016**

by

**International Co-operative Alliance Africa Region**

**June 2013**

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**COOPERATIVE ENTERPRISES BUILD A BETTER WORLD**



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**Abbreviations**

AGRA – Alliance for a Green Revolution in Africa
AU – African Union
BSC – Balanced Score Card
CFI – Co-operative Financial Institutions
COMESA – The Common Market for Eastern and Southern Africa
EAC – East African Community
ECOWAS – The Economic Community of West African States
ICA – International Co-operative Alliance
KPI – Key performance indicators
NEPAD – New Partnership for Africa's Development
OIF – International Organization of Francophonie
PSC – Project Steering Committee
RSC – Regional Steering Committee
SADC – Southern Africa Development Community
SRSC – Sub-Regional Steering Committee
UN – United Nations
UNEP – United Nations Environmental Program
UNIDO – United Nations Industrial Development Organization

## Foreword

On behalf of the board and management of the International Co-operative Alliance Africa Region, I take this opportunity to present to all stakeholders our dreams and aspirations for development of the co-operative movement in the region for the next four years (2013-2016).

The Africa Co-operative Development Strategy has been developed to build upon gains realised in 2012, during the celebration of the UN International Year of Co-operatives. The enthusiasm and interest generated during the year gave us the encouragement to pursue a more pragmatic approach to the promotion and development of the co-operative movement, touching on all social and economic facets of human development in the continent.

The Strategy is structured on the basis of the Blueprint for a Co-operative Decade 2011-2020. The Blueprint focuses on five pillars – namely participation, sustainability, co-operative identity, legal framework and co-operative capital – which will spur development and create a push for adoption of the co-operative business model as a model of choice by end of the decade.

In particular, the Strategy aims to address the African co-operative movement's Special Development Goals, to improve members' socio-economic situation by leveraging the benefits of co-operative enterprise. Therefore, the theme for 2013-2016 is **leveraging the benefits of a co-operative enterprise**, while providing dynamic consistency in policy and robust institutions that provide the springboard for actions by co-operatives and their members.

We take this opportunity to call for support from all our development partners, governments, co-operative organisations and their members to embrace the plan and facilitate its full implementation. Financial resources will be needed to support implementation of the plan. Under the initiatives and outputs each activity has been allocated a budget line. We therefore appeal for engagement and involvement from all stakeholders in realising the goals set for the plan.

We look forward to a great movement in the continent which will deliver tangible benefits to its members and build the economies of the continent.

Thank you,

**Stanley Muchiri**

**President  
International Co-operative Alliance Africa Region**

## Preface

**Dr Chiyoge B Sifa**

**Regional Director**

**International Co-operative Alliance Africa Region**

The recognition of co-operatives as a crucial means for poverty alleviation and therefore African development has been widely acknowledged. It is for this reason that co-operatives have been promoted in virtually all African countries since the colonial period.

We have witnessed a significant growth of the co-operative movement. Recent statistics show that for every 100 Africans, including children and the elderly, at least seven are members of a co-operative, and the total number of co-operatives in most countries has continued to grow (Develtere, Pollet and Wanyama, 2008). However, only 29 co-operatives or organisations supporting co-operatives in Africa are either full or associate members of International Co-operative Alliance Africa Region, these organisations representing 17 African countries out of the 54.

Most co-operative enterprises that support other co-operative organisations are confined to individual countries and lack regional orientation, thus they do not benefit from the advantages of regional networking. Also, they are at different levels of national co-operative development.

As co-operatives in Africa strive to support human development they are faced with several challenges, including low human resource capacity, a weak economic base, extensive external financial dependency, lack of internal capacity and occasionally bad governance. Despite these challenges, the sector has high potential for growth. It is this potential that International Co-operative Alliance will tap over the next four years to transform the sector and give it the capacity to lead social and economic development and growth.

This Strategy is divided into four chapters. The first reviews the trends and impacts of the co-operative movement at local, national, regional and international levels and defines the scope of this Strategy.

The second develops the Strategy's theme, relating it to major policy statements and the ICA global agenda. It provides the vision and guiding principles behind the Strategy, and details strategic interventions, which reflect the continuity and consistency of the ICA in human development.

Chapter three provides the implementation framework we have developed to take us towards the successful attainment of the objectives of this Strategy.

To ensure that we stay on course, chapter four offers the required monitoring and evaluation strategy.

The theme of the decade, leveraging **the benefits of a co-operative enterprise**, is not merely a statement of simple social and economic transformation and growth, it is embedded in the ICA *Blueprint for a Co-operative Decade*, summarised as participation, sustainability, co-operative identity, legal framework and co-operative capital. 'Participation' by way of the many facets of ownership, employment creation and manpower planning, 'sustainability' in terms of positioning co-operatives as dependable partners in building livelihoods, 'image and identity' as an accountable movement that fulfils its responsibilities towards its members, while 'co-operative legal framework and capital' cultivates an enabling environment for sustainable growth and development.

This fittingly makes this Strategy the framework for building and strengthening the co-operative movement in Africa as a vehicle for human and enterprise development and capital formation for wealth creation and employment generation.

Drawing from feedback from key stakeholders, and inspired by the Blueprint 2020, the desired vision and mission of ICA Africa Region is: **A dynamic and democratic co-operative movement leading to the process of social transformation and stimulating and sustaining economic development and growth.** Therefore, over the plan period, ICA Africa Region shall strive to promote, develop, protect and strengthen the co-operative movement in the region and provide effective and efficient services through partnership and collaboration. It will elevate participation within membership and governance to a new level; positioning co-operatives as builders of sustainability; building the co-operative image and securing the co-operative identity; and ensuring supportive legal frameworks for co-operative growth. The strategic interventions that address these concerns are described in chapter two of this Strategy.

Implementing these strategic interventions will be an extensive undertaking, requiring co-ordinated activities from several key stakeholders and a budget of approximately USD44 million, financed through both internal and external resource mobilisation. The global budget for full implementation of the Strategy has been projected in action plan outputs 1-5.

As outlined, financing implementation of this Strategy requires support from donors, development partners and stakeholders interested in the development of the co-operative movement in the region. It will also require substantial prioritisation and pacing to ensure all tasks are achieved with sufficient focus and resources, and are propelled by earlier activities upon which they are dependent. A number of governmental and non-governmental actors are well positioned and willing to contribute to the implementation of the integrated strategy.

This Strategy is predicated on producing a single outcome: efficient and effective co-operatives at all tiers that provide effective and sustainable services to their members. The achievement of this outcome will be measured closely through a series of indicators that will be measured at baseline levels in early 2013 and monitored periodically to track progress toward this outcome. These indicators will be refined by the end of 2015, and include key measures of effectiveness (e.g. membership levels, total turnover, number of successful projects, knowledge transfer, research output, gender impact) as well as efficiency and sustainability (e.g. financial, social and environmental performance).

Because this Strategy is unique in its integrated approach to development programming, it calls for a special approach in its implementation. To this effect, ICA Africa Region will take appropriate steps to ensure this approach is well understood by all stakeholders and especially those charged with its implementation.

Firstly, the Regional Office will set up a monitoring and evaluation system that will ensure not only that we remain on course in the achievement of the objectives and targets of this Strategy, but also that the host countries are not compromised.

Secondly, through Country Operation Plans, the Regional Office shall ensure that projects and programmes will be generated and effectively implemented.

Lastly, greater collaboration will be sought with national federations and alliances in ensuring that available resources are committed to priority programmes and projects.

## Chapter one: Introduction and background of the Strategy

### Introduction

According to Worldwatch Institute's *Vital Signs* publication of February 2012, co-operatives have 1 billion members around the world. *The World Co-operative Monitor: Exploring the Co-operative Economy 2012* reports that the 300 largest co-operatives had a combined annual turnover of US\$2 trillion in 2010. In India alone, the consumer needs of 67 per cent of rural households are covered by co-operatives, while 40 per cent of African households belong to a co-operative (*Co-operatives for People Centred Rural Agriculture*, ILO, 2011).

However, only 29 co-operatives or organisations supporting co-operatives in Africa are either full or associate members of International Co-operative Alliance Africa Region, which represents 17 African countries out of the 54.

### 1.2 The International Co-operative Alliance

Founded in 1895, the International Co-operative Alliance (ICA) is a non-governmental co-operative federation representing co-operatives and the co-operative movement worldwide. The ICA maintains the internationally recognised definition of a co-operative in its *Statement on the Co-operative Identity*. It represents 248 co-operative federations and organisations in 92 countries (7 October 2010).

The ICA unites co-operatives worldwide. It is the custodian of co-operative values and principles and makes the case for their distinctive, value-based economic business model, which provides individuals and communities with an instrument of self help and influence over their development. The ICA advocates the interests and success of co-operatives, disseminates best practices and know-how, strengthens their capacity building and monitors their performance and progress.

The ICA aims to be recognised as the organisation which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives.

In December 2009, the United Nations declared 2012 as the International Year of Co-operatives. The intention of the General Assembly was that the United Nations International Year of Co-operatives marked the beginning of a worldwide campaign to take the co-operative way of doing business to a new level.

In January 2013 the ICA launched the *Blueprint for a Co-operative Decade*. The ambitious plan in the Blueprint, the '2020 Vision', is for the co-operative form of business to, by 2020, become:

- the acknowledged leader in economic, social and environmental sustainability
- the enterprise model preferred by people
- the fastest growing form of enterprise.

The 2020 Vision seeks to build on the achievements of the International Year of Co-operatives and the resilience demonstrated by the co-operative movement since the great financial collapse. By pursuing the strategy outlined in the Blueprint, the ICA aims to make 2011-2020 a co-operative decade of confident growth.

The ICA consists of a 20-member governing board, a General Assembly, four regional offices (ICA Asia and Pacific, ICA Africa, Co-operatives Europe and ICA Americas), sectoral organisations and thematic committees.

### 1.3 International Co-operative Alliance Africa Region

International Co-operative Alliance Africa Region is one of the regional offices of the ICA. It serves, unites and represents ICA member organisations in Africa. ICA Africa Region promotes and strengthens autonomous and viable co-operatives throughout the region by:

- serving as a forum for exchange of experience and a source of information on co-operative development, research and statistics
- providing technical assistance for co-operative development
- collaborating with national governments, United Nations organisations and African regional organisations.

ICA Africa Region will strive to promote and strengthen the co-operative movement in the region and provide services to co-operatives with the following objectives:

- promoting the co-operative movement in Africa
- promoting and protecting co-operative values and principles
- facilitating development of economic and other mutually beneficial relations between its member organisations
- promoting sustainable human development and further the economic and social progress of people, thereby contributing to peace and security in Africa
- promoting equality between men and women in all decision making and activities within the co-operative movement
- lobbying for an enabling environment for co-operative development in Africa.

An elected Regional Board and a Regional Office consisting of a Regional Director supported by a team of professionals manage the ICA Africa Region. It has 29 members from 17 countries.

### 1.4 Purpose of the Strategy

The integrated development Strategy presents the way forward for co-operative enterprise development in Africa over the next four years (2013-2016). It is the result of a thorough process of review, consultation, research and refinement, and takes into account the changing socio-economic context.

This Strategy is built upon the 2009-2012 ICA-Africa Strategic Plan and the proceedings of the 2008, 2010 and 2012 regional assemblies, the 2009 and 2012 ministerial conferences and the 2010 and 2011 partners meetings.

It applies the experiences and lessons of both continental and international best practices relating to co-operative enterprise promotion, while responding to perspectives raised by stakeholders in the African co-operative movement, governments, the private sector and civil society.

In particular, the Strategy aims to address the African co-operative movement's Special Development Goals, to improve members' socio-economic situation by leveraging the benefits of co-operative enterprise.

### 1.5 Defining the scope of the Strategy

The internationally accepted definition of a co-operative, developed by the ICA, is **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.**

This integrated Strategy is designed to address the developmental needs of both existing and potential co-operatives in Africa at all tiers. This includes primary co-operatives, unions and



federations, as well as key support and regulatory actors in the co-operative movement in Africa.

The Strategy focuses on all types of co-operatives, because of their great impact in uplifting the socio-economic status of the populous. However, special mention has been given to some specific co-operative sectors due to current prevailing needs of member states.

These areas are:

- i) **Industrial, artisanal and worker based co-operatives:** ICA Africa Region's long-term vision is to empower the local industrial base to tackle poverty challenges through productive activities. Focus on this area will channel resources towards initiating co-operatives to harness the individual as well as community participation in commerce and industry. Co-ops in this sector will facilitate members to create jobs and wealth by value addition. There will be a multiplier effect benefitting the youth and the community
- ii) **Specialised sector co-operatives;** Focus will be on hitherto unexploited sectors including mining, provision of electricity and other utilities, tourism, healthcare, etc.
- iii) **Agricultural co-operative organisations;** It is recognised that agriculture is the backbone of the economies of many Sub-Saharan countries. ICA Africa Region envisions a vibrant agricultural sector organised around co-operative institutions to impact on the lives of rural African smallholders as well as commercial farmers
- iv) **Housing co-operative organisations;** Shelter being a basic human right, as well as improving the quality of life, is a challenge on the continent and undermines many countries' efforts in the attainment of the Millennium Development Goals
- v) **Co-operative Finance Institutions;** Facilitating promotion at international and regional levels of the distinctive co-operative values of co-operative banks, insurance and mutual companies and co-operative financial institutions is a business necessity.

## 1.6 Strategy development approach

The following sources have been utilised to develop the Strategy document:

- Case studies from the ICA
- Feasibility study by Ernst and Young on the ICA Africa Region and consulting firm Ericson
- Consulted with African experts in the field of co-operatives
- Stakeholder discussions in the African co-operative system and at the head office, including general assemblies, ministerial conferences, member forums and partners meetings.

## 1.7 Macro analysis of ICA Africa Region

Africa is the world's second largest and second most populous continent. At about 30.2 million km<sup>2</sup> (11.7 million sq mi) including adjacent islands, it covers six per cent of the Earth's total surface area and 20 per cent of its total land area. With one billion people, it accounts for about 15 per cent of the world's human population. The continent includes Madagascar and various archipelagos. It has 54 fully recognised sovereign states (countries), nine territories and three *de facto* states with limited recognition.

From 1995 to 2005, Africa's rate of economic growth increased, averaging five per cent in 2005. The continent is believed to hold 90 per cent of the world's cobalt, 90 per cent of its platinum, 50 per cent of its gold, 98 per cent of its chromium, 70 per cent of its tantalite, 64 per cent of its manganese and one third of its uranium.

As the growth in Africa has been driven mainly by services and not manufacturing or agriculture, it has been growth without jobs and without reduction in poverty levels. In fact, the food security crisis of 2008, which took place on the heels of the global financial crisis, has pushed 100 million people back into food insecurity.

Although it has abundant natural resources, Africa remains the world's poorest and most underdeveloped continent; the result of a variety of causes. According to the United Nations Human Development Report 2003, the bottom 25 ranked nations in the world (151st to 175th) were all African.

Poverty, illiteracy, malnutrition and inadequate water supply and sanitation, as well as poor health, affect a large proportion of the people who reside in the African continent. In August 2008, the World Bank announced revised global poverty estimates based on a new international poverty line of USD1.25 per day (versus the previous measure of USD1). Some 81 per cent of the Sub-Saharan African population was living on less than USD2.50 a day (purchasing power parity or PPP) in 2005, compared with 85.7 per cent for India.

The new figures confirm that sub-Saharan Africa has been the least successful region of the world in reducing poverty (based on the USD1.25 per day poverty line). Half of the population was living in poverty in 1981 (200 million people), a figure that rose to 58 per cent in 1996 before dropping back to 50 per cent in 2005 (380 million people). The average poor person in sub-Saharan Africa is estimated to live on only 70 cents per day, and was poorer in 2003 than he or she was in 1973, indicating increasing poverty in some areas. Some of this is attributed to unsuccessful economic liberalisation programmes, spearheaded by foreign companies and governments. Other studies and reports have cited bad domestic government policies over external factors.

A study led by Prof Calestous Juma showed that Africa could feed itself by making the transition from importer to self-sufficiency. 'African agriculture is at the crossroads,' says Prof Juma. 'We have come to the end of a century of policies that favoured Africa's export of raw materials and importation of food. Africa is starting to focus on agricultural innovation as its new engine for regional trade and prosperity.'

Nevertheless, the sustained socio-economic expansion of Africa can only be guaranteed through increased home grown solutions, such as social economic enterprises anchored in the African culture. The co-operative business model has proved to be one such enterprise.

### **1.8 SWOT analysis of ICA Africa Region**

The existing membership of ICA Africa Region is drawn from 29 co-operative organisations in Africa. These institutions are confined in individual countries and lack regional orientation, thus they do not benefit from the advantages of regional networking. Also, they are at different levels of national co-operative development.

In the management of its activities, the Regional Office has approached the market as a homogenous unit, wherein development programmes are managed and disseminated to all member organisations without considering their unique nature, their developmental needs and the uniqueness of their countries' economies.

Secondly, the co-operative agenda has not found a place in the changing business environment in Africa, where key policy decisions are driven at the various trading, political and economic bloc deliberations, viz. the Economic Commission for Africa (ECA), New Partnership for Africa's Development (NEPAD), Alliance for a Green Revolution in Africa (AGRA), the East African Community (EAC), the Economic Community of West African States

(ECOWAS), Southern Africa Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA).

This has been due to a limited strategic outreach approach and limited institutional capacity.

It is therefore important that ICA Africa Region segments its market and development agenda approach to be relevant in existing economic co-operation structures.

The co-operative sector, on the other hand, is faced with several challenges including low human resource capacity, a weak economic base, extensive external financial dependency, lack of internal capacity and occasionally bad governance. Despite these challenges, the sector has high potential for growth.

The capacity of ICA Africa Region to deliver on its strategic plan will depend on how it manages the internal as well as the external environment. These aspects are examined in Table 1.

**Table 1: SWOT analysis of ICA Africa Region**

SWOT	DESCRIPTION
<b>Strengths</b>	The foundation of the Strategy will be based on the strengths of the Regional Office. ICA Africa Region has a strong brand within the sector in Africa. It is associated with inclusiveness of the sector players and is viewed as the regional focal point for co-operative policy initiatives. ICA Africa Region has established strong links with governments and policy makers on the continent. It boasts strong ties to co-operative institutions, researchers and development partners interested in developing the sector in Africa
<b>Weaknesses</b>	To build on its strengths, the office must overcome some of the weaknesses affecting its activities. These include extensive external financial dependency, as it has been relying on member subscriptions and development partner support over the years. There is limited staff capacity to effectively initiate and manage activities on the continent and establish physical presence. The general methodology of ICA Africa Region's development activities has been a homogenous approach to co-operative development, without due consideration of the uniqueness of co-operatives in different African regions
<b>Opportunities</b>	Opportunities include links with economic development initiatives of regional economic blocs including COMESA, the AU Economic Commission, ECOWAS, SDAC and the EAC. This will enable the office to develop programmes and influence policy favourable to the development of co-operatives, taking into consideration the unique economic activities of these regional institutions
<b>Threats</b>	Relevance to members will justify their participation in ICA Africa Region activities. This will be determined by the benefit the individual co-operative member gets from

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	the trickledown effect because of ICA Africa Region programmes
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## Chapter two: Strategic vision and guiding principles

The Africa Co-operative Development Strategy draws on the global guiding principles in the *Blueprint for a Co-operative Decade*. The Blueprint is summarised into five interlinked and overlapping thematic issues, namely **participation, sustainability, co-operative image and identity, legal framework and co-operative capital**. To pursue the 2020 Vision, the Blueprint concentrates on these five critical themes and establishes implementation strategies in relation to each of them.

The theme of this Strategy, **leveraging the benefits of a co-operative enterprise**, is not fundamentally new, but rather a synthesis of previous efforts and the themes in the Blueprint. It prescribes that specific and complementary roles and responsibilities will be co-ordinated by International Co-operative Alliance Africa Region and its 29 affiliates in their corporate and individual capacities, in the quest for improvement of quality of life for all. The philosophy behind this theme is the concept of mutual social responsibility, as expounded in the co-operative principles and the Blueprint, and the reciprocal relationship between participation and accountability.

Though our development philosophy will remain unchanged, this Strategy represents a major re-orientation of policy and priorities to emphasise **sub-regional presence and capacity building, sectoral development, efficient and effective communication, strengthening partnerships and networks and lobbying and advocacy**.

The major thrust of this strategy is the re-examination and rebranding of 'participation' to ensure that entitlements are attained and retained. This rests on the quest to redress and reshape the policies, strategies and mechanisms which in the past did not promote inclusion, accountability and participation as core components of co-operative development.

Hand in hand with this re-orientation will be major institutional changes, designed to support capital formation to mitigate the inadequacy of financial and capital resources available for development.

Also, this Strategy adopts an integrated approach to planning and implementation. This essentially means viewing development issues inter-sectorally, such that a set of issues is addressed at the same time by all sectors in search of solutions and priority given to those major issues facing the co-operative movement. These issues include improved management of available resources, maximisation of production, more efficient and effective capital formation, etc. This approach will facilitate ongoing and timely examination of possible constraints to development and initiate steps towards overcoming such constraints.

## 2.1 Strategic vision

Drawing from feedback from key stakeholders and inspired by the ICA Blueprint 2020, the desired vision and mission of ICA Africa Region is:

### **Vision**

To be the African Leader in promoting a dynamic and democratic co-operative movement; leading the process of social transformation and sustained economic development and growth.

### **Mission**

ICA Africa Region shall strive to promote, develop, protect and strengthen the co-operative movement in the region and provide effective and efficient services through partnership and collaboration.

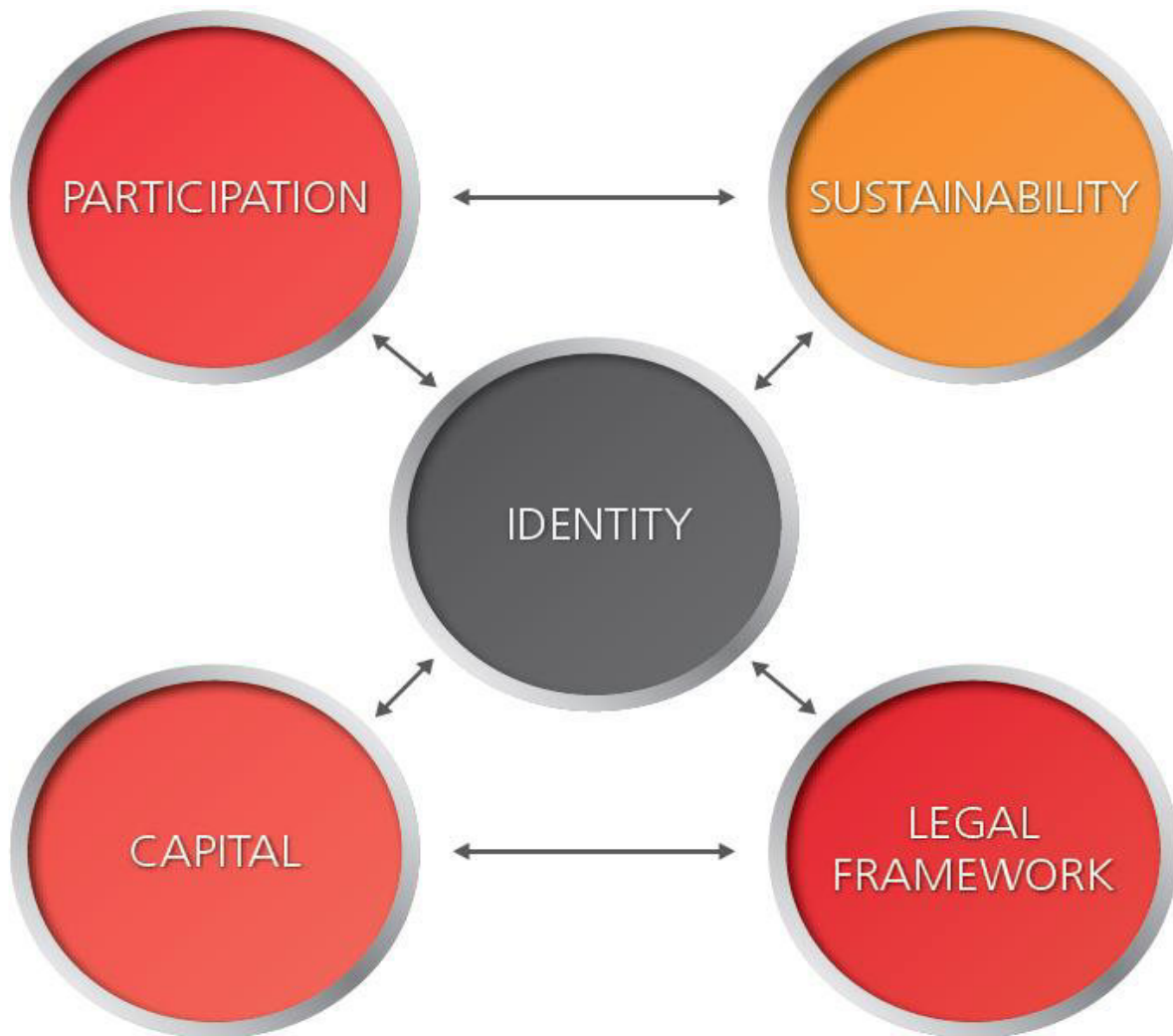
It will do this by; elevating participation within membership and governance to a new level; positioning co-operatives as builders of sustainability; building the co-operative image and securing the co-operative identity; ensuring supportive legal frameworks for co-operative growth; and securing reliable co-operative capital while guaranteeing member control.



## 2.2 Guiding principles: The Blueprint 2020 and ICA Africa Region's objectives

The five interlinked and overlapping themes of the Blueprint strategy represent a priority area for the ICA globally as well as for the African region. Through working together on these themes, the co-operative community will collectively drive forward its pursuit of the 2020 Vision. The Blueprint themes of the 2020 Vision are summarised in Figure 1.

**Figure1: Guiding principles: The Blueprint 2020**



The purpose of ICA Africa Region is to facilitate co-operative organisations and their members, primarily to pursue their social, economic and environmentally sustainable interests effectively and efficiently through the co-operative business model. The Blueprint seeks to generate acceptable benefits to ICA Africa Region member organisations by elevating participation within membership and governance to a new level, positioning co-operatives as builders of sustainability, building the co-operative image and securing the co-operative identity, ensuring supportive legal frameworks for co-operative growth and securing reliable co-operative capital while guaranteeing member control.

Specific objectives include:

- promoting development of the co-operative movement in Africa
- promoting and protecting co-operative values and principles
- facilitating development of economic and other mutually beneficial relations between member organisations
- promoting sustainable human development and furthering the economic and social progress of people, thereby contributing to peace and security in Africa
- promoting equality between men and women in all decision making and activities within the co-operative movement
- lobbying for an enabling environment for co-operative development in Africa.

## 2.3 Strategic interventions

To achieve the set goals, the following five strategic interventions will be implemented in accordance with the *Blueprint for a Co-operative Decade*.

### 2.3.1 Strategy 1: Participation – sub-regional presence and capacity building

#### Delivery through increased participation

**ICA Africa Region’s experience in the region gives it a solid foundation and ability in the delivery of the strategic activities envisioned. The expansion of its physical presence in the region is aimed at ensuring that services are given at the nearest geographical point. During the plan period, ICA Africa Region will seek and acquire the necessary skills to enable it to deliver on its mandate.**

ICA Africa Region will endeavor to create a presence in all sub-regions namely Northern Africa, Western Africa, Central Africa, Eastern Africa, and Southern Africa, through Sub-Regional Steering Committees and Offices to oversee the implementation of the Strategy in the sub-regions, with the following objectives:

- to spur co-operative growth and develop regional networking and collaboration, ICA will institute a co-operative grading and rating structure that will be applied to all co-operatives in the region
- to ensure that all member organisations have plans that integrate and are designed to influence individual country co-operative development policy in accordance with the Blueprint
- to institute a co-operative development initiative aimed at helping member organisations start and develop co-operative institutions. These start-up support systems will be in strategic and hitherto unexploited areas, particularly in service and social amenities provision, i.e. environmental management, rural electrification, water supply, rural medical, health and insurance services.

### 2.3.2 Strategy 2: Sustainability – sectoral development

The second development strategy is the establishment of sectoral co-operative institutions across the region. Each sub-region in Africa has a competitive advantage in specific economic activities. ICA will explore these and seek to establish both sub-regional and regional co-



operative institutions that will drive and influence policy and development. The overall objective is to establish the co-operative business model in the development of African economies.

A baseline survey, to be conducted in each sub-region, will indicate the areas of focus for ICA Africa Region.

The sectoral strategy will focus on the development of each sector serving the key interests of member organisations. This will be done by laying emphasis on the competitive advantage in each sub-region while collaborating with development partners and sub-regional economic and trade organisations like the EAC, SADC, ECOWAS, etc.

The sectoral organisations will be structured in line with the ICA's global sectoral committees and organisations in key economic and strategic social areas. These will include:

- agricultural co-operative organisations
- banking, insurance and co-operative finance organisations
- housing development co-operative organisations
- specialised sector co-operatives such as consumer co-operatives , health service co-operatives and water, sanitation and electricity utilities
- industrial and worker based co-operative organisations.

As stated above, collaborating with regional economic and trade organisations will enable ICA Africa Region to match its programmes to the existing economic development agenda for all-inclusive development.

ICA Africa Region will work with both existing and potential members in their respective countries, sub-regions to boost this Strategy, as well as with regional public and socio-economic blocs.

### **2.3.3 Strategy 3: Image and identity – effective and efficient communication**

**In implementing the Strategy, ICA Africa Region will emphasise communication and awareness creation to members and other stakeholders. This will include:**

#### **Co-op identity**

As a specialised, member-driven business, the co-operative business model is unique. The Strategy aims to enhance the image and cement the economic position of the sector in the region. This will be done by ensuring that co-operatives cultivate an image of reliability and strength to position themselves as dependable drivers of social and economic development.

#### **Specific marketing activities**

**Marketing activities will include four broad categories: Positioning, Awareness, Targeting and Retention:**

#### **Positioning**

ICA Africa Region will take pole position in co-operative development in Africa. It will strive to be the industrial focal point for all co-operative related development activities. It will identify and secure more members and more collaboration with African policy makers. The development of the premier co-operative research and information portal will be key to this.

## Awareness

Through advertising, public relations and awareness, ICA Africa Region will create participation and collaboration opportunities for members, governments, partners and sector specialised organisations, to enable them own the process and participate effectively.

## Targeting

ICA Africa Region's market will be segmented and differentiated according to economic regional blocs as well as sectors. Specific and relevant marketing activities will be focused within this segmentation. The objective will be to increase value and benefits to individual co-operative members.

## Retention

Continued collaboration with members and other stakeholders will include activities relevant to the existing membership, as well as for potential members.

### 2.3.4 Strategy 4: Policy and legal framework – partnership and lobbying

A specific focus will be the building blocks of co-operative development in the region. This will involve engagement with member governments and institutions of higher learning to influence policy and the sector's development agenda.

The ICA-Africa Region will provide members with valuable resources by sector policy experts while trying to synchronise co-operative development with national development. This is significant in creating an enabling development environment for co-operatives in Africa.

During the Co-operative Decade, ICA Africa Region will position itself as the principal focus point of co-operative policy and development in Africa. In recognising the uniqueness of Africa's economic development and sub-regional setup, ICA Africa Region will champion the use of co-operative institutions in regional economic integration. The ultimate focus will be to generate tangible benefits for member organisations and economic and social prosperity for individual members.

In augmenting its position, ICA Africa Region will seek observer status at the African Union and other regional trading and economic blocs, and collaborate with UN agencies and the International Organization of the Francophonie (OIF).

### 2.3.5 Strategy 5: Co-operative capital – internal and external resource mobilisation and collaboration

#### Internal fund mobilisation, financial projections and assumptions

The proposed financial projections will propel ICA Africa to a fully-fledged independent outfit and are presented in conventional formats i.e. a statement of financial position and a comprehensive statement of income.

#### The components will include:

- **Capital funds:** Capital funds will comprise an endowment fund, a general fund and member subscriptions
- **Endowment Trust Fund:** The Endowment Trust Fund will be a major component of the sources of funding. It is expected that it will grow at a rate of 15 per cent per annum

- **General fund:** This will comprise funding from the ICA's general capital reserves
- **Grants received:** Grants and donations are projected to grow at an average of 16 per cent during **the plan period**. This will be sought from social development partners and sector specialised global institutions
- **Member subscriptions:** Member subscriptions are expected to grow at two per cent of ICA Africa Region's total asset value per annum
- **Property and equipment:** With the expansion of the regional presence, five sub-regional offices will be established, hence, Management Information System (MIS) equipment will be acquired for the five offices while the ICA Africa Communication Hub will be based at the Regional Office. It is expected that the Regional Office will seek and establish a permanent abode at the end of the plan period. Thus as the sub-regional offices are established, fixed assets will grow at four per cent per annum.

### Sources of income:

- Sale and hosting of .coop web domains: Estimated
- Consultancy services: Ten per cent increase in income
- Conferences: Five per cent increase in income
- Financial investments: Three per cent of each year end's deposits
- E-sales access fees: Estimated
- E-services registration: Estimated
- Miscellaneous: Estimated
- Executive training programme: Estimated.

### Operating expenses

Operating expenses will be pegged at five per cent of projected total assets. Personnel will comprise 39 per cent, governance five per cent, administration 11 per cent, marketing 36 per cent and depreciation 10 per cent.

### Surplus/deficit for the year

It is expected that an operating surplus will be attained at the end of the 2016 financial year. Other sources of funding will be secured by collaborating with likeminded organisations, e.g. governments, NGOs, etc.

### Strategic co-operation: Benefits of the strategic initiatives

ICA Africa Region will take a holistic approach to implementing the strategic plan by involving all the relevant policy and development partners. The benefits of this approach are twofold. Firstly, the development of the co-operative sector will be imbedded in the social economic development of the countries, and secondly ICA Africa Region members will have a pivotal role to play in the economic policy development of their economies.

On the other hand, the strategic approach will ensure a focused concentration of efforts and resources in specific quantifiable initiatives. The impact of these initiatives on individual co-operators will be tangible.

While co-operative enterprises in Africa are private sector businesses, because co-operatives are human-centred, they operate in a business space attractive to other players who wish to influence society. These players include governments, NGOs and social funders.

- These other players may have resources with which they could disturb the co-operative business space
- They could be useful to the co-operative enterprise if they use the co-operative model to achieve societal good
- They may have skills that enrich the co-operative business model

- It may be possible for the co-operative business model to achieve a win-win outcome in collaborating with these other players.

To the extent that working with these organisations is beneficial and can be done within the context of co-operative values and principles, co-operative enterprises will be encouraged to collaborate with other economic players.

- Development and social partners including international development organisations will take up the opportunities in the development of specific sectors as elaborated in the plan
- The regional economic blocs will be willing and ready to accommodate ICA Africa Region collaboration and partnership.

Table 2 summarises the strategic interventions in relation to their key objectives and rationales.

**Table 2: Strategic interventions**

RATIONALE	KEY OBJECTIVE	STRATEGY
<p><b>1. Participation</b></p> <p>Co-operatives are better because they give individuals <b>participation</b> through ownership, which makes them inherently more engaging, more productive, and both more useful and more relevant in the contemporary world</p>	<p>Elevate <b>participation</b> within membership and governance to a new level.</p>	<p><b>Sub-regional presence and capacity building programme</b></p>
<p><b>2. Sustainability</b></p> <p>Co-operatives are better because their business model creates greater economic, social and environmental <b>sustainability</b>. They put people at the heart of economic decision making and bring a greater sense of fair play to the global economy</p>	<p>Position co-operatives as builders of <b>sustainability</b></p>	<p>Sectoral development through formation of:</p> <ol style="list-style-type: none"> <li>1. regional agricultural co-operative organisations</li> <li>2. regional banking, insurance and co-operative finance organisations</li> <li>3. regional housing development co-operative organisations</li> <li>4. specialised sector co-ops (e.g. health, schools, utilities, roads, consumer retail, Information, Communication and Technologies, appropriate technologies)</li> <li>5. industrial artisanal and worker based co-ops</li> </ol>



<p><b>3. Co-operative image and identity</b></p> <p>Co-operative <b>identity and image</b>, which is defined by the core values and principles of co-operation, needs to be communicated through a powerful, distinctive message to ensure that co-ops are seen and understood by everybody from policy makers to the general public</p>	<p>Build the co-operative <b>image</b> and secure the co-operative <b>identity</b>. The objective is to develop our external identity, so the aim is to build the co-operative message with the intrinsic and abiding value of the co-operative model clearly established, and a distinctive identity and proposition described</p>	<p>Communication and awareness creation through all forms of media</p>
<p><b>4. Legal framework</b></p> <p>Co-operatives in every jurisdiction sit within a <b>legal framework</b>. This framework is critical to the viability and existence of co-operatives</p>	<p>Ensure supportive <b>legal frameworks</b> for co-operative growth. The ICA seeks to ensure supportive legal frameworks for co-operative growth</p>	<p>Partnership and lobbying</p>
<p><b>5. Co-operative capital</b></p> <p>Co-operatives need access to <b>capital</b> if they are to be established, grow and flourish</p>	<p>Secure reliable co-operative <b>capital</b> while guaranteeing member control.</p>	<p>Strengthening internal and external resource mobilisation and management as well as collaborating with all social and economic partners to leverage scarce resources and avoid duplication</p>



## Chapter three: Implementation of the strategy

### 3.1 Work plan

Implementing these strategic interventions will be an extensive undertaking, requiring co-ordinated activities from several key stakeholders and a budget of approximately USD44 million, financed through internal and external mobilisation. The global budget for full implementation of the strategy is set out against each action plan and outputs 1-5. It will require financing from development partners, member organisations and stakeholders.

It will also require substantial prioritisation and phasing to ensure all tasks are achieved with sufficient focus and resources, and are propelled by earlier activities on which they are dependent. The action plans below lay out the outputs that will result from realising each strategic initiative. It also details the key activities that will be undertaken to achieve each output and their relative timing.

The outputs collectively contribute to a single outcome. Additional activities and factors beyond the scope of the strategy's implementation will also contribute to this outcome. The milestones and targets described below for each output, outcome, and impact will serve as guideposts, against which the management of the strategy's implementation can be assessed, with course corrections made as needed to ensure all activities are undertaken effectively to achieve the outputs, outcomes and impacts targeted.

These action plans will be translated in substantial detail into annual and more granular work plans, organised by the five strategic interventions and their associated outputs. The implementation of these work plans will be overseen by both sub-regional, regional and sectoral steering committees, as described in the following section.

The ICA-Africa will focus on identifying key objectives for achieving the mission/vision of the organisation and then setting the goals that must be achieved to meet these objectives, as well as the measures/targets and the activities necessary to achieve the goals.

International Co-operative Alliance Africa Region recognises that there are risks in the business landscape. They include limited uptake and support from the potential stakeholders and members. The intended involvement of strategic and relevant stakeholders in specific activities will ensure that the requisite skills and experience is obtained and transferred directly to individual members to guarantee sustainability of the planned activities.

**Table 3: Work plan**

KEY OBJECTIVE	Activities
Strategy	
<b>PARTICIPATION</b> <b>Sub-regional presence and capacity building programme</b>	<ol style="list-style-type: none"> <li>1. Support the scanning of the existing state of participation in co-operatives, including online and social media practices</li> <li>2. Assist in development of case studies and identification of best or promising practices. Engage members in preparing the scan</li> <li>3. Support the establishment of a <b>Leadership Circle</b> of 10-15 co-operatives to foster Global 300 participation and resource</li> </ol>

	<p>select Blueprint strategies</p> <ol style="list-style-type: none"> <li>4. Assist in the development of an online <b>Co-operative University</b> for co-operators and members of the public interested in learning about co-operation</li> <li>5. Assist in the establishment of a <b>Co-operative World Leader</b> educational programme. 20-25 middle and top management and board members to attend a one-week course at Oxford University</li> <li>6. Assist in drafting a <b>Governance Certification</b> programme. Review existing programmes, e.g. ICA Americas, ICA Housing</li> <li>7. Establish a co-operative start-up support system</li> <li>8. Review country co-operative development plans annually</li> <li>9. Carry out continuous country research to identify gaps that exist in development of co-operatives in the areas of focus, especially in underdeveloped sectors, to create the necessary impetus</li> <li>10. Lead the planning and generation of revenue and revenue sources to finance activities for the sub-regional, regional office and sectoral and thematic committees</li> <li>11. Develop linkages with development partners interested in development of co-operatives and related fields in the region</li> <li>12. Provide an enabling and facilitative environment for development partners and agencies to carry out their mandate through the ICA Africa Region structure</li> <li>13. Create a think tank for co-operative development in the region. Co-ordinate regional programs in research and leadership development</li> <li>14. Develop and co-ordinate exchange programs and study visits</li> <li>15. Co-ordinate management and dissemination of scholarly information among stakeholders</li> <li>16. Co-ordinate and push for shared co-operative curriculum development in institutions of higher learning in the region</li> <li>17. Capacity building programme for national institutions and co-operatives</li> </ol>
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<b>KEY OBJECTIVE</b> Strategy	<b>Activities</b>
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SUSTAINABILITY	Global activities:
Sectoral development	<ol style="list-style-type: none"> <li>1. Support the background paper on <b>Redefining Growth and Efficiency</b> as well as the implementation of background paper for distribution to think tanks on the subject of co-operative sustainability</li> <li>2. Assist in the review of the <b>Co-operative Business Life and Development Path</b></li> <li>3. Support the scanning of co-operative sustainability commitments</li> <li>4. Assist in the development of <b>sustainability targets</b> by sector</li> <li>5. Spearhead the process of drafting the <b>Co-operative Africa</b> plan</li> <li>6. Assist in the drafting of <b>Co-operative Response to Natural Disasters</b></li> <li>7. Assist in the gathering input for financial and agricultural co-operative development in Africa. Secure support of ILO, FAO, and related institutions</li> <li>8. Support the assessment of the impact of <b>social co-operatives</b> and feasibility of sector specific initiatives</li> </ol>
Formation of regional agricultural co-operative organisations	<p><b>Agricultural sector development</b></p> <ol style="list-style-type: none"> <li>1. Network all agricultural co-operative organisations</li> <li>2. Conduct baseline surveys on the challenge facing the sector in the five sub-regions</li> <li>3. Promote the establishment of agricultural value chain co-operatives in the sub-regions in order to increase food security; and improve production and distribution of agricultural products</li> <li>4. Promote and encourage agricultural co-operatives, especially in all sub-regions and transitional economies, and help find assistance for their establishment, when requested</li> <li>5. Survey the problems which concern agricultural co-operatives in different countries and to make recommendations regarding potential solutions</li> <li>6. Link to organisations interested in food and agricultural production, including farmers organisations</li> <li>7. Encourage Fair Trade practices in agricultural commodity trading</li> <li>8. Mobilise co-operatives and farmer organisations into regional commodity networks</li> <li>9. Organise farming certification</li> </ol>
Formation of regional banking,	<p><b>Banking and insurance sector development</b></p> <ol style="list-style-type: none"> <li>1. Facilitate promotion at international and regional levels of the distinctive co-operative values of co-operative banks, insurance and mutual companies and co-operative financial institutions. This is a business necessity</li> <li>2. Facilitate and encourage the exchange of information amongst</li> </ol>





<p>insurance and co-operative finance organisations</p>	<p>members on key co-operative banking/financial institutions and insurance</p> <ol style="list-style-type: none"> <li>3. Support regional committees and their members, individually and collectively</li> <li>4. Encourage inter-co-operation with other types of co-operatives</li> <li>5. Facilitate linkages with various bodies of ICA Africa and the ICA global office. Promote working links with other committees to synergise efforts</li> </ol>
<p>Formation of regional housing development co-operative organisations</p>	<p><b>Housing co-operative sector development</b></p> <ol style="list-style-type: none"> <li>1. Unite co-operative and mutual self-help housing co-operative organisations regionally and around the globe through membership of the ICA Africa Housing Committee</li> <li>2. Represent the co-operative and mutual self-help housing movement by supporting members at local, regional and global levels</li> <li>3. Serve as a forum for knowledge exchange for our members</li> <li>4. Promote use of appropriate building technologies</li> <li>5. Host annual conferences for member organisations to build cohesiveness and critically discuss common issues</li> <li>6. Support fund mobilisation for member organisations in executing various sub-regional projects</li> <li>7. Create housing finance banks</li> </ol>
<p>Formation of specialised sector co-operatives (e.g. health, schools, utilities, roads, consumer retail Information Communication Technologies and appropriate technologies)</p>	<p><b>Specialised co-operatives sector development</b></p> <ol style="list-style-type: none"> <li>1. Set the sectoral strategy and co-ordinate and support the regional consumer co-operative sectoral structures in their work on all issues of relevance</li> <li>2. Act as a catalyst for promotion of utility co-operatives in each sub-region and each country</li> <li>3. Promote worker ownership as a specific type of enterprise and labour organisation</li> <li>4. Promote use of appropriate production and manufacturing technologies</li> <li>5. Promote the development of health co-operatives</li> <li>6. Promote tourism and fisheries co-operatives</li> <li>7. Promote electricity utility co-operatives</li> </ol>
<p>Formation of industrial artisanal and worker based co-operatives</p>	<p><b>Industrial artisanal and worker based co-operatives</b></p> <p>Support the promotion of the co-operative movement in industrial, craft and service sectors through the provision of:</p> <ol style="list-style-type: none"> <li>1. Technical support in new product development</li> <li>2. Co-ordinated project undertaking and implementation</li> <li>3. Easy access to digitalisation programmes for member organisations (MO's)</li> <li>4. Building technology resources</li> </ol>



KEY OBJECTIVE Strategy	Activities
<p><b>CO-OPERATIVE IMAGE AND IDENTITY</b></p> <p>Communication and awareness creation</p>	<ol style="list-style-type: none"> <li>1. Assist in the development and launch of a <b>shared co-operative visual image</b>. This image or marque would succeed the International Year of Co-operatives logo. It might form the basis of a redesigned ICA logo</li> <li>2. Campaign for the implementation of a shared image within the region</li> <li>3. Participate in the launch of an internal communications campaign (among co-operative community) to build understanding of and commitment to the Blueprint</li> <li>4. Participate in the relaunch of an external communications campaign. Place substantive articles in mainstream global <b>media</b></li> <li>5. Assess the state of higher education on co-operative models within the region</li> <li>6. Participate in the drafting of a co-operative <b>law and business curriculum</b></li> <li>7. Facilitate the inclusion of a co-operative curriculum in mainstream institutions, in conformity with the first metric level (to be determined)</li> <li>8. Disseminate <b>Guidance Notes on Co-operative Principles</b> within the region</li> <li>9. Facilitate the process of new .coop business offerings piloted to engage co-operatives in untapped economies and engage individual co-operators</li> <li>10. Assist in the development of a concept paper for a <b>Centre for Co-operative Thinking</b> and launch the centre, a virtual co-operative think tank. Create an initial profile of the research needed</li> <li>11. Assist in the drafting of a business plan for a consultancy practice and recruitment of a core group of consultants at regional level</li> <li>12. Pilot consultancy practice within the region</li> <li>13. Assist in the drafting of a <b>World Co-operative Heritage List</b>. This would be designed to show the worldwide contribution of co-operatives and modulate existing Anglo-centric historical references</li> </ol>



KEY OBJECTIVE Strategy	Activities
<b>LEGAL FRAMEWORK</b>	<ol style="list-style-type: none"> <li>1. Assist in the development of the framework for <b>Doing Co-operative Business</b> to explore discriminatory practices. This report would be modeled on the World Bank's 'Doing Business' and would rank jurisdictions according to their enablement of and support for co-operatives. It would be used to help shape the policy agenda</li> <li>2. Participate in the launch of <b>governmental</b> agency associate membership in ICA Africa Region and market governmental associate membership aggressively. Provide support to these members for networking activities</li> <li>3. Build on Latin American Parliamentarian Association experience to establish a network of <b>African Co-operative Parliamentarians</b></li> <li>4. Assist in the formal launch the network at the Co-operative Summit</li> <li>5. Create initial database</li> <li>6. Assess contribution of co-operatives to development of <b>democratic</b> institutions through its demonstration of a successful democratic model in Africa</li> <li>7. Assist in the development of a policy case statement for the <b>efficiency</b> of the co-operative model. This document would be an adaptation of the research in the sustainability strategy area, designed for policymakers</li> <li>8. Adapt the research conducted in year 1 to create practical policy background papers. These would be designed to support the integration of the co-operative agenda into intergovernmental policy-setting bodies, e.g. G8, G20</li> <li>9. Support the process of co-operatives to be represented on <b>B20</b>, the business council of the G20</li> </ol>



KEY OBJECTIVE Strategy	Activities
<p><b>CO-OPERATIVE CAPITAL</b></p> <p>Internal and external resource mobilisation and collaboration</p> <p>Strengthening internal fund mobilisation and management</p> <p>Collaborating with all social and economic partners to leverage scarce resources and avoid duplication</p>	<ol style="list-style-type: none"> <li>1. Assist in the survey of advantages and disadvantages of existing means of <b>co-operative growth financing</b>, by sector, including tax and fiscal impediments</li> <li>2. Participate in the design of a co-operative financing instrument for growth capital</li> <li>3. Secure Intergovernmental Organisation (IGO) support for the financing instrument within the region</li> <li>4. Pilot the financial instrument</li> <li>5. Support the survey of innovative thinking on local co-operative start-ups</li> <li>6. Assist in the placement of first tranche of <b>Global Development Co-operative</b> fund loans</li> <li>7. Secure IGO support for GDC, e.g. FAO and other bilateral organisations within the region</li> <li>8. Use efficiency and sustainability to research as foundation for report on the total return on investment (ROI) of member co-operative capital</li> <li>9. Pilot a <b>Co-operative ROI Index</b></li> <li>10. Mobilise more resources for the Endowment Trust Fund for the ICA Africa Region</li> <li>11. Create more collaboration with social funders</li> </ol>

### 3.2 Institutional setting

Implementing these strategic interventions will be an extensive undertaking. Varieties of governmental and non-governmental actors are well-positioned and willing to contribute to the implementation of the integrated Strategy. This section reviews the diversity of actors, and outlines the approach to be taken by ICA Africa Region as a whole to strengthen and guide the needed co-ordination of actors' activities in the years ahead. It concludes with an implementation framework through which implementation of the Strategy will be co-ordinated.

Collaborating with regional economic and trade organisations will enable ICA Africa Region to match its programmes to the existing economic development agenda. ICA Africa Region will work with existing members in their respective regions to boost this strategy.

**All interventions should be demand-driven and responsive to the needs and perspectives of the co-operative organisations, members and leaders:**

#### Co-operatives

Co-operatives at all tiers throughout the region are the primary stakeholders in this strategy. It is the co-operatives, and the men and women who are members of them, that will

ultimately determine whether co-operative enterprise is the most participatory and sustainable business model while upholding the identity and reflecting the image of a true co-operation and autonomy in its capital structure with empowering legal dispensation.

### **Government organisations**

The key internal stakeholders of co-operatives from government organisations are the national government co-operative bodies. ICA Africa Region will support each implementing office to develop a detailed action plan and delivery framework through which its implementation activities will be undertaken.

The key external stakeholders of co-operatives from government organisations include the national ministries and institutions of higher learning such as co-operative colleges and universities.

### **Non-governmental, multilateral and bilateral organisations**

There are many non-governmental organisations (NGOs) that provide support to co-operatives in various forms. These NGOs serve several functions, including donors, implementers, and researchers. Some especially active NGOs of each of these types in the African co-operative sector include:

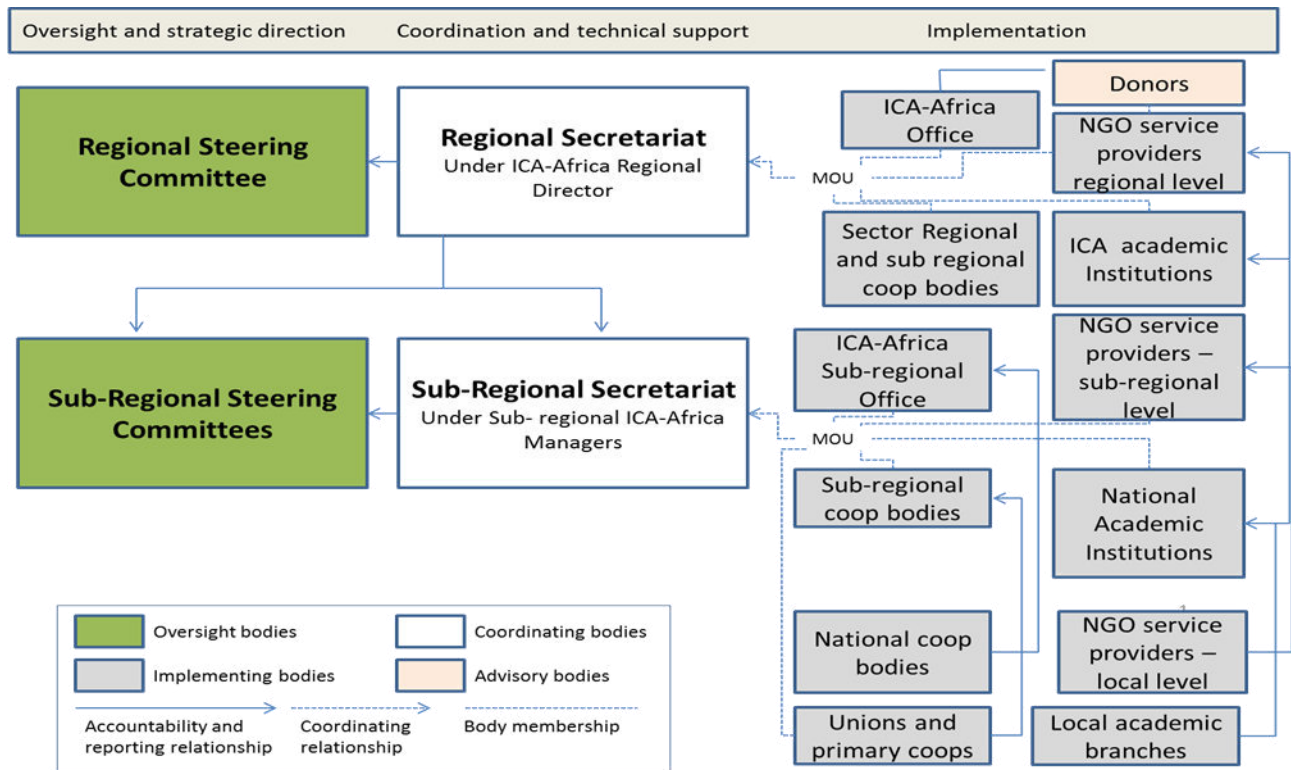
- Development partners: The ICA, governments, UN agencies, CCA, SCA, USAID, etc.
- Implementers: ACIDI/VOCA, SNV, Agriterro, TechnoServe, Oxfam, local NGOs etc.
- Researchers: CGIAR centres, universities and other institutions of higher learning, etc.

NGO support often includes capacity building through training and business development and financial assistance in the form of revolving funds, seed money provision, etc. Key issues observed during the preparation of this Strategy with the provision of support by NGOs include lack of co-ordination, limited duration and focus on short term problems.

### **3.3 Implementation framework**

To co-ordinate and manage the implementation of the integrated Strategy, key governmental and non-governmental actors in the co-operative sector must be well consulted and co-ordinated. The following framework will be utilised to achieve the consultation and co-ordination at the various levels.

**Figure 2: Implementation arrangements for the ICA Africa Development Strategy 2013-2016**



**The implementation framework consists of the following structures and roles:**

### **Regional Steering Committee**

A Regional Steering Committee (RSC) will oversee the implementation of the integrated Strategy at the regional level and report its progress to the Regional Office. This PSC will manage annual and five-year implementation work plans for the Strategy, holding implementing agencies and the Regional Secretariat accountable to elements of the plan for which they are responsible. The PSC will meet quarterly, beginning early 2013. At each meeting, key milestones and progresses will be monitored, escalated issues and bottlenecks will be discussed and addressed and key upcoming activities will be prepared. The RSC will consist of the following members:

- Steering Committee (SC) will be chaired by the elected chair who in her/his absence can delegate a fitting representative
- The Secretary to the PSC will be the ICA Africa Regional Director, who will also manage the day-to-day activities of the Regional Secretariat. ICA Africa Region will have two members in the RSC: both the office's Director and one of the managers
- Other key partners may be co-opted as members of the PSC as the need arises.

## Sub-Regional Steering Committees

Sub-Regional Steering Committees (SRSCs) will manage the implementation of the integrated strategy in each of the five African sub-regions (Southern, Central, Eastern, Western and Northern Africa) and report progress to the RSC. The SRSCs will hold local implementing agencies and the Regional Secretariats accountable for the elements of the Strategy's implementation for which they are responsible. The SRSCs from all five sub-regions will also meet monthly, one to two weeks before the RSC meetings so that the outcomes of the sub-regional meetings can be escalated to the regional meeting as appropriate. As at the national level, each meeting will include monitoring of key milestones and progress, addressing and escalation of issues and bottlenecks and preparation for key upcoming activities.

The SRSCs will consist of the following members:

- **Chair:** Each SRSC will be chaired by its elected chair. This chair reports to the region's secretary
- **Secretary:** The head of the SRSC will be elected by the sub-regional members. This leader will be responsible for several elements during the implementation of the Strategy in each sub-region, and will oversee the Sub-Regional Secretariat on a day-to-day basis.
- **Representatives from unions and other national bodies** will be members of the SRSCs.
- **NGOs and institutions of higher learning:** Several non-governmental organisations play a significant role in strengthening the co-operative sector in the regions, including through capacity building, financing and supporting other elements of this integrated Strategy. SRSCs, in co-ordination with other sub-regional governmental leaders, will recommend NGOs implementing in their regions to be members of the PSC, possibly on a rotational or temporary basis. These NGOs will have MOUs with the SRSC regarding their role in the implementation of the Strategy, and the Sub-Regional PSCs will monitor the progress of these implementation activities and help address issues as appropriate
- **Non-co-op private sector:** Like NGOs, the non-co-op private sector may also play roles in various elements of implementation and support of the integrated Strategy, especially with regard to investments in marketing infrastructure and supply and demand for co-operative activities. SRSCs, in co-ordination with the RSC, will recommend any relevant non-co-op private sector actors to be members of the PSC, on a rotational or temporary basis.

## Regional Secretariat

While the Regional PSC meets quarterly, a Regional Secretariat at ICA Africa Region will co-ordinate implementation on a day-to-day basis and will be based at the ICA Africa Region offices. This Secretariat will co-ordinate the implementation of various strategic objectives at regional level, implementing the annual and more detailed work-plans overseen by the RSC. The Regional Secretariat will initially consist of six managers who are ICA Africa Region staff. They will be accountable to the Regional Director and report on a day-to-day basis.

The six initial members of the Regional Secretariat will include:

- **Manager Education and Training** – this member will co-ordinate all implementation activities associated with the participation strategy
- **Manager Sectoral Development** – this member will co-ordinate all implementation activities associated with the co-operative sustainability strategic intervention

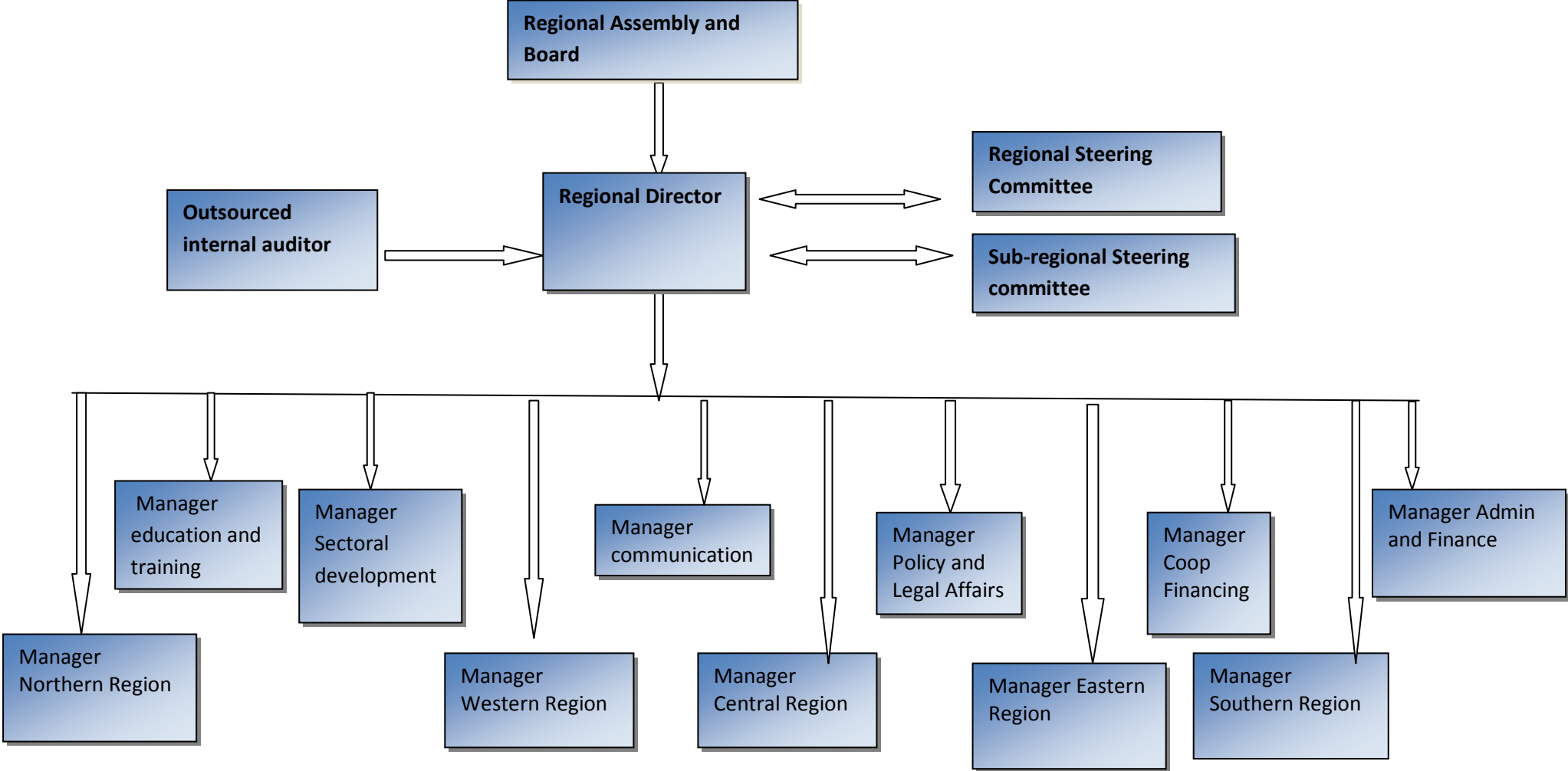
- **Manager Corporate Communication, Image and Identity** – this member will co-ordinate all implementation activities associated with the co-operative image and identity strategic intervention
- **Manager Policy and Legal Affairs** – this member will co-ordinate all implementation activities associated with the co-operative legal frameworks strategic intervention
- **Manager Co-operative Financing**– this member will co-ordinate all implementation activities associated with the co-operative capital strategic intervention
- **Manager Office Administration and Finance** – this member will co-ordinate all implementation activities associated with administration and finance of the office.

Sub-Regional Secretariats will exist in each of the five sub-regions to co-ordinate the day-to-day implementation of all strategic interventions of the strategy in their regions. The Sub-Regional Managers will work closely with the Regional Secretariat, and will be accountable and report to the ICA Africa Regional Director on a day-to-day basis. While much of the on-the-ground implementation will be executed by a variety of co-operatives at all tiers and governmental and non-governmental partners, the Sub-Regional Secretariats will co-ordinate these activities and track progress toward milestones and deadlines. They will also escalate issues as needed to the Regional Secretariat (i.e. daily/implementation issues) and the RSC through the Regional Director (i.e. issues requiring additional leadership/decision making). Each Sub- Regional Secretariat will consist initially of one manager who is fully dedicated to her/his role.

In summary, the implementation arrangements for implementing the sector Strategy involve a broad variety of key stakeholders, who will drive oversight, co-ordination, support and implementation of the various activities required to realise the Strategy's vision. These implementation arrangements are conveyed in Figure 3.



**Figure 3: ICA AFRICA- Strategy Implementation structure**



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## Chapter four: Monitoring and evaluation

This Strategy has taken into consideration the positive as well as negative experiences of the co-operative movement recorded internationally and locally to develop strategic objectives that will be applied in Africa's unique context to deliver benefits to its members throughout the region.

Systematic, regular and objective monitoring and evaluation (M&E) of progress of the overall Strategy and its different components is critical. Decades of support for co-operatives has a mixed record of success both in Africa and around the world, and the Strategy laid out here must be monitored for effectiveness and efficiency throughout the implementation process and course corrections must be made accordingly.

The success of this Strategy will be assessed against the co-operative sector transformation impact of increasing participation, sustainability, positive image, identity and legal framework as well as capital.

This Strategy is predicated on producing a single outcome: efficient and effective co-operatives at all tiers that provide effective and sustainable services to their members. The achievement of this outcome will be measured closely through a series of indicators that will be measured at baseline levels in early 2013 and monitored periodically to track progress toward this outcome. These indicators will be refined by the end of 2015, and include key measures of effectiveness (e.g. membership levels, total turnover, number of successful projects, knowledge transfer, research output, gender impact) as well as efficiency and sustainability (e.g. financial, social and environmental performance).

### Key assumptions of the strategic plan

The following assumptions are to be met to guarantee the success of the strategy:

- The global economy will continue to come out of recession
- There will be decreasing civil unrest and wars in Africa
- There will be no major natural and environmental disasters in Africa
- The developmental partners and governments will support the strategic plan.

**Table 4: Strategy indicator framework**

<b>Impact</b>	<b>Impact indicator/target</b>
Increased social, economic and environmental sustainability of nations through the co-operative enterprise	Increased in social cohesion, economic growth and environmental sustainability of African nations
<b>Outcome</b>	<b>Outcome indicator/target</b>
Efficient and effective cooperatives at all tiers that provide effective and sustainable services to many members	Improvement in business performance of African co-operative organisations
<b>Output</b>	<b>Output indicator/target</b>
1. Elevation of <b>participation</b> within membership and governance to a new level	Increased membership, especially for women and youth in co-operatives
2. Positioning of co-operatives as builders of <b>sustainability</b>	Greater economic, social and environmentally sustainable growth of African nations
3. Positive co-operative <b>image</b> and secure co-operative <b>identity</b>	Increased membership, especially for women and youth in co-ops
4. Supportive <b>legal frameworks</b> for co-operative growth	Increased in quality and quantity of co-operative law and policies across Africa
5. Reliable co-operative <b>capital</b> while guaranteeing member control	Increased membership fee collections, contributions to the endowment fund and projects budgets

**Action plan for Output 1**

<b>Impact</b>	Increased social, economic and environmental sustainability of nations through co-operative enterprise	
<b>Outcome</b>	Efficient and effective co-operatives at all tiers that provide effective and sustainable services to many members	
<b>Output 1</b>	Elevate <b>participation</b> within membership and governance to a new level	
<b>Indicator/target</b>	<b>Key milestones</b>	
Increased membership, especially for women and youth in co-operatives	Number of national and regional plans reviewed – recommendations made	
	Number of surveys and initiatives undertaken	
	Number of sub-regional structures and offices formed	
	Information sharing and availability	

Action plan	Year	Budget Annual in USD
1. Support the scanning the existing state of participation in co-operatives, including online and social media practices	2013	12,000
2. Assist in development of case studies and identification of best or promising practices	2013	12,000
3. Support the establishment of a <b>Leadership Circle</b> of 10-15 co-operatives to foster Global 300 participation and resource select Blueprint strategies	2013	12,000
4. Assist in the development of an online <b>Co-operative University</b> for co-operators and members of the public interested in learning about co-operation	2013	12,000
5. Assist in the establishment of a <b>Co-operative World Leader</b> educational programme. 20-25 middle and top managers and board members attend a one-week course at Oxford University	2013	12,000
6. Assist in drafting a <b>Governance Certification</b> programme. Review existing programmes, e.g. ICA Americas, ICA Housing	2013	12,000
7. Establish a co-operative start-up support system	2014	1,000,000
8. Capacitate the national apex bodies and review country co-operative development plans annually	2014	1,350,000
9. Carry out continuous country research to identify gaps that exist in development of co-operatives in the areas of focus, especially in underdeveloped sectors, to create the necessary impetus	2013	2,700,000
10. Lead the planning and generation of revenue and revenue sources to finance activities for the Regional Office and sectoral and thematic committees	2013	100,000
11. Develop links with development partners interested in development of co-operatives and related fields in the region	2013	12,000
12. Provide an enabling and facilitative environment for development partners and agencies to carry out their mandate through the ICA Africa Region structure	2014	12,000
13. Create a think tank for co-operative development in the region. Co-ordinate regional programs in research and leadership development	2015	300,000
14. Develop and co-ordinate exchange programmes and study visits	2013	1,000,000
15. Co-ordinate management and dissemination of scholarly information among stakeholders	2013	12,000
16. Co-ordinate and push for shared co-operative curriculum development in institutions of higher learning in the region	2015	12,000
17. Creation of a database of active development partners	2013	15,000
18. Development of an database of active experts	2014	15,000

19. Development of an active information platform	2015	20,000
20. Development of a grading and rating system for co-operatives	2014	100,000
<b>Total budget</b>		<b>6,720,000</b>

### Action plan for Output 2

<b>Impact</b>	Increased social, economic and environmental sustainability of nations through co-operative enterprise		
<b>Outcome</b>	Efficient and effective co-operatives at all tiers that provide effective and sustainable services to many members		
<b>Output 2</b>	Position co-operatives as builders of <b>sustainability</b>		
<b>Indicator/target</b>	<b>Key milestones</b>		
Greater economic, social and environmentally sustainable growth of African nations	Number of agricultural co-op organisations assisted and capacitated		
	Number of all financial, insurance and banking co-operative organisations networked		
	Number of housing co-op organisations assisted and capacitated		
	Number of specialised co-ops assisted and capacitated		
	Number of all artisanal co-op organisations assisted and capacitated		
<b>Action plan</b>	<b>Year</b>	<b>Budget in USD</b>	
Global activities			
1. Support the background paper on <b>Redefining Growth and Efficiency</b> and the implementation of the recommendations of the background paper for distribution to think tanks on the subject of co-operative sustainability	2013	12,000	
2. Baseline survey on the challenges of the sector in the five sub-regions	2014	1,000,000	
3. Assist in the review of the <b>Co-operative Business Life and Development Path paper</b>	2013	12,000	
4. Support the scanning of co-operative sustainability commitments	2013	12,000	
5. Assist in the development of <b>sustainability targets</b> by sector	2013	12,000	
6. Spearhead the process of drafting the <b>Co-operative Africa</b> plan	2013	20,000	
7. Assist in the drafting of <b>Co-operative Response to Natural Disasters</b>	2013	12,000	
8. Assist in gathering input for financial and agricultural co-operative	2013	12,000	

development in Africa. Secure support from ILO, FAO and related institutions		
9. Support the assessment of the impact of <b>social co-operatives</b> and the feasibility of sector-specific initiatives	2013	12,000
<b>Agricultural sector development activities</b>		
10. Promote the establishment of agricultural value chain co-operatives in the sub-regions in order to increase food security and improve production and the distribution/market access of agricultural products	2013	25,000,000
11. Promote and encourage agricultural co-ops, especially in all sub-regions and transitional economies, and help find assistance for their establishment, when requested	2013	50,000
12. Survey the problems which concern agricultural co-ops in different countries and make recommendations regarding potential solutions	2013	54,000
13. Encourage links between organisations interested in food and agricultural production, including farmer's organisations. Support sharing of appropriate technology and latest research	2013	25,000
14. Encourage sustainable land management practices and improved rainwater management	2013	25,000
15. Mobilise co-operatives and farmer organisations into regional commodity networks, e.g. a regional commodity exchange	2013	5,000,000
16. Organise farming certification and standards	2015	250,000
17. Encourage Fair Trade practices in agricultural commodity trading	2013	50,000
<b>Banking and insurance sector development</b>		
18. Facilitate the promotion at international and regional levels of the distinctive co-operative values of co-operative banks, insurance and mutual companies and co-operative financial institutions. This is a business necessity	2014	250,000
19. Facilitate and encourage the exchange of information amongst members on key co-operative banking and financial institutions and insurance	2013	12,000
20. Support regional committees and their members, individually or collectively	2013	500,000
21. Encourage inter-co-operation with other types of co-ops and various bodies in the ICA Africa Region and globally	2013	12,000
22. Promote working links with other committees to synergise efforts	2014	12,000
<b>Housing co-operative sector development</b>		
23. Unite co-operative and mutual self-help housing co-operative organisations regionally and around the globe through membership of ICA Africa Housing Committee	2014	12,000
24. Represent the co-operative and mutual self-help housing movement by supporting members at a local, regional and global level	2014	50,000

25. Serve as a forum for knowledge exchange for our members	2013	12,000
26. Promote use of appropriate building technologies	2014	100,000
27. Host annual conferences for member organisations to build cohesiveness and critically discuss common issues	2013	150,000
28. Support fund mobilization for member organisations in executing various development sub-regional projects	2013	12,000
29. Develop housing programmes in the sub-regions	2014	250,000
30. Support the creation of housing finance banks	2015	250,000
<b>Specialised co-operative sector development</b>		
31. Set the sectoral strategy and co-ordinate and support the regional consumer co-operative sectoral structures in their work on all issues of relevance	2015	250,000
32. Act as a catalyst for promotion of utility co-operatives in each sub-region and country	2013	12,000
33. Promote worker ownership as a specific type of enterprise and labour organisation	2013	250,000
34. Promote use of appropriate production and manufacturing technologies	2015	12,000
35. Promote the development of health co-operatives	2015	250,000
36. Promote tourism and fisheries co-operatives	2015	250,000
37. Promote electricity utilityco-operatives	2016	250,000
<b>Industrial artisanal and worker based co-operative development</b>		
38. Support the promotion of the co-operative movement in industrial, craft and service sectors	2015	750000
<b>Total budget</b>		<b>35,204,000</b>

### Action plan for Output 3

<b>Impact</b>	Increased social, economic and environmental sustainability of nations throughco-operative enterprise	
<b>Outcome</b>	Efficient and effective co-operatives at all tiers that provide effective and sustainable services to many members	
<b>Output 3</b>	Positive co-operative <b>image</b> and secure co-operative <b>identity</b>	
<b>Indicator/target</b>	<b>Key milestones</b>	
Increased membership, especially for women and youth in co-operatives	Number of media communication	
	Number of services provided to members	

<b>Action plan</b>	<b>Year</b>	<b>Budget USD</b>
1. Launch and popularise the Africa Co-operative Development Strategy	2013	250,000
2. Assit in the development and launch of a <b>shared co-operative visual image</b> . This image or marque would succeed the International Year of Co-operatives logo. It might form the basis of a redesigned ICA logo	2013	12,000
3. Campaign for the implementation of shared image within the region	2013	25,000
4. Participate in the launch of an internal communications campaign (among co-operative community) to build understanding of and commitment to the Blueprint	2013	25,000
5. Participate in the relaunch of an external communications campaign. Place substantive articles in mainstream regional <b>media</b>	2013	25,000
6. Facilitate the assessment of the state of higher education on co-operative models within the region	2013	250,000
7. Participate in the drafting of a co-operative <b>law and business curriculum</b>	2013	12,000
8. Facilitate the production of a co-operative curriculum to be included in mainstream institutions in conformity with the first metric level (to be determined)	2015	250,000
9. Disseminate <b>Guidance Notes on Co-operative Principles within the region</b>	2014	12,000
10. Facilitate the promotion of new .coop business offerings piloted to engage co-operatives in untapped economies and to engage individual co-operators	2013	12,000
11. Assist in the development of a concept paper for a <b>Centre for Co-operative Thinking</b> and launch the centre, a virtual co-operative think tank. Create initial profile of research needed	2013	12,000
12. Assist in the drafting of a business plan for a consultancy practice and recruitment of a core group of consultants at regional level	2014	12,000
13. Pilot the consultancy practice within the region	2014	12,000
14. Assist in the drafting of <b>World Co-operative Heritage List</b> . This would be designed to show the worldwide contribution of co-operatives and modulate existing Anglo-centric historical references	2013	12,000
<b>Total budget</b>		<b>921,000</b>



**Action plan for Output 4**

<b>Impact</b>	Increased social, economic and environmental sustainability of nations through the co-operative enterprise	
<b>Outcome</b>	Efficient and effective co-operatives at all tiers that provide effective and sustainable services to many members	
<b>Output 4</b>	Supportive <b>legal frameworks</b> for co-operative growth	
<b>Indicator/target</b>	<b>Key milestones</b>	
Increased quality and quantity of co-operative law and policies across the continent	Number of supportive co-operative laws and policies adopted	
	Number of governmental agency associate members in ICA Africa Region	
	Number of co-operatives represented in the B20	

<b>Action plan</b>	<b>Year</b>	<b>Budget USD</b>
1. Assit in the development of the framework for <b>Doing Co-operative Business</b> to explore discriminatory practices. This report would be modeled on the World Bank's 'Doing Business' and would rank jurisdictions according to their enablement of and support for co-operatives. It would be used to help shape the policy agenda	2013	12,000
2. Participate in the launch of <b>governmental</b> agency associate membership in ICA Africa Region and market governmental associate membership aggressively. Provide support to these members for networking activities	2013	12,000
3. Build on Latin American Parliamentarian Association experience to establish a network of <b>African Co-operative Parliamentarians</b>	2014	250,000
4. Assist in the formal launch the network at the Co-operative Summit	2014	12,000
5. Create initial database	2014	25,000
6. Assess the contribution of co-operatives to development of <b>democratic</b> institutions through its demonstration of a successful democratic model in Africa	2013	25,000
7. Assist in the development of a policy case statement for <b>efficiency</b> of co-operative form. This document would be an adaptation of the research in the sustainability strategy area, designed for policymakers	2014	12,000
8. Adapt the research conducted in year 1 to create practical policy background papers. These would be designed to support the integration of the co-operative agenda into intergovernmental policy-setting bodies, e.g. G8, G20	2014	12,000
9. Support the process of co-operatives to be represented on <b>B20</b> , the business council of the G20	2014	12,000
<b>Total budget</b>		<b>372,000</b>

**Action plan for Output 5**

<b>Impact</b>	Increased social, economic and environmental sustainability of nations through the co-operative enterprise	
<b>Outcome</b>	Efficient and effective co-operatives at all tiers that provide effective and sustainable services to many members	
<b>Output 5</b>	Secure reliable co-operative <b>capital</b> while guaranteeing member control. Co-ops need access to <b>capital</b> if they are to be established, grow and flourish.	
<b>Indicator/target</b>	<b>Key milestones</b>	
Increased membership fee collections, contributions to the endowment trust fund and project funding budgets	Number of membership fee collections	
	Contributions to the endowment trust fund	
	Project funding budgets	
	Total dollar amount of Global Development Co-operative fund loans disbursed.	
	Total ROI % of Global Development Fund loans disbursed	

<b>Action plan</b>	<b>Year</b>	<b>Budget USD</b>
1. Assist in the survey of advantages and disadvantages of existing means of <b>co-operative growth financing</b> , by sector, including tax and fiscal impediments	2013	12,000
2. Participate in the design of a co-operative financing instrument for growth capital	2014	12,000
3. Secure Intergovernmental Organisation (IGO) support for the financial instrument within the region	2014	50,000
4. Pilot the financial instrument	2014	25,000
5. Support a survey of innovative thinking on local co-operative start-ups	2013	250,000
6. Assist in the placement of the first tranche of <b>Global Development Co-operative (GDC)</b> fund loans	2014	12,000
7. Secure IGO support for GDC, e.g. FAO and other bilateral organizations within the region	2013	12,000
8. Use efficiency and sustainability as foundation for report on the 'total ROI' of member co-operative capital	2014	12,000
9. Pilot a <b>Co-operative ROI Index</b>	2014	25,000
10. Mobilise more resources for the Endowment Trust Fund for ICA Africa Region	2013	25,000
11. Create more collaboration with social funders	2013	12,000
<b>Total budget</b>		<b>447,000</b>

<b>GRAND TOTAL</b>	<b>43,664,000</b>
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## Appendix 1:

Table 1 below shows the sub region segmentation including the focus areas of the sectoral co-operative development.

Table I ICA Africa Market Segmentation

COMESA	<b>Burundi, Comoros, DR Congo, Republic of Djibouti, Egypt, Eretria, Ethiopia, Kenya, Libya, Madagascar, Malawi Mauritius, Rwanda, Seychelles , The Sudan, Southern Sudan, Swaziland, Uganda, Zambia and Zimbabwe.</b>			
<b>Agriculture</b>	<b>CBF</b>	<b>Housing</b>	<b>Specialised Sector Cooperatives</b>	<b>Industrial And Artisanal Sector</b>
<p>CAADP – Comprehensive African Agricultural Development Programme.</p> <ol style="list-style-type: none"> <li>1. Extending the area under sustainable land management and reliable water control systems</li> <li>2. Improving Rural infrastructure and trade related capacities for market access</li> <li>3. Increasing food supply, reducing hunger, ,improving responses for food emergency crises</li> <li>4. Improving agricultural research, technology dissemination and adoption.</li> </ol>	<p>Promotion of financial access in the rural areas by promotion of co-operative banking and finance</p>	<ol style="list-style-type: none"> <li>1.Improving rural and urban poor access to housing initiatives</li> <li>2.Harness the community initiatives in water and sanitation</li> </ol>	<ol style="list-style-type: none"> <li>a. Communication , infrastructure and energy initiatives</li> <li>b. Promotion of renewable energy for rural areas</li> </ol>	<p>Developing the artisanal sector into industrial productivity and competitiveness</p>

ECOWAS	Nigeria, Ghana, Mali, Liberia, Niger, Sierra Leone, Togo, Guinea Bissau, Guinea, The Gambia, Cote D' Ivoire Cape Verde Burkina Faso, Benin, Senegal			
<b>Agriculture</b>	<b>CBF</b>	<b>Housing</b>	<b>Specialised Sector Cooperatives</b>	<b>Industrial And Artisanal Sector</b>
<b>Rural development and environment</b> ( irrigation, flood water control , rural water project, agriculture , livestock raising, fishing, protection of the ecosystem, capacity building- development of fully fledged and functional agriculture co-operative organizations --- emphasis of Francophone countries, renewable energy)	<b>Financial Services</b> information Technology related services , Rural Finance , savings mobilisations , infrastructural development	Developing and harmonising national urban development policies, standards and regulations	Mining, energy utility co-operatives.	<b>Industry</b> (Agribusiness, mining, cottage industries , transfer of technology, technological innovations)

SADC	South Africa , Botswana, Lesotho , Malawi, Angola, Namibia, DRC, Tanzania, Zambia, Zimbabwe, Swaziland, Mozambique, Mauritius, Seychelles, Madagascar, ,			
<b>Agriculture</b>	<b>CBF</b>	<b>Housing</b>	<b>Specialised Sector Cooperatives</b>	<b>Industrial And Artisanal Sector</b>
<b>Rural development and environment</b> ( irrigation, flood water control , rural water project, agriculture , livestock raising, fishing, protection of the ecosystem, capacity building- development of fully fledged and functional agriculture co-operative organizations --- emphasis of Francophonie countries )	Anchoring co-operative banking and finance on the Southern Africa Protocol on finance and investment.	Development of housing	Promotion of mining , and water and sanitation	Industry (Agribusiness, mining, cottage industries, transfer of technology, technological innovations). Promotion of local and regional entrepreneurs

In the EAC sub region the strategy will focus on all the subsectors but lay emphasis on the undeveloped sub sectors viz Housing and specialized co-operative subsectors

EAC	Kenya, Uganda, Tanzania, Rwanda, Burundi, Southern Sudan, Somalia, Ethiopia , Eretria			
<b>Agriculture</b>	<b>CBF</b>	<b>Housing</b>	<b>Specialised Sector Cooperatives</b>	<b>Industrial And Artisanal Sector</b>
<b>Rural development and environment</b> ( irrigation, flood water control , rural water project, agriculture , livestock raising, fishing, protection of the ecosystem, capacity building- development of fully fledged and functional agriculture co-operative organizations -- -	Financial Services information Technology related services , Rural Finance , savings mobilisations , infrastructural development	Establishing Housing Mortgage and related investment schemes Developing and harmonising national urban development policies, standards and regulations Strengthening Urban management institutions and human resource capacity Mainstreaming of physical planning in national development agenda Capacity building for local authorities.	Utility co-operatives in water and sanitation, renewable energy, mining and tourism	Industry (Agribusiness, mining, cottage industries , transfer of technology, technological innovations)

The subsector activities that deliver tangible benefits to member organizations have been identified and outlined under each sector as below.

Sector	Member Organizations Benefit	ICA Africa Benefit
<b>Agricultural Coop Organizations technical – automation</b>	<ul style="list-style-type: none"> <li>i) Commodity Networks</li> <li>ii) Regional Lobbying on Commodity Trade.</li> <li>iii) Exchange programme for individual Members</li> <li>iv) Leadership development Training</li> <li>v) Information ongoing basis stringent inter-intra regional agricultural trade.</li> <li>vi) Regional Hub for commodity trade and Compliance Certification</li> <li>vii) Agricultural Production Technology</li> <li>viii) Professionalizing of marketing systems</li> <li>ix) Organic foods certification</li> <li>x) Cooperative warehousing receipt systems</li> <li>xi) Carbon trading and environmental care.</li> <li>xii) Enhance members benefits from the agribusiness value chain</li> <li>xiii) Convert farming from peasantry to agribusiness</li> <li>xiv) Facilitate agricultural processing</li> <li>xv) Raise output</li> <li>xvi) Increase quality and quantity</li> <li>xvii) Improve market connectivity</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased MO’s interaction</li> <li>v) Information Interchange and reference point.</li> <li>vi) Land use</li> </ul>

Sector	Member Organizations Benefit	ICA Africa Benefit
<b>Cooperative Finance Institutions Banking and Insurance</b>	<ul style="list-style-type: none"> <li>i) Regional Financial Sector Networking</li> <li>ii) Financial Leadership Development</li> <li>iii) Networking forum for CFI's Banking and Insurance Institutions.</li> <li>iv) Global Linkage to the ICA Committee in Banking Insurance and Finance.</li> <li>v) Operationalize Regional strategic alliance initiatives.</li> <li>vi) Application of financial resources to member economy</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased MO's interaction</li> <li>v) Information Interchange and reference point.</li> <li>vi) Act as penetration strategy for CFI's</li> </ul>
<b>Co-operative Housing Organization</b>	<ul style="list-style-type: none"> <li>i) Linkage to Regional and global Information Exchange.</li> <li>ii) Policy development and exchange centre for Africa</li> <li>iii) Building Technology resource and Technical support in new product development</li> <li>iv) Networking forum for Housing development cooperatives Housing Development Fund linkage to funding agencies.</li> <li>v) Leadership development</li> <li>vi) Exchange programme for members and individual co-operators</li> <li>vii) Organized annual symposiums on Housing and Urban centres development</li> <li>viii) Linkage to the Global Co-operative Housing Development Family.</li> <li>ix) Technical support in new product development</li> <li>x) Human habitation environment care and solid waste management systems</li> <li>xi) Creation of member driven financial products</li> <li>xii) Financial literacy</li> <li>xiii) Long term funding</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased MO's interaction</li> <li>v) Information Interchange and reference point.</li> </ul>



<b>Sector</b>	<b>Member Organizations Benefit</b>	<b>ICA Africa Benefit</b>
<b>Specialized co-operatives</b> (Health, Schools, Utilities, Roads, consumer retail ICT's Appropriate Technologies)	<ul style="list-style-type: none"> <li>i) Health Sector development in Africa.</li> <li>ii) Consumer cooperative development for the regions.</li> <li>iii) Linkage to commercial and industrial manufacturing.</li> <li>iv) Exchange programmes for capacity building in consumer cooperatives</li> <li>v) Coordinated project undertaking and implementation</li> <li>vi) Easy access to digitalization programmes of MO's</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased MO's interaction</li> <li>v) Information Interchange and reference point.</li> </ul>
<b>Industrial artisanal and worker based co-operatives</b>	<ul style="list-style-type: none"> <li>i) Technical support in new product development</li> <li>ii) Coordinated project undertaking and implementation</li> <li>iii) Easy access to digitalization programmes of MO's</li> <li>iv) Building Technology resource and Technical support in new product development</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased MO's interaction</li> <li>v) Information Interchange and reference point.</li> </ul>
<b>Development partners and Government</b>	<ul style="list-style-type: none"> <li>i) Think-tank on policy and development of cooperatives</li> <li>ii) Central resource centre for policy research</li> <li>iii) Regional cooperative integration forum</li> <li>iv) Exchange programme for governments, Legislators, parliamentarians</li> <li>v) Cooperative development agents network – Commissioners, Registrars, cooperative practitioners' forum</li> <li>i) Access to resource for cooperative development – financial, technical and logistical</li> <li>ii) Coordination of development resources sourcing and application</li> <li>iii) Apply co-operative enterprise to social concerns of jobs , wealth creation and human development</li> </ul>	<ul style="list-style-type: none"> <li>i) Increased membership</li> <li>ii) Annual revenue flow</li> <li>iii) Increased Visibility</li> <li>iv) Increased Development partners &amp; governments interaction.</li> <li>v) Information Interchange and reference point.</li> <li>vi) Channel for providing consulting services</li> <li>vii) Act as a support agents for Development partners</li> </ul>

AGRICULTURE SECTOR DEVELOPMENT		
Region	Regional anchors and collaborations ( these will anchor the initiatives )	Supporters
SADC :	Tanzania Federation of Co-operatives Ltd (TFC, Mauritius; The Mauritius Co-operative Union Ltd. (MCUL); Lesotho ;Co-operative Lesotho (Coop Lesotho); South Africa South African National Apex Co-op (SANACO); Zambia Northern Province Co-operative Marketing Union Ltd. (NPCMU Ltd); Botswana Botswana Co-operative Association (BOCA)	<ol style="list-style-type: none"> <li>1. International co-operative agricultural organization. - ICAO</li> <li>2. -International Fund for Agricultural Development -IFAD.</li> <li>3. African Union AU</li> <li>4. Food and Agriculture Organization of the United Nations (FAO)</li> <li>5. International Dairy Foods Association</li> <li>6. <i>Land O'Lakes</i></li> <li>7. Social development funders.</li> </ol>
COMESA	Egypt; Central Productive Co-operative Union (PCU) Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
EAC	Uganda Co-operative Alliance Ltd. (UCA), Agri and Co-operative Training and Consultancy Services Ltd. (ATC). The Co-operative Alliance of Kenya, (CAK) Rwanda National Confederation of Cooperatives of Rwanda (NCCR);	
ECOWAS	Nigeria-Co-operative Federation of Nigeria (CFN); Senegal Union Nationales des Coopératives Artisanales d'Art, de Production et de Service du Senegal (UNCAAPS); Ghana Co-operative Council (GCC); Cape Verde ;Federação Nacional das Cooperativas de Consumo (FENACOOOP)	

<b>CO-OPERATIVE BANKING &amp; INSURANCE DEVELOPMENT</b>		
Region	Regional anchors and collaborations ( these will anchor the initiatives )	Supporters
SADC :	Tanzania Federation of Co-operatives Ltd (TFC, Mauritius; The Mauritius Co-operative Union Ltd. (MCUL); Lesotho ;Co-operative Lesotho (Coop Lesotho); South Africa South African National Apex Co-op (SANACO); Zambia Northern Province Co-operative Marketing Union Ltd. (NPCMU Ltd); Botswana Botswana Co-operative Association (BOCA)	<ol style="list-style-type: none"> <li>1. ICBA Africa</li> <li>2. International Cooperative and Mutual Insurance Federation</li> <li>3. International Insurance Society</li> <li>4. The International Insurance Foundation</li> <li>5. Social development funders.</li> </ol>
COMESA	Egypt; Central Productive Co-operative Union (PCU) Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
EAC	Uganda Co-operative Alliance Ltd. (UCA), <b>Co-operative Bank of Kenya, Co-operative insurance company Kenya Union of Savings and Credit Co-operatives Kilimanjaro co-operative Bank</b> Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
ECOWAS	Nigeria-Co-operative Federation of Nigeria (CFN); Senegal Union Nationales des Coopératives Artisanales d'Art, de Production et de Service du Senegal (UNCAAPS); Ghana Co-operative Council (GCC); Cape Verde ;Federação Nacional das Cooperativas de Consumo (FENACOOP)	
<b>HOUSING DEVELOPMENT CO-OPERATIVE ORGANIZATIONS</b>		
Region	Regional anchors and collaborations ( these will anchor the initiatives )	Supporters
SADC :	Tanzania Federation of Co-operatives Ltd (TFC, Mauritius; The Mauritius Co-operative Union Ltd. (MCUL); Lesotho ;Co-operative Lesotho (Coop Lesotho); South Africa South African National Apex Co-op (SANACO); Zambia Northern Province Co-operative Marketing Union Ltd. (NPCMU Ltd); Botswana Botswana Co-operative Association (BOCA)	<ol style="list-style-type: none"> <li>1. UN habitat</li> <li>2. Shelter Afrique</li> <li>3. ICA Housing</li> <li>4. Social development funders.</li> </ol>
COMESA	Egypt; Central Productive Co-operative Union (PCU) Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
EAC	Uganda Co-operative Alliance Ltd. (UCA), <b>Kenya Union of Savings and Credit Co-operatives</b> National Co-operative Housing Union Ltd. (NACHU) Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
ECOWAS	Nigeria-Co-operative Federation of Nigeria (CFN); Senegal Union Nationales des Coopératives Artisanales d'Art, de Production et de Service du Senegal (UNCAAPS); Ghana Co-operative Council (GCC); Cape Verde ;Federação Nacional das Cooperativas de Consumo (FENACOOP)	

<b>SPECIALISED SECTOR CO-OPERATIVES</b>		
<b>Region</b>	<b>Regional anchors and collaborations ( these will anchor the initiatives )</b>	<b>Supporters</b>
<b>SADC :</b>	Tanzania Federation of Co-operatives Ltd (TFC, Mauritius; The Mauritius Co-operative Union Ltd. (MCUL); Lesotho ;Co-operative Lesotho (Coop Lesotho); South Africa South African National Apex Co-op (SANACO); Zambia Northern Province Co-operative Marketing Union Ltd. (NPCMU Ltd);Botswana Botswana Co-operative Association (BOCA)	<ol style="list-style-type: none"> <li>1. UNEP, UNDP</li> <li>2. Social development funders.</li> <li>3. Consumer Co-operatives Worldwide (CCW)</li> </ol>
<b>COMESA</b>	Egypt; Central Productive Co-operative Union (PCU) Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
<b>EAC</b>	Uganda Co-operative Alliance Ltd. (UCA), <b>Kenya Union of Savings and Credit Co-operatives</b> National Co-operative Housing Union Ltd. (NACHU) Rwanda  National Confederation of Cooperatives of Rwanda (NCCR)	
<b>ECOWAS</b>	Nigeria-Co-operative Federation of Nigeria (CFN); Senegal Union Nationales des Coopératives Artisanales d'Art, de Production et de Service du Senegal (UNCAAPS); Ghana Co-operative Council (GCC); Cape Verde ;Federação Nacional das Cooperativas de Consumo (FENACOOOP)	

<b>INDUSTRIAL ARTISINAL AND WORKER BASED CO-OPERATIVES</b>		
<b>Region</b>	<b>Regional anchors and collaborations ( these will anchor the initiatives )</b>	<b>Supporters</b>
SADC :	Tanzania Federation of Co-operatives Ltd (TFC, Mauritius; The Mauritius Co-operative Union Ltd. (MCUL); Lesotho ;Co-operative Lesotho (Coop Lesotho); South Africa South African National Apex Co-op (SANACO); Zambia Northern Province Co-operative Marketing Union Ltd. (NPCMU Ltd); Botswana Botswana Co-operative Association (BOCA)	<ol style="list-style-type: none"> <li>1. UNIDO</li> <li>2. Social development funders.</li> <li>3. International Organisation of Industrial, Artisanal and Service Producers' Cooperatives (CICOPA)</li> </ol>
COMESA	PCU, Central Productive Co-operative Union Egypt Rwanda National Confederation of Cooperatives of Rwanda (NCCR)	
EAC	Uganda Co-operative Alliance Ltd. (UCA), <b>Kenya Union of Savings and Credit Co-operatives</b> National Co-operative Housing Union Ltd. (NACHU) Rwanda  National Confederation of Cooperatives of Rwanda (NCCR)	
ECOWAS	Nigeria-Co-operative Federation of Nigeria (CFN); Senegal Union Nationales des Coopératives Artisanales d'Art, de Production et de Service du Senegal (UNCAAPS); Ghana Co-operative Council (GCC); Cape Verde; Federaçao Nacional das Cooperativas de Consumo (FENACOOOP)	